

**Technical Evaluation Criteria  
Rotary Wing Command Support Air Transport (RWCSAT)**

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## Introduction

1. This document contains the assessment questions that will be used to evaluate the technical responses to the Invitation to Tender (ITT) for the Rotary Wing Command Support Air Transport (RWCSAT) project.
2. The Tenderer is required to respond to **all** questions. Failure to do so will result in your tender being non-compliant, at which point. **The Authority reserves the right, at its sole discretion, to cease the evaluation and exclude the Tender from the remainder of the selection process.**
3. Each question includes;
  - a. Its aim.
  - b. The background to the subject matter being assessed.
  - c. A list of referenced information (where applicable).
  - d. The evidence required.
  - e. The confidence characteristics.
  - f. Scoring guidance.
4. The Tenderer should read and understand the scoring guidance as well as the list of required evidence items and confidence characteristics before preparing their submission for each question. This guidance is still not exhaustive; the Authority will be looking for, and rewarding, industry best practice and innovative ideas that enhance and add value to RWCSAT Contract.

## Page Cap

Your response to the Technical Evaluations questions from 2.1 to 2.15 must be written in English, using Arial font size 11 with a total maximum page cap for all question responses of 200 A4 sheets double-side. Pages will be counted sequentially in order of the question number (any pages after this will not be evaluated). Tenderers are requested to be cognisant of the weightings for the technical questions.

## Possible Scores

5. Table 1 shows the weightings for the technical questions that will be used to evaluate tenders.
6. Note that Pass / Fail questions are not weighted. Any question marked with Fail will mean that the bid does not meet the required standard. **The Authority reserves the right, at its sole discretion, to cease the evaluation and exclude the Tender from the remainder of the selection process.**

Section	Question	Weighting
<b>Compliance with the Statement of Requirements</b>	2.1[SR01] Compliance with Statement of Requirement (Technical)	15.00%
<b>Technical Requirements</b>	2.2 [SA02] Service Availability	12.00%
	2.3 [CO03] Organisational Approvals	7.00%
	2.4 [MR14] Type Airworthiness Management	Pass/Fail
	2.5 [SM04] Security and Management of Information	4.00%
	2.6 [PU05] Publications	8.00%
	2.7 [ST06] Authority Staff Training	10.00%
	2.8 [SQ07] Suitably Qualified and Experienced Personnel	10.00%
<b>Contract Deliverability</b>	2.9 [PM09] Project Management	8.00%
	2.10 [EV10] Earned Value Management	4.00%
	2.11 [TS11] Transition to Service	12.00%
	2.12a [SE12a] Safety	Pass / Fail
	2.12b [SE12b] Environmental	Pass / Fail
	2.13 [QY13] Quality	Pass / Fail
<b>Insurance</b>	2.14 [IE15] Insurance	Pass/ Fail
<b>Social Value</b>	2.15 [SV16] Social Value	10.00%
	2.15.1 Tackling economic inequality	5.00%
	2.15.2 Fighting climate change	2.50%
	2.15.3 Equal opportunity	2.50%
<b>Total:</b>		100%

Table 1 - Technical Questions Weightings

Each of the scored questions will be assigned either Pass/Fail or a four-point scoring level, ranging from High to Low Confidence. The following table shows how these translate to numerical scores.

Scoring Level	Percentage (%) of available marks
High Confidence	100
Good Confidence	70
Moderate Confidence	30
Low Confidence	0

Table 2 Four-Point Scoring Level

7. Any scored question marked with Low Confidence will mean that the technical bid does not meet the required standard and/or that major concerns have been identified during evaluation. **The Authority reserves the right, at its sole discretion, to cease the evaluation and exclude the Tender from the remainder of the selection process.**

## Compliance with the Statement of Requirements (Technical)

### Technical Requirements

#### 2.1 [SR01] Compliance with the Statement of Requirements – 15%

##### Aim

8. To award a contract for a RWCSAT solution that will have a satisfactory level of compliance against Schedule 1: Statement of Requirements (Technical).

##### Background

9. The detailed technical requirement for this contract is presented in Schedule 1: Statement of Requirement (Technical). The Authority wishes to understand and assess the level of compliance that the tenderer's solution is expected to achieve in relation to Schedule 1.

##### References

- a. Schedule 1: Statement of Requirements (Technical).

##### Evidence Required

10. The Tenderer shall provide a completed Statement of Requirements compliance matrix in the format of Schedule 1. For each requirement (serial) this must clearly provide the Authority with one of the following:

- a. Declaration of Compliance and the location (paragraph and page number) in the Tenderer's response that describes how the serial will be met.
- b. Declaration of Partial or Non-Compliance and satisfactory rationale or justification for this declaration (See scoring guidance) within the tenderer's response.

##### Confidence Characteristics

11. The Tenderer's response addresses all serials and clearly indicates that all requirements will be met (full compliance).

12. The Tenderer has accompanied any areas of non or partial compliance with a detailed explanation and justification of why the non or partial compliance was recorded, and that the detailed supporting justification is acceptable and demonstrates value accruing to the Authority.

##### Scoring Guidance

13. This question will be scored using confidence definitions below . The Authority reserves the right to reject a Tenderer who does not provide a satisfactory rationale or justification for any Partial or Non-Compliances. Lack of justification of the value accruing to the Authority in return for any Non or Partial Compliance shall be judged as non-compliant.

Confidence	Description
<b>High Confidence</b> <b>(100%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full. The Tenderer's response addresses all serials and clearly indicates that all requirements will be met (full compliance).</p>
<b>Good Confidence</b> <b>(70%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. The Tenderer's response addresses all serials and clearly indicates that all requirements will be met, with minimal Alternative Acceptable Means of Compliance. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.</p>
<b>Moderate Confidence</b> <b>(30%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. The Tenderer's response addresses all serials and clearly indicates that all requirements will be met in full or through AAMC However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.</p>
<b>Low Confidence</b> <b>(0%)</b>	<p>Nil or inadequate response</p> <p>The Tenderer's response does not address all serials and/or the evidence to support the serials or the AAMC indicates that the requirements will not be met.</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

## Technical Requirements

### 2.2 [SA02] Service Availability – 12.00%

#### Aim

14. To contract with a Tenderer whose RWCSAT solution will meet the end user's Service Availability requirement throughout the life of the contract.

#### Background

15. Meeting the end user requirement for Availability is critical to the successful delivery of the RWCSAT Service and dependent upon Platform Reliability and Maintainability (R&M).

16. The Service Availability is described within Schedule 1: Statement of Requirement.

17. The Authority is keen to understand how the Tenderer will ensure the end user's Service Availability requirements are achieved and sustained throughout the life of contract.

#### References

- a. Schedule 1: Statement of Requirements (Technical)
- b. Schedule 15: Performance Measurement and Incentivisation
- c. Annex A to Schedule 1: Statement of Requirement – Integrated Support Plan (ISP) Product Description
- d. RA 4961(3) - Reliability Programme
- e. DEFSTAN 00-600 issue 4

#### Evidence Required

18. The Tender is required to provide, explain, and justify in single document with reference to their plans for RWCSAT;

- a. How they will achieve and sustain the minimum Service Availability and Reliability requirements throughout the life of the contract, described within the above Schedules as an appendix to the Integrated Support Plan (ISP) as per Annex A to Schedule 1.
- b. How they will provide full aircraft engineering management and technical support including staff who are Suitably Qualified Experienced Personnel (SQEP) aligning to the requirements of the Delivery Duty Holder (DDH).
- c. The Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified and the proposed mitigations where appropriate.
- d. How they will manage scheduled and unscheduled maintenance activity to maximise aircraft availability throughout the life of the contract.
- e. Strategy for critical spares management, including anticipated spares holding, quantity and location to underpin a value for money argument.
- f. Strategy for managing obsolescence over the entire period of the contract and, notwithstanding any obsolescence issues or problems.

- g. In all cases, the Tenderer must ensure that their response is tailored to the RWCSAT contract.

### Confidence Characteristics

19. The Tenderer's response;
- a. Demonstrates how they will achieve and sustain the Service Availability and Reliability requirement throughout the life of the contract.
  - b. Demonstrates a suitably robust and detailed Service Support schedule which identifies the activities, tasks, and dates they identify as critical with high level resources and skills to achieve successful Service Availability and Reliability outcomes.
  - c. How they will manage and inform the Authority on areas of customer satisfaction, operational leanness, efficient, risk and value for money.
  - d. Demonstrates an understanding of the scope and complexity of the Service Availability and Reliability requirements.
  - e. Provides overview and understanding of their Obsolescence Management Strategy.
  - f. Demonstrates mature and fully functional supply support processes and activities.
  - g. Provides their Critical Spares Model / Strategy.
  - h. Identifies the Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution and includes mitigations where appropriate.

### Scoring Guidance

20. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.
<b>Low Confidence (0%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.</p> <p><b>OR</b></p> <p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

## 2.3 [CO03] Organisational Approvals – 7.00%

### Aim

21. To contract with a Tenderer who will have achieved, and will maintain by responding to any changes, certification required to meet the Military Airworthiness Authority (MAA) requirements for Service Commencement Date (SCD).

### Background

22. Certifications and accreditations obtained by the Tenderer should meet the MAA requirements for Contract Award in line with Military Airworthiness regulatory Publications (MRP), Regulatory Articles (RA's) and Acceptable Means of Compliance (AMC's).

### References

- a. Schedule 17: MRP Compliance Matrix.

### Evidence Required

23. The Tenderer is required to provide evidence of holding relevant certifications or a robust plan by contract award to achieve ;

- a. UK CAA Part 145 Aircraft Maintenance Organisation Approval (Rotary Wing) for identified candidate aircraft type to be used to provide RWCSAT service.
- b. UK CAA Part CAMO (Continuous Airworthiness Management Organisation) approval (Rotary Wing) to support the Military Continuous Airworthiness Manager (MILCAM) in accordance with the MRP.
- c. Copy of the Continuing Airworthiness Management Exposition (CAME).

24. The Tenderer is required to provide evidence of holding relevant certifications, and/or explain and justify in a single document how and by when they shall achieve those approvals by contract award;

- a. RA 5850 – Military Design Approved Organization scheme (DAOS) (MRP Part 21 Subpart J).
- b. MRP Part 145 achieved under the DAOS and Maintenance Approved Organisation Scheme (MAOS) schemes, for the Aircraft Type.
- c. RA 4956 - Military Continuing Airworthiness Management Organization Tasks Performed by Other Organisations - MRP Part CAMO Sub Part G.
- d. Where intending to sub-contract a proportion of the contract, UK CAA Part 21 J Design Organisation Approval (Rotary Wing) or equivalent possessed by the sub-contractor(s).

25. The Tenderer is required to provide the Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified and the proposed mitigations where appropriate.

### Confidence Characteristics

26. The Tenderer's response and evidence provided:

- a. Demonstrates how they will successfully obtain relevant certification and meet its requirements throughout the life of the contract.

- b. Demonstrates an understanding of the scope and complexity of MAA certification requirements.
- c. Identifies the Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution and includes mitigations where appropriate specifically related to Organisation approvals.

### Scoring Guidance

27. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.
<b>Low Confidence (0%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.</p> <p><b>OR</b></p> <p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

## 2.4 [MR14] Type Airworthiness Management – Pass/Fail

### Aim

28. To contract with a Tenderer who will be compliant with the relevant Military Airworthiness Authority Regulatory Publications (MRP) and the Air System Co-ordinating Design Organisation (AS-CDO) throughout the life of the contract.

### Background

29. The Authority wishes to understand and assess the Tenderer's level of compliance With the applicable MRP and AS-CDO.

### References

- a. Schedule 1: Statement of Requirements (Technical).

- b. Schedule 17: Military Aviation Authority Regulatory Approvals (MRP) Compliance Matrix

### Evidence Required

31. The Tenderer shall provide a correctly completed MRP compliance matrix. For each MRP Regulatory Article (RA) the Tenderer must clearly provide the evaluator with:

- a. Confirmation of Full, Partial or Non-Compliance.
- b. The proposed method of compliance.
- c. Specific details of why you have recorded a non-compliance or partial compliance against an RA.

32. The Tenderer shall demonstrate their understanding of delivering the role of an AS-CDO including, but not limited to, configuration management, management of Inservice design changes and obsolescence.

33. The Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified and the proposed mitigations where appropriate.

### Confidence Characteristics

34. The Tenderer's evidence and response provided:

- a. Demonstrates how they will successfully monitor changes to the MRP and how they will ensure compliance with such changes.
- b. Demonstrates an understanding of the role of the AS-CDO and has processes in place to ensure delivery of the AS-CDO role.
- c. Identifies the Risk, Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution and includes mitigations where appropriate specifically related to Type Airworthiness management.

35. The Tenderer has accompanied any areas of non or partial compliance with a detailed explanation and justification of why the non or partial compliance was recorded, and that the detailed supporting justification is acceptable and demonstrates value accruing to the Authority.

### Scoring Guidance

36. This question will be scored using confidence definitions below.

Score	Guidance
<b>Pass</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the Evidence Required (above) is sufficiently detailed to demonstrate a competent understanding of the requirement and provides details of how the Type Airworthiness Management for RWCSAT will be met
<b>Fail</b>	The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of this question.  The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority.

## 2.5 [SM04] Security and Management of Information - 4.00%

### Aim

37. To contract with a Tenderer who will provide the Authority and end user with effective Security and Management of Information procedures throughout the life of the contract.

### Background

38. The Authority requires the Tenderer to provide RWCSAT with a Security and Management of Information Plan (ISMP) that abides by DEFCON 658, DEFCON 660 and DEFCON 76, and meets the standards mandated in DEFSTAN 05-138 and DEFSTAN 05-139. The Authority requires the Tendered to provide evidence of Cyber Essentials Plus certification or equivalent standard by the point of Contract Award.

39. The Cyber Security Model (CSM) was implemented by the Defence Cyber Protection Partnership (DCPP). DCPP is a joint MOD/Industry initiative, initiated in 2012 and formally established in 2013 under a directive from the Defence Suppliers' Forum to improve the protection against the cyber threat in the defence supply chain.

### References

- a. DEFCON 658.
- b. DEFCON 660.
- c. DEFCON 76.
- d. DEFSTAN 05-138.
- e. DEFSTAN 05-139.
- f. Schedule 1: Statement of Requirements.
- g. Schedule 13: Security Aspects Letter.
- h. DCPD Supplier Assurance Questionnaire (SAQ)
- i. Risk Assessment Reference RAR-377677548

### Evidence Required

40. Tenderer is to provide a copy of completed DCPD Supplier Assurance Questionnaire (SAQ), providing information about their organisation, measures they have in place to protect against cyber threats, and confirm they are compliant with the RWCSAT contract's Moderate Cyber Risk Profile. Questionnaire can be completed online using the SAQ Form or the PDF included as part of Annex C Appendix 2, which must be returned to [REDACTED] (and included with the tender response).

41. The Tenderer is required to provide, explain, and justify how their proposed strategy will provide effective Security and Management of Information measures for their RWCSAT solution in a single document with reference to their proposed **Information Security Management Plan (ISMP)**:

- a. Their proposed Security and Management of Information Strategy.

- b. The benefits of their proposed approach.
- c. The ISMP will describe the Tender's plan for managing security within its environment throughout the lifecycle of the project provided either as a standalone document or a subset to Project Management Plan.
- d. Evidence of Cyber Essentials Plus certification or equivalent by Contract Award, or a Cyber Implementation Plan.
- e. National security vetting: Clearance levels. Security Check (SC) is required up to 8 weeks prior to entering MOB for all personnel in support of RWCSAT contract in accordance with the baseline pan-Governmental Policy and Guidance in Government Functional Standards GovS 007: Security.

### Confidence Characteristics

- 42. The Tenderers response;
  - a. States the proposed Security and Management of Information Strategy (ISMP) meets the requirements of Schedule 1: Statement of Requirements.
  - b. Demonstrates the benefits of their proposed approach.

### Scoring Guidance

- 43. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.
<b>Low Confidence (0%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.</p> <p><b>OR</b></p> <p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

## 2.6 [PU05] Publications – 8.00%

### Aim

- 44. To contract with a Tenderer whose RWCSAT solution will meet the Authority's requirements with regards to provision and maintenance of the Aircraft Document Set (ADS) throughout the life of the contract.

## Background

45. The Authority requires the Tenderer to provide and maintain the ADS elements listed in the Schedule 1 Statement of Requirements via the ADS management plan.

## References

- a. Schedule 1: Statement of Requirements (Technical).

## Evidence Required

46. The Tenderer is required to explain and justify in a single document with reference to their compliance evidence against the Schedule 1 Statement of Requirements :

- a. The processes they will put in place to ensure the effective and efficient production, issue, version control and reissue of all requisite publications.
- b. The process they will use to manage security marked Publications up to and including Official Sensitive, including any use of external publication/printing organisations.
- c. How they will ensure the Authority receives compliant, efficient, and accurate documentation.

47. In all cases, the Tenderer must ensure that their response is tailored to the RWCSAT contract.

## Confidence Characteristics

48. The Tenderers response demonstrates a robust process for providing and maintaining the RWCSAT ADS elements specified in the Schedule 1 Statement of Requirements that will ensure;

- a. Effective and efficient production, issue, version control and reissue of all requisite publications.
- b. The managing of security marked publications up to and including Official Sensitive.
- c. Explains how the Authority will receive Value For Money.

## Scoring Guidance

49. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.
<b>Low Confidence (0%)</b>	The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.  The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.  <b>OR</b>

<p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>
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## 2.7 [ST06] Authority Staff Training – 10.00%

### Aim

50. To contract with a Tenderer whose RWCSAT solution will meet the Authority's requirement for the training of their personnel.

### Background

51. The Tenderer is required to provide Authority personnel with suitable and optimised technical training courses for the duration of the contract:

- a. The Contractor shall provide a Conversion-To-Type (CTT), ground school and type-rating conversion course. (see para h below)
- b. The Contractor shall provide 'Check A' training for military aircrew.
- c. The Contractor shall provide a synthetic training capability.
- d. The Contractor shall provide technical management training courses for the Authority when requested.
- e. The Contractor shall provide training to enable 32 Sqn pilots to carry out Performance Based Navigation (PBN) to comply with EU Commission Regulation No. 539/2016 which requires that pilots may only fly in accordance with PBN routes and procedures once they have been granted PBN privileges as an endorsement to their Instrument Rating (IR) or Enroute Instrument Rating (EIR).
- f. Schedule 19 - The Contractor shall provide a Training Plan which details milestones/scheduling, potential providers (including Air Training Organisation (ATO) approvals where appropriate), proposed locations for training and a draft training syllabus (including CTT, continuation and synthetic) for approval by the Authority.
- g. The Contractor shall provide technical management training courses for the Authority when requested. [REDACTED].
- h. **A Technical Training course** to include the following;
  - i. Aircraft Systems overview.
  - ii. Overview of the Company structure and operations to include:
    - (a) Design Management.
    - (b) Configuration Management.

- (c) Certification Management.
- iii. Instructions for Continued Airworthiness
- iv. Aircraft Document Set.
- v. Maintenance Programme.
- i. **A Military Aircrew/Groundcrew course** as part of CTT to be included within the 500hrs AFT:
  - i. Before and After flight inspection (pilots only).
  - ii. Aircraft safety.
  - iii. Emplane and deplane.
  - iv. Fitting and removal of blanks and covers.
  - v. Refuelling and defueling.
  - vi. Ground handling.
  - vii. Aircraft Starts and Shutdowns.

52. The Technical Training course must be tailored for the RWCSAT operations. This will include the provision of training materials for attendees on the course.

### References

- a. Schedule 1: Statement of Requirements.

### Evidence Required

53. The Tenderer is required to explain and justify in a single document with reference to their proposed **Training Plan**;

- a. How they will manage the provision of training for Authority personnel.
- b. The Technical Training course must be tailored for the RWCSAT operations.
- c. The proposed contents of the training courses provided.
- d. The constraints and/or restrictions to the content and delivery of the courses.
- e. How the Authority can be assured of Value For Money.

### Confidence Characteristics

54. The Tenderer's response;

- a. Demonstrates how they will deliver the training of Authority personnel in the context of this question for the duration of the contract.
- b. Demonstrates an understanding of the scope and complexity of the requirements.
- c. Demonstrates the content and delivery constraints of their courses.
- d. Demonstrates how they will ensure the Authority receives Value For Money.

## Scoring Guidance

55. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.
<b>Low Confidence (0%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.</p> <p><b>OR</b></p> <p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

## 2.8 [SQ07] Suitably Qualified and Experienced Personnel – 10.00%

### Aim

56. To contract with a Tenderer who will provide and sustain the appropriate level of Suitably Qualified and Experienced Personnel (SQEP) required to meet the needs of the RWCSAT Contract.

### Background

57. The Authority believes that the successful delivery of RWCSAT contract will depend on the Tenderer's ability to timely recruit, train, deploy and sustain appropriate numbers of Suitability Qualified and Experienced Personnel (SQEP).

### References

- a. Schedule 1: Statement of Requirements (Technical).
- b. Schedule 13: Security Aspects Letter.

### Evidence Required

58. The Tenderer is required to provide, explain, and justify in a single document with reference to their **Resourcing Plan (as a subset to Project Management Plan)**;

- a. A SQEP matrix which describes the specialisms, suitable qualifications, certifications, suitable security clearance and experience of their SQEP personnel.
- b. The level of resource they will provide for each SQEP specialism identified in their SQEP matrix above.
- c. The methods, approach and mechanism they will use to develop an optimised SQEP resource and how it will be maintained throughout the contract.
- d. The Risks (including those associated with recruitment), Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified with proposed mitigations where appropriate.
- e. How they will ensure the Authority receives value for money.
- f. In all cases, the Tenderer must ensure that their response is tailored to the RWCSAT contract.

### Confidence Characteristics

59. The Tenderers response;

- a. Demonstrates an understanding of the scope of the SQEP requirement.
- b. Demonstrates how they will ensure SQEP for the duration of this contract.
- c. Demonstrates robust processes will be in place to train, security clear, deploy and retain SQEP.

- d. Identifies the Risks (including those associated with recruitment), Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution and includes mitigations where appropriate.
- e. Explains how they will ensure the Authority receive value for money.

### Scoring Guidance

60. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.
<b>Low Confidence (0%)</b>	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.</p> <p><b>OR</b></p> <p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

## 2.9 [PM09] Project Management - 8.00%

### Aim

61. To award a contract to a Tenderer who will plan and effectively manage this project.

### Background

62. It is vital that the Tenderer working on RWCSAT demonstrates how they will utilise their organisation's business management processes to deliver this project. The Tenderer must;

- a. Instil confidence that the agreed processes will be cascaded and complied with by the Tenderer's employees and sub-contractors and supply chain.
- b. Demonstrate how they intend to deliver RWCSAT objectives in collaboration with the customer end user, the Authority's management Team and other stakeholders.
- c. Demonstrate how they will openly manage risks throughout the life of the project contract to the mutual benefit of themselves and the Authority.

### References

- a. Schedule 1: Statement of Requirements

### Evidence Required

63. The Tenderer is required to explain and justify in a single document with reference to their **proposed Project Management Plan (PMP)**;

- a. The Objectives, scope and constraints.
- b. Their execution strategy and delivery approach.
- c. How they will involve and manage stakeholders.
- d. A legible coherent **Work Breakdown Structure** and **Contract Master Schedule** which must include the activities, tasks and dates they identify as critical with resources and skills to achieve key milestones (to be included as part of PMP). Identifying opportunities to accelerate the introduction of the Service.
- i. Their Assumptions and Dependencies.
- e. The monitoring and control processes they will use.
- f. How they will openly manage cost, risk, and change.
- g. The Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) for RWCSAT including Risk Register.
- h. In all cases, the Tenderer must ensure that their response is tailored to the RWCSAT contract.

### Confidence Characteristics

64. The Tenderers response and proposed **Project Management Plan**;

- a. Explains the Project Management execution strategy and delivery approach they will use.
- b. Contains a suitably robust and detailed Schedule which identifies the activities, tasks, and dates they identify as critical with high level resources and skills to achieve successful outcomes.
- c. Demonstrates an understanding of the scope and complexity of the RWCSAT contract.
- d. Describes the assumptions made and explains the dependencies identified.
- e. Describes the project monitoring and controls they will use.
- f. Describes the process they will use to openly manage risk.
- g. Includes a **Risk and Opportunity Management Plan (ROMP)** (To be included as part of the PMP) which records risks and opportunities in a register.
- h. Identified risks are appropriately mitigated.

65. The Tenderer has tailored their response to the RWCSAT contract.

### Scoring Guidance

66. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
<b>Low Confidence (0%)</b>	Nil or inadequate response Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.

## 2.10 [EV10] Earned Value Management – 4.00%

### Aim

67. To contract with a Tenderer who will ensure implementation of Project Controls Management System through life of the contract.

### Background

68. As an earned value management system is considered best practise by the Authority this question evaluates proposed Project Controls to be set up and maintained through life of the contract to support the Authority's Earned Value Management.

### References

- a. [Earned Value Management: APM Guidelines \(2008\).](#)
- b. [Earned Value Management Handbook \(APM, 2013\).](#)
- c. [The Earned Value Management Compass \(APM,2010\).](#)

### Evidence Required

69. The Tenderer is required to explain and justify in a single document with reference to their plans:

- a. Their approach to utilising tools and processes to deliver Project Controls compliant with the Planning, Scheduling, Monitoring and Control (APM 2015).
- b. Key documentation including detail of the processes to be employed, how performance data will be monitored and controlled and how it will be reported.
- c. Provide examples of successful Project Controls deployment.

### Confidence Characteristics

70. The Tenderer's response:

- a. Explains what tools and processes they will use to effectively manage the contract through life.
- b. Identifies the risks associated with their strategy and has provided appropriate mitigation for each.

### Scoring Guidance

71. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.

<p><b>Low Confidence (0%)</b></p>	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.</p> <p><b>OR</b></p> <p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>
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## 2.11 [TS11] Transition to Service – 12.00%

### Aim

72. To contract with a Tenderer who will ensure a smooth and as soon as practicable transition to the new RWCSAT service with no disruption to end user's operations.

### Background.

73. Once the Transition Period is complete, the Tenderer must deliver the capability in full as described in the Statement of Requirement and supporting documents.

74. This question evaluates the quality of the strategy you have for the Transition Period and how the activities, tasks and deliverables you have identified will ensure the smooth transition into the RWCSAT service.

75. The Authority considers that the Issued Property and Government Furnished Facilities (GFF) (Schedule 10) should be assumed to be fully accessible by the incoming supplier at the close of the current Contract service period, and this may be an assumption of the received bids.

## References

- a. Schedule 1: Statement of Requirements (Technical)
- b. Schedule 3: Acceptance Criteria
- c. Schedule 10 GFA Register

## Evidence Required

76. The Tenderer is required to explain and justify in a single document with reference to their **Transition Management Plan (TMP)**:

- a. Their approach to deliver the transition phase post Contract Award for a formal service provision to commence within a period of three months and no longer than twelve months from that date, showing all key milestones towards completion (Transition into Service Milestones).
- b. A legible and coherent **WBS, WBS Dictionary** and **Contract Master Schedule** which must include the activities, tasks and dates they identify as critical with resources and skills to achieve key milestones and the transition to service and identify any opportunities that may accelerate the transition.
- c. Their readiness level to support achievement of Military Type Certification and complete Release to Service activities(RTS) required for the service to commence.
- d. How they will support a visual inspection of the Aircraft and associated Baseline Military Airworthiness Review (BMAR) at RAF Northolt to enable Authority Subject Matter Experts (SMEs) to inspect the air system to confirm it to be in good condition, complete and fit in every way for the purpose for which it is intended, complete with any Authority desired equipment, cockpit layout and systems as per Schedule 1: Statement of Requirement and Schedule 3: Acceptance Criteria prior to service commencement including a logistics demonstration if required.
- e. Their plan to provide the Aircraft complete with all equipment required by the Authority fully fitted and all supporting information and evidence required to support the Authority's Military certification procedures as per Schedule 1: Statement of Requirements at Northolt within 10 working days after the Acceptance Report is issued by the Authority for the service to commence.
- f. How they will resolve any issues if discovered during the physical inspection and BMAR process.
- g. The way in which they will communicate and coordinate with the end user and the Authority in the period leading up to the Entry into Service date.
- h. In all cases, the Tenderer must ensure that their answers are tailored to the RWCSAT contract.

77. The Contractor shall provide a **Transition Management Plan (TMP)** detailing the activities to implement the RWCSAT Capability (supplied within Tender response and updated 10 days following Contract Award standstill period) detailing how they will meet their proposed Transition into Service Milestones and commitment dates.

### Confidence Characteristics

78. The Tenderer's response:

- a. Explains how they will manage;
  - i. The period immediately following Contract Award to achieve Service Commencement Date including provision of the primary aircraft complete with all fully fitted equipment & resources required by the Authority and Military Type Certified as per Schedule 1: Statement of Requirements, preferably within twelve weeks after Contract Award and no longer than twelve months from that date.
  - ii. Delivery of the full-availability service support package.
- b. Explains how they will meet the Authority's acceptance criteria by demonstrating technical compliance against the requirement as part of ITT, deliver their Transition Management Plan (TMP), achieve Military Certification and Release to Service (RTS) clearances for the platform and associated equipment to enable a visual inspection of the system prior to service commencement.
- c. Contains a suitably robust and detailed transition schedule which identifies the activities, tasks, and dates they identify as critical with high level resources and skills to achieve successful transition outcomes. Particular emphasis should be placed on the level of detail within the schedule, and demonstrating how the schedule was created such that these can be assessed to determine the Authority's level of confidence in the feasibility of the schedule.
- d. Demonstrates an understanding of the scope, complexity and size of Transition activities required for this contract.
- e. Contains a workable communication plan to engage and involve the end users and the Authority.
- f. Identifies the initial risks associated with their strategy for the transition period and has provided appropriate mitigation for each.
- g. Demonstrates an understanding of the process and dependencies to support RTS.

### Scoring Guidance

79. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
<b>Good Confidence (70%)</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled.
<b>Moderate Confidence (30%)</b>	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require managing.
<b>Low Confidence (0%)</b>	The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of the question.

The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority. These are however deemed manageable and resolvable either prior to contract award or once on contract and so do not warrant exclusion.

**OR**

Nil or inadequate response

Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.

## 2.12a [SE12a] Safety– Pass / Fail

### Aim

80. To contract with a Tenderer who will provide and operate a safe solution in both the design and operation of the solution.

### Background

81. The Authority needs to be assured that through life safety support to the equipment being delivered from project initiation to equipment disposal.

### References

- a. Def Stan 00-056 Parts 1 Issue 8 and Part 2 Issue 6
- b. Def Stan 00-055 Issue 5

**Evidence Required**

82. The Tender is required to describe, with reference to their proposed RWCSAT **Safety Management Plan (SMP)**;

- a. How they will provide safe through life equipment support.
- b. How they will achieve conformance with DEFSTAN 00-056 Parts 1 Issue 8 and Part 2 Issue 6.
- c. How they will achieve conformance with DEFSTAN 00-055 Issue 5.

83. In all cases, the Tenderer must ensure that their response is tailored to the RWCSAT contract.

**Confidence Characteristics**

84. The Tenderer's response explains how they will ensure conformance to relevant safety Defence standards and guidance through life of the project from project initiation to equipment disposal.

**Scoring Guidance**

85. This question will be scored using confidence definitions below.

Score	Guidance
Pass	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the Evidence Required (above) is sufficiently detailed to demonstrate a competent understanding of the requirement and provides details of how the Safety requirements for RWCSAT will be met
Fail	The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of this question. The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority.

**2.12b [SE12b] Environmental – Pass / Fail****Aim**

86. To contract with a Tenderer who will provide and operate a safe solution with due consideration given to environmental factors in both the design and operation of the solution.

**Background**

87. The Authority needs to be assured that through life environmental support to the equipment being delivered from project initiation to equipment disposal.

**References**

- a. DEFCON 68
- b. ISO 14001:2015
- c. DEFCON 624

**Evidence Required**

88. The Tender is required to describe, with reference to their proposed **Environmental Management Plan (EMP)** and ISO 14001:2015 certificate;

- a. How they will provide sustainable through life equipment support.
- b. How they will meet the requirements of DEFCON 68 and DEFCON 624 at the latest issue.
- c. Net Zero Carbon Reduction Plan in-line with the requirements of Public Contracts Regulation 2015 (The Climate Change Act 2008 (2050 Target Amendment) Order 2019 ("NZ50")).

89. In all cases, the Tenderer must ensure that their response is tailored to the RWCSAT contract.

### Confidence Characteristics

90. The Tenderer's response explains how they will ensure conformance to relevant environmental Defence standards and guidance through life of the project from project initiation to equipment disposal.

### Scoring Guidance

91. This question will be scored using confidence definitions below.

Score	Guidance
Pass	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the Evidence Required (above) is sufficiently detailed to demonstrate a competent understanding of the requirement and provides details of how the Environmental considerations for RWCSAT will be met
Fail	The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of this question. The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority.

## 2.13 [QY13] Quality – Pass / Fail

### Aim

92. To contract with a Tenderer who will manage and deliver and manage an effective Quality process for RWCSAT throughout the life of the contract.

### Background

93. It is vital that the Tenderer instil confidence that they will deploy and maintain an effective Quality Management System supported by fit for purpose processes that undergo internal assurance activity for RWCSAT. The organisations Quality Management System, quality policy and processes must be cascaded and complied with by all the Tenderers employees. Applicable NATO AQAP will flow down to the organisations subcontractors." The organisations RWCSAT deliverable Quality Management Plan (QMP) will state how quality is managed within the contract and detail assurance of its supply chain.

### Requirements

94. DEF-Stan 05-135 Counterfeit Materiel (DEFCON 524a)
  - a. AQAP 2310
  - b. BS EN 9100 and 9110

- c. AQAP 2105
- d. DEFCON 602a
- e. DEFCON 627
- f. DEFSTAN 05-061 part 1
- h. DEFSTAN 05-061 part 4
- i. DEFSTAN 05-061 part 9
- j. RA 4814 – Occurrence Reporting
- k. RA 4815 – Maintenance Procedures and Safety and Quality Policy

### **Evidence Required**

95. The Tenderer is required to provide a draft Quality Management Plan (QMP) applicable to the contract, and in accordance with AQAP 2105 when submitting tender documentation. The draft QMP will not require authority acceptance, unlike the deliverable QMP provided at post contract award. The draft QMP will be used to determine and assess the Tenderers ability to manage quality within the contract that is specific to the contract deliverables. The post contract award deliverable QMP will an independent document but linked to the Project Management Plan and incorporate the scope of the contracted deliverables and scope of suppliers BS EN 9100 & 9110 certificate. Tenderers should describe this with reference to their proposed Quality Management Plan (QMP) provided (as a subset of the Project Management Plan and BS EN 9100 & 9110 certificate);

- a. How they will achieve Quality Assurance.
- b. Confirmation of or how they plan to achieve either BS EN 9100 or 9110 certifications (if not yet achieved) within a Potential Providers Pla n.
- c. Why the Authority can have confidence that the agreed quality process will be cascaded and complied with by all the Tenderer’s employees and subcontractors.
- d. How they will maintain for the duration of the contract a certified Quality Management System to Amend to BS EN 9100 & 9110 recognised by a national accreditation body which covers the correct scope to deliver the RWCSAT contract.
- e. How their quality management system meets the requirements of this contract in accordance with AQAP 2310.
- f. Procedures to satisfy the requirements of Def-Stan 05-135 Counterfeit Material.
- g. AQAP 2105 highlights RISK throughout as key item that the QMP will need to focus on when detailing management of quality.

96. In all cases, the Tenderer must ensure that their response is tailored to the RWCSAT contract.

### **Confidence Characteristics**

97. The Tenderer’s response explains how they will ensure conformance to relevant Quality standards through life of the project and present evidence of holding required certification valid for the duration of the contract.

## Scoring Guidance

98. This question will be scored using confidence definitions below.

Score	Guidance
<b>Pass</b>	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the Evidence Required (above) is sufficiently detailed to demonstrate a competent understanding of the requirement and provides details of how the Quality Assurance considerations for RWCSAT will be met
<b>Fail</b>	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of this question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority.</p>

## Insurance

### 2.14 [IE15] Insurance – Pass/Fail

#### Aim

99. To contract with a tenderer who will fulfil the insurance requirements for RWCSAT.

#### References

- a. Annex F to (Defence Form (DEFFORM) 47: Insurance Response Table.
- b. Schedule 11: Insurance.

#### Evidence Required

100. Tenderer is to provide a completed Insurance Response Table providing evidence to satisfy the Authority that they are able to obtain the appropriate insurance for RWCSAT. This response table is located at Annex F to DEFFORM 47.

#### Confidence Characteristics

101. The Tenderer must ensure that they complete the Insurance Response Table in full for the Authority to assess if provided evidence satisfies the requirement for the Contractor to be able to obtain the appropriate insurance for RWCSAT. Any additional information which is not specific to the contract being procured will not be considered.

#### Scoring Guidance

102. **Marking Scheme for insurer identity** - The insurer or insurers proposed by the Contractor against each class of insurance in the column headed “Insurer(s) identity (including any excess layer or co-insurers)” in the Insurance Requirements Table are considered by the Authority based on its professional judgement (which may include the judgement of its professional insurance advisers) to be a reputable insurer(s) of sufficient standing for the class of insurance and the location of the services in question taking into consideration matters including, but not limited to, ownership, management, operating environment, reinsurance protection, lines of business, profitability and business philosophy (a “Reputable Insurer”). This will be evaluated on a Pass/Fail basis and the insurer proposed by the Contractor in the Insurance Requirements Table for each category of insurance must be a Reputable Insurer to constitute a Pass.

103. **Tenderer Proposed Maximum Deductible Threshold** -The maximum deductible threshold proposed by the Contractor for each and every occurrence for each class of insurance in the column headed “Proposed maximum deductible threshold” of the Insurance Requirements Table is considered by the Authority based on its the professional judgement (which may include the judgement of its professional insurance advisers) to be reasonable in the insurance market prevailing at the point of the submission by the Contractor of its response (a “Reasonable Maximum Deductible Threshold”). This will be evaluated on a Pass/Fail basis and each proposed maximum deductible threshold must be a Reasonable Maximum Deductible Threshold to constitute a Pass.

104. **Amendments to Clause 11 and Schedule 11 of the Contract** - Any amendments the Contractor makes to Clause 11 and Schedule 11 other than the insertion of Reasonable Maximum Deductible Thresholds shall be assessed against the following criteria. The amendments will be assessed as a whole to determine the level of risk to the Authority in accordance with the Marking Scheme set out below.

Marking Scheme	Evaluation Guidance
Pass	<p>No amendment to the Authority minimum insurance requirement other than 'the insertion of Reasonable Maximum Deductible Thresholds into Schedule 11 of the Contract.</p> <p>OR</p> <p>Amendment to the Authority minimum insurance requirement that is not considered to confer any adverse risk to the Authority or any material diminution in the required insurance cover of the Authority.</p>
Fail	<p>Amendment to the Authority minimum insurance requirement that is considered to confer some appreciable risk to the Authority or diminution in the required insurance cover of the Authority.</p> <p>OR</p> <p>Insufficient detail or is considered to leave gaps in the level or extent of insurance cover which exposes the Authority to significant adverse risk or significantly material diminution in the required insurance cover of the Authority.</p> <p>OR</p> <p>Unmarked. The response table has not been completed.</p>

## 2.15 [SV16] Social Value – 10.00%

### Aim

105. To contract with a Tenderer who will consider social, economic, and environmental impact of the service and offer an opportunity to maximise Social Value benefits effectively and comprehensively through life of the contract.

### Background

106. Social Value has a lasting impact on individuals, communities, and the environment. The Authority has an opportunity and responsibility to maximise benefits effectively and comprehensive through its commercial activity. A missed opportunity to deliver social value may lead to costs that the taxpayer has to absorb elsewhere through public procurement. A competitive and diverse supply landscape can help to deliver innovation in public services, manage risk and provide greater value for taxpayers' money.

107. As a result, the Social Value Model (SVM) has been created which details 5 Themes, 8 Policy Outcomes and 24 Model Award Criteria (MACs). The SVM MACs are questions which relate to Social Value. The use of the SVM is mandatory in all central government procurements using Public Contracting Regulations (PCR) 2015 and Defence and Security Public Contracting Regulations (DSPCR) 2011 above financial threshold and exempt procurements.

108. Defence is focusing on three, out of the five, priority Social Value themes that are most relevant for Defence: Tackling Economic Inequality, Fighting Climate change, and Equal Opportunity.

109. The Authority endeavours to apply the following SVM MAC to the RWCSAT procurement outcome:

Theme	Policy Outcome	MAC Reference	MAC Title	Weighting	
2	Tackling economic inequality	Increase supply chain resilience and capacity	3.5	Demonstrate action to identify and manage cyber security risks in the delivery of the contract including in the supply chain.	50%
3	Fighting climate change	Effective stewardship of the environment	4.2	Influence staff, suppliers, customers, and communities through the delivery of the contract to support environmental protection and improvement.	25%
4	Equal opportunity	Tackle workforce inequality	6.1	Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce.	25%

110. Social Value benefits identified will be considered supplementary to the core deliverables of the contract.

### References

- a. [Public Services \(Social Value\) Act 2012](#)
- b. [Sustainable Development Goals](#)
- c. [Equality Act 2010](#)
- d. Schedule 15: Performance Measurement and Incentivisation
- e. Social Value Model (SVM), Government Commercial Function, Edition 1.1 – 3 Dec 20  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/940827/Guide-to-using-the-Social-Value-Model-Edn-1.1-3-Dec-20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940827/Guide-to-using-the-Social-Value-Model-Edn-1.1-3-Dec-20.pdf)
- f. Guide to Using the Social Value Model, Government Commercial Function, Edition 1.1 – 3 Dec 20  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf)
- g. Social Value Model Quick Reference Table, Government Commercial Function, Edition 1.1 – 3 Dec 20  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf)
- h. Appendix 1 to Annex C: Model Award Criteria: Model Evaluation Questions

### Evidence Required

111. The Authority endeavours to apply the following SVM MAC to the RWCSAT procurement outcome:

Theme	Policy Outcome	MAC Reference	MAC Title	
2	Tackling economic inequality	Increase supply chain resilience and capacity	3.5	Demonstrate action to identify and manage cyber security risks in the delivery of the contract including in the supply chain.
3	Fighting climate change	Effective stewardship of the environment	4.2	Influence staff, suppliers, customers, and communities through the delivery of the contract to support environmental protection and improvement.
4	Equal opportunity	Tackle workforce inequality	6.1	Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce

112. Please use criteria explained within Scoring Guidance below and the information provided within the SVM to compile your responses to the SVM MAC and Model Evaluation Question (MEQ) asked. In compiling your answer, please refer to the SVM Quick Reference Table. Under Model Response Guidance for tenderers and evaluators examples of types of evidence the tender evaluators are looking for can be found.

113. The aim of the SVM MACs listed in Appendix 1 is to understand the Potential Providers Social Value Commitment that this procurement programme will provide within the geographical location(s) that is will be delivered from.

114. The Tenderer is required to provide, explain, and justify in a single document with reference to their plans for RWCSAT:

- a. Convincing arguments, including suitable evidence, of **What** their understanding of Social Value is, in relation to this procurement, and **How** they will instil confidence in the Authority in their ability to deliver against the Social Value requirements for this procurement.
- b. For each MAC Model Evaluation Question (MEQ) listed in Appendix 1 provide:
  - i. their 'Method Statement,' stating how they will achieve this and how their commitment meets the SVM Model Award Criteria (MAC), and
  - ii. a timed project plan and process, including how they will implement their commitment and by when. Also, how they will monitor, measure and report on their commitments/the impact of their proposals, including but not be limited to:
    - timed action plan
    - use of metrics
    - tools/processes used to gather data
    - reporting
    - feedback and improvement
    - transparency
  - iii. how they will influence their: staff, supply chains, 3rd party suppliers, customers, and communities through the delivery of the contract to support the Policy Outcome, e.g., engagement, co-design/creation, training, and education, partnering/collaborating, volunteering.
- c. Alongside the Standard Reporting Metrics (SRM), Social Value Key Performance Indicators (KPIs) will be used within this contract. KPIs will be generated from the Potential Provider's social value response it is therefore important that measurable commits are included in the response (both commitments against the SRMs and other metrics as may be appropriate. KPIs will be agreed between the parties and included in the contract at Contract Award.

### Confidence Characteristics

115. A list of some of the key response documents that the Authority would expect the Tenderer to provide is included above. However, within the overall limit of pages the Tenderer should supplement their written submission with other documents they consider will build confidence in their ability to maximise Social Value Commitments.

116. From the information provided, the evaluators will assess, Qualitatively, Tenderer's response, based on the information that they provide within their tender response.

117. Alongside their Commitments against the SRMs, the successful Potential Provider's method statement will form the basis of Key Performance Indicators and jointly managed throughout the life of the contract.

118. The Tenderers must ensure that they answer the SVM MACs asked. Any additional information which is not specific to the contract being procured will not be considered.

119. The Tenderers' responses are to set out the additional Social Value benefits that they will deliver against the Policy Outcomes for this procurement. It is not sufficient to only reference/use to their Corporate Social Responsibility (CSR) and or Environmental, Social and Governance (ESG) documents.

### Scoring Guidance

120. This question will be scored using confidence definitions below.

Confidence	Description
<b>High Confidence (100%)</b>	<p>Excellent: (exceeds all of the Model Award Criteria). The response exceeds what is expected for the criteria. Leaves no doubt as to the capability and commitment to deliver what is required. The response therefore shows:</p> <ul style="list-style-type: none"> <li>• Very good understanding of the requirements.</li> <li>• Excellent proposals demonstrated through relevant evidence.</li> <li>• Considerable insight into the relevant issues.</li> <li>• The response is also likely to propose additional value in several respects above that expected.</li> <li>• The response addresses the social value policy outcome and also shows in-depth market experience.</li> </ul>
<b>Good Confidence (70%)</b>	<p>The response meets the required standard in all material respects. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows:</p> <ul style="list-style-type: none"> <li>• Good understanding of the requirements.</li> <li>• Sufficient competence demonstrated through relevant evidence.</li> <li>• Some insight demonstrated into the relevant issues.</li> <li>• The response addresses the social value policy outcome and also shows good market experience.</li> </ul>
<b>Moderate Confidence (30%)</b>	<p>The response broadly meets what is expected for the criteria. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows:</p> <ul style="list-style-type: none"> <li>• Good understanding of the requirements.</li> <li>• Sufficient competence demonstrated through relevant evidence.</li> <li>• Some insight demonstrated into the relevant issues.</li> <li>• The response addresses most of the social value policy outcome and also shows general market experience.</li> </ul>
<b>Low Confidence (0%)</b>	<p>The response meets elements of the requirement but gives concern in a number of significant areas. There are reservations because of one or all of the following:</p> <ul style="list-style-type: none"> <li>• There is at least one significant issue needing considerable attention.</li> <li>• Proposals do not demonstrate competence or understanding.</li> <li>• The response is light on detail and unconvincing.</li> <li>• The response makes no reference to the applicable sector but shows some general market experience.</li> <li>• The response makes limited reference (naming only) to the social value policy outcome set out within the invitation.</li> </ul> <p>OR</p> <p>Fail: the response completely fails to meet the required standard or does not provide a proposal.</p>

### Appendix 1 – Model Award Criteria: Model Evaluation Questions

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	50%
1	<b>Tackling Economic Inequality</b>	Increase supply chain resilience and capacity <b>MAC</b>	<b>3.5</b>	Title: Demonstrate action to identify and manage cyber security risks in the delivery of the contract including in the supply chain.
		<b>Model Evaluation Question (MEQ)</b>	<p>The Authority asks that the Tenderer provides evidence on what they will deliver against MAC 3.5 for this procurement specifically, not what the Tenderer does in general. Using a maximum of 2 A4 pages describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</p> <p>Please include:</p> <ul style="list-style-type: none"> <li>your 'Method Statement', stating how you will achieve this and how your commitment meets the Model Award Criteria, and</li> <li>a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to: <ul style="list-style-type: none"> <li>timed action plan</li> <li>use of metrics</li> <li>tools/processes used to gather data</li> <li>reporting</li> <li>feedback and improvement</li> <li>transparency</li> </ul> </li> <li>how you will influence your: staff, suppliers, customers, and communities through the delivery of the contract to support the Policy Outcome, e.g., engagement, co-design/creation, training, and education, partnering/collaborating, volunteering.</li> </ul>	
		<b>Sub-Criteria for MAC:</b>	<b>Manage cyber security risks</b>	
		<b>Model Response Guidance:</b>	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> <li>● Understanding of risks affecting the contract, including those affecting the market, industry, sector and country (of origin or of source), and to identify the risks and ways of mitigating and managing them.</li> <li>● Measures to mitigate and manage cyber security risks within the supply chain relating to the contract, including: <ul style="list-style-type: none"> <li>○ engaging with the supply chain to identify and build resilience against cyber security risks</li> <li>○ actions to be taken to actively raise cyber security awareness.</li> </ul> </li> <li>● Commitment to adopting the required technical standards and best practice as a basis for appropriate cyber security controls (appropriate to the contract and risk profile), such as:</li> </ul>	

Theme		Policy Outcome	Weighting		(As percentage of Social Value):	50%
			<ul style="list-style-type: none"> <li>○ the '<a href="#">10 Steps To Cyber Security</a>' advocated by the National Cyber Security Centre for establishing a cyber risk management regime.</li> <li>○ more stringent cyber security measures in the supply chain where necessary, such as <a href="#">Cyber Essentials Plus certification</a>, and having a specific cyber insurance policy for the contract.</li> <li>○ <a href="#">NCSC Cloud Security Guidance</a></li> <li>○ <a href="#">NCSC 14 Cloud Security Principles</a></li> <li>○ <a href="#">Technology Code of Practice</a></li> </ul>			
		<b>Illustrative examples:</b>				
		<b>Standard Reporting Metrics</b>	<p>a) Number of companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant]</p> <p>b) Number of companies in the supply chain under the contract to have adopted the National Cyber Security Centre's 10 steps. [where relevant]</p> <p>c) Percentage of all companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant]</p> <p>d) Number of companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant]</p> <p>e) Percentage of all companies in the supply chain under the contract to have adopted the National Cyber Security Centre's 10 steps. [where relevant]</p>			
		<b>Potential Provider's Response:</b>	<p><i>In complying your answer, please refer to the <a href="#">Social Value Model Quick Reference Table</a>, under Model Response Guidance for tenderers and evaluators for examples of types of evidence the tender evaluators are looking for: The written submission should be in 11pt Arial to meet the response requirement.</i></p> <p><i>It should use a maximum of 2 A4 pages to describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</i></p>			

Theme		Policy Outcome	Weighting		(As percentage of Social Value):	25%
2	<b>Fighting Climate Change</b>	Effective stewardship of the environment	<b>MAC</b>	<b>4.2</b>	Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement	

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	25%	
		<p><b>Model Evaluation Question (MEQ)</b></p>	<p>The Authority asks that the Tenderer provides evidence on what they will deliver against MAC 4.2 for this procurement specifically, not what the Tenderer does in general. Using a maximum of 2 A4 pages describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</p> <p>Please include:</p> <ul style="list-style-type: none"> <li>your 'Method Statement', stating how you will achieve this and how your commitment meets the Model Award Criteria, and</li> <li>a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:               <ul style="list-style-type: none"> <li>timed action plan</li> <li>use of metrics</li> <li>tools/processes used to gather data</li> <li>reporting</li> <li>feedback and improvement</li> <li>transparency</li> </ul> </li> <li>how you will influence your: staff, suppliers, customers, and communities through the delivery of the contract to support the Policy Outcome, e.g., engagement, co-design/creation, training, and education, partnering/collaborating, volunteering.</li> </ul>		
		<p><b>Sub-Criteria for MAC:</b></p>	<p>Influence environmental protection and improvement</p>		
		<p><b>Model Response Guidance:</b></p>	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> <li>• Understanding of how to influence staff, suppliers, customers, communities and/or any other appropriate stakeholders through the delivery of the contract to support environmental protection and improvement.</li> <li>• Activities to reconnect people with the environment and increase awareness of ways to protect and enhance it.</li> </ul>		
		<p><b>Illustrative examples:</b></p>	<ul style="list-style-type: none"> <li>○ Engagement to raise awareness of the benefits of the environmental opportunities identified.</li> <li>○ Co-design/creation. Working collaboratively to devise and deliver solutions to support environmental objectives.</li> <li>○ Training and education. Influencing behaviour to reduce waste and use resources more efficiently in the performance of the contract.</li> <li>○ Partnering/collaborating in engaging with the community in relation to the performance of the contract, to support environmental objectives.</li> <li>○ Volunteering opportunities for the contract workforce, e.g., undertaking activities that encourage direct positive impact.</li> </ul>		
		<p><b>Standard Reporting Metrics</b></p>	<p>Number of people-hours spent protecting and improving the environment under the contract, by UK region.</p>		

Theme		Policy Outcome	Weighting	(As percentage of Social Value):	25%
			<ul style="list-style-type: none"> <li>● Number of green spaces created under the contract, by UK region.</li> <li>● Annual:               <ul style="list-style-type: none"> <li>○ Reduction in emissions of greenhouse gases arising from the performance of the contract, measured in metric tonnes carbon dioxide equivalents (MTCDE).</li> <li>○ Reduction in water use arising from the performance of the contract, measured in litres.</li> <li>○ Reduction in waste to landfill arising from the performance of the contract, measured in metric tonnes.</li> </ul> </li> </ul>		
		<b>Potential Provider's Response:</b>	<p><i>In complying your answer, please refer to the <a href="#">Social Value Model Quick Reference Table</a>, under Model Response Guidance for tenderers and evaluators for examples of types of evidence the tender evaluators are looking for: The written submission should be in 11pt Arial to meet the response requirement.</i></p> <p><i>It should use a maximum of 2 A4 pages to describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</i></p>		

Theme		Policy Outcome	Weighting	(As percentage of Social Value):	25%
3	<b>Equal Opportunity</b>	Tackle workforce inequality	<b>MAC</b>	<b>6.1</b>	Title: Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce.
		<b>Model Evaluation Question (MEQ)</b>	<p>The Authority asks that the Tenderer provides evidence on what they will deliver against MAC 6.1 for this procurement specifically, not what the Tenderer does in general. Using a maximum of 2 A4 pages describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</p> <p>Please include:</p> <ul style="list-style-type: none"> <li>your 'Method Statement', stating how you will achieve this and how your commitment meets the Model Award Criteria, and</li> <li>a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:               <ul style="list-style-type: none"> <li>timed action plan</li> <li>use of metrics</li> <li>tools/processes used to gather data</li> <li>reporting</li> </ul> </li> </ul>		

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	25%
			<p>feedback and improvement transparency how you will influence your: staff, suppliers, customers, and communities through the delivery of the contract to support the Policy Outcome, e.g., engagement, co-design/creation, training, and education, partnering/collaborating, volunteering.</p>	
		<b>Sub-Criteria for MAC:</b>	Tackling inequality in the contract workforce	
		<b>Model Response Guidance:</b>	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> <li>● Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer's own organisation and those of its key sub-contractors.</li> <li>● Measures to tackle inequality in employment, skills and pay in the contract workforce.</li> </ul>	
		<b>Illustrative examples:</b>	<ul style="list-style-type: none"> <li>○ Inclusive and accessible recruitment practices, and retention-focussed activities.</li> <li>○ Offering a range of quality opportunities with routes of progression if appropriate, e.g., T Level industry placements, students supported into higher level apprenticeships.</li> <li>○ Working conditions which promote an inclusive working environment and promote retention and progression.</li> <li>○ Demonstrating how working conditions promote an inclusive working environment and promote retention and progression.</li> <li>○ A time-bound action plan informed by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level.</li> <li>○ Including multiple women, or others with protected characteristics, in shortlists for recruitment and promotions.</li> <li>○ Using skill-based assessment tasks in recruitment.</li> <li>○ Using structured interviews for recruitment and promotions.</li> <li>○ Introducing transparency to promotion, pay and reward processes.</li> <li>○ Positive action schemes in place to address under-representation in certain pay grades.</li> <li>○ Jobs at all levels open to flexible working from day one for all workers.</li> <li>○ Collection and publication of retention rates, e.g., for pregnant women and new mothers, or for others with protected characteristics.</li> <li>○ Regular equal pay audits conducted.</li> </ul>	
		<b>Standard Reporting Metrics</b>	a) Total percentage of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, as a proportion of the total FTE contract workforce, by UK region.	

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	25%
			<p>b) Number of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, by UK region.</p> <p>c) Total percentage of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the whole people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.</p> <p>d) Number of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region.</p> <p>e) Total percentage of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.</p> <p>f) Number of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, by UK region.</p>	
		<p><b>Potential Provider's Response:</b></p>	<p><i>In complying your answer, please refer to the <a href="#">Social Value Model Quick Reference Table</a>, under Model Response Guidance for tenderers and evaluators for examples of types of evidence the tender evaluators are looking for: The written submission should be in 11pt Arial to meet the response requirement.</i></p> <p><i>It should use a maximum of 2 A4 pages to describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</i></p>	