



Bid Pack For Open Market Competition

This procurement event will be conducted in accordance with the Public Contract Regulations 2015, specifically Chapter 8, Below Threshold Procurements.

Attachment 2 – How To Bid Including Evaluation Criteria

Contract Reference: CCCO19A48

National Leadership Centre's Public Leaders' Collaboration
Community (Design and Facilitation)

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1. How To Make Your Bid

- 1.1. Your bid must be made by the organisation that will be responsible for providing the deliverables if your bid is successful.
- 1.2. This requirement has not been split into lots as a sole supplier can deliver the requirement.
- 1.3. Remember to:
 - 1.3.1. Accept or Decline this Bid Pack. If you Decline please provide a reason for doing so
 - 1.3.2. Enter your bid into the e-Sourcing Suite. We can only accept bids that we receive through the e-Sourcing Suite
 - 1.3.3. Make sure you answer every question
 - 1.3.4. Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials e.g. reports located on your website.
 - 1.3.5. Submit your bid in good time and before the bid submission deadline.
 - 1.3.6. Upload **ONLY** those attachments we have asked for in line with the requirements specified – any other supporting evidence, certificates for example, will be requested separately by us.
 - 1.3.7. If we **do not** require attachments and have specified this please only use the Text Boxes provided for your answer.
 - 1.3.8. Check for messages in the e-Sourcing Suite throughout the competition.
 - 1.3.9. Press the Submit all **Draft Bids** button when your bid is ready, otherwise we will not be able to see it.
 - 1.3.10. If you are unsure, ask questions before the Clarification Questions Deadline.

2. How The Questionnaires Are Structured:

- 2.1. A summary of all the questions in the quality questionnaire, along with the marking scheme, and weightings for each question is set out below:
- 2.2. QUESTIONNAIRE 1 – QUALIFICATION - KEY PARTICIPATION REQUIREMENTS
- 2.3. QUESTIONNAIRE 2 – QUALIFICATION - CONFLICTS OF INTEREST
- 2.4. QUESTIONNAIRE 3 – QUALIFICATION - INFORMATION ONLY
- 2.5. QUESTIONNAIRE 4 - TECHNICAL - TEAM & EXPERIENCE
- 2.6. QUESTIONNAIRE 5 - TECHNICAL - METHODOLOGY
- 2.7. QUESTIONNAIRE 6 - TECHNICAL- ACCOUNT MANAGEMENT
- 2.8. QUESTIONNAIRE 7 - COMMERCIAL EVALUATION

QUESTIONNAIRE 1 – QUALIFICATION - KEY PARTICIPATION REQUIREMENTS

Response Guidance

The following questions are 'Pass/Fail' questions. If Potential Bidders are unwilling or unable to answer "Yes", their submission will be deemed non-compliant and shall be rejected. Potential Bidders should confirm their answer by selecting the appropriate option from the drop down menu.

Question Number	Question	Your Response
1.1	Do you accept the competition rules as described in Attachment 1 – About the Procurement?	Yes/No
1.2	Have you read, understood and accepted the Bid Pack and all associated attachments, specifically Attachment 3 - Statement of Requirements?	Yes/No
1.3	Do you agree, without caveats or limitations, that in the event that you are successful Attachment 5 - Terms and Conditions will	Yes/No

	govern the provision of this contract?	
1.4	Do you confirm your Organisation's e-Sourcing suite profile is complete and accurate at the time the bid closed and that any amendments made following acceptance of this event will be notified to the buyer in writing?	Yes/No
1.5	Please confirm that you understand that CCS reserve the right to use a credit reference agency to obtain a financial risk score for you and any members of your consortium or any nominated guarantor(s)?	Yes/No
1.6	Do you agree without caveat or limitations that you will provide upon request any relevant Insurance or Accreditation certificates?	Yes/No

QUESTIONNAIRE 2 – QUALIFICATION - CONFLICTS OF INTEREST

Response Guidance

Question 2.1 is a 'Yes/No' question and will dictate whether or not question 2.2 needs to be answered.

Question 2.2 is a Pass / Fail question. Potential Bidders are required to provide details of how the identified conflict will be mitigated. The Contracting Authority will review the mitigation in line with the perceived conflict of interest, to determine what level of risk this poses to them.

Therefore, if Potential Bidders cannot or are unwilling to suitably demonstrate that they have suitable safeguards to mitigate any risk then their Bid will be deemed non-compliant and will be rejected.

Question Number	Question	Your Response
2.1	Please confirm whether you have any potential, actual or perceived conflicts of interest that may be relevant to this requirement.	Yes/No
2.2	We require that any potential, actual or perceived conflicts of	Text Box

interest in respect of this Bid Pack are identified in writing and that companies outline what safeguards would be put in place to mitigate the risk of actual or perceived conflicts arising during the delivery of these services.	
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QUESTIONNAIRE 3 – QUALIFICATION - INFORMATION ONLY

Response Guidance

The following questions are for information only and do not form part of the evaluation. Information provided in response to these questions may be used in preparation of any Contract Award and any omissions may delay completion of this procurement exercise.

Question Number	Question	Your Response
3.1	What are your details: <ul style="list-style-type: none"> • Name (registered name if registered) • Office address (registered address if registered) • Website address (if applicable) • Date of registration (if applicable) or date of formation • Registration number (company, partnership, charity etc.) if applicable • DUNS number (of head office, if applicable) • VAT number 	Text Box
3.2	What is your trading status: <ul style="list-style-type: none"> • Public limited company • Limited company • Limited liability partnership • Other partnership • Sole trader • Third sector 	Text Box

	Other	
3.3	Are you a Small, Medium or Micro Enterprise (SME)? See the definition of SME	Text Box
3.4	Please provide details of where the Award Outcome should be directed. Your response must include their; <ul style="list-style-type: none"> • Full Name • Role/Title • Registered Address • Email Address 	Text Box
3.5	Please provide details of any sub-contractors you propose to use in order to meet your obligations should you be awarded a Contract. Your response must include their; <ul style="list-style-type: none"> • Trading Name(s) • Registered Address(es) and contact details • Goods/Services to be provided 	Text Box

QUESTIONNAIRE 4 - TECHNICAL - TEAM & EXPERIENCE

WEIGHTING 30%

Response Guidance

Potential Bidders MUST answer ALL the following questions. The method of response, page limit on attachments and evaluation criteria is set per question.

Unless otherwise specified, response must be uploaded as Attachments.

Attachments may be submitted in Microsoft Word, Excel. PDF format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

No costings should be included in responses to this Questionnaire.

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
4.1	<p>Please provide examples (up to a maximum of four) of your organisation's experience of delivering similar projects.</p> <p>Your response must include but not be limited to the following:</p> <ul style="list-style-type: none"> - Building a collaboration community for chief executive-equivalent leaders - Facilitating group sessions for chief executive-equivalent leaders to solve problems collaboratively - Running and hosting events for this audience - Producing supportive learning materials <p>Your response must include how these examples relate to this project.</p> <p>As part of your response, please include details of any lessons learnt, what the outcomes were etc.</p>	Attachment Max. of 8 pages	66	100	60
4.2	<p>Please provide a team organisation structure. The structure must include the individual or organisation's experience and what elements of work they will be involved with.</p> <p>As part of your response, please</p>	Attachment Max. of 5 pages	66	100	40

	<p>provide details of how these individuals will add benefit to this project.</p> <p>It is important to the Customer that your team is diverse. Please show within your response how your team is diverse in every sense.</p>				
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QUESTIONNAIRE 5 - TECHNICAL - METHODOLOGY				WEIGHTING 20%	
Response Guidance					
<p>Potential Bidders MUST answer ALL the following questions. The method of response, page limit on attachments and evaluation criteria is set per question.</p> <p>Unless otherwise specified, response must be uploaded as Attachments.</p> <p>Attachments may be submitted in Microsoft Word, Excel. PDF format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us</p> <p><u>No</u> costings should be included in responses to this Questionnaire.</p>					
Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting

5.1	<p>Please provide details of your proposed methodology to undertake all elements detailed within Attachment 3 – Statement of Requirements.</p> <p>The Client is looking for responses that show:</p> <ul style="list-style-type: none"> - How you intend to convene the audience detailed in the statement of requirements - How you intend to facilitate this audience in resolving problems collaboratively - Evidence of how your methodological approach has been successful previously - A detailed timetable of how and when you intend to fulfil all elements of the statement of requirements 	Attachment Max. of 8 pages	66	100	100
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QUESTIONNAIRE 6 - TECHNICAL - ACCOUNT MANAGEMENT

WEIGHTING 20%

Response Guidance

Potential Bidders MUST answer ALL the following questions. The method of response, page limit on attachments and evaluation criteria is set per question.

Unless otherwise specified, response must be uploaded as Attachments.

Attachments may be submitted in Microsoft Word, Excel. PDF format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will

be requested separately by us.

No costings should be included in responses to this Questionnaire.

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
6.1	Please provide a sample risk register. Please outline as part of your response any risks specific to this project and the steps you would take to mitigate them.	Attachment Max. of 5 pages	66	100	50
6.2	Please provide evidence of how you will ensure you work with flexibility and willingness to adapt to methods and procedures in response to evidence generated by each step of the project and any unforeseen minor changes to the scope of the requirement? Please evidence how you will ensure a sufficient and realistic level of resource to provide the Client with a suitable level of service for the duration of the contract, to ensure the project is deliverable within the stated timescales – and how you will manage the different elements to minimise the number of people the Client needs to brief.	Attachment Max. of 5 pages	66	100	50

QUESTIONNAIRE 7 – COMMERCIAL**WEIGHTING 30%****Response Guidance**

Potential Bidders must enter costs by uploading the relevant Attachment 4 - Price Schedule at the question level on the e-Sourcing event.

Prices should be submitted in pounds Sterling inclusive of any expenses but exclusive of VAT.

Potential Bidders will be scored in accordance with the marking scheme at Section 2.

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting X%
7.1	Please confirm, by selecting 'YES' that you have attached a completed Price Schedule to the response to this question. In so doing, you are also confirming that prices offered are inclusive of any expenses, exclusive of VAT and firm for the period following the Deadline for Submission as stated in the Attachment 1 - Bid Pack.	Yes/No Attachment			

3. Award Criteria

- 3.1. The award stage consists of a technical evaluation and a commercial evaluation.
- 3.2. The award of the resultant contract will be on the basis of the 'Most Economically Advantageous Tender' (MEAT).
- 3.3. The weighting for the technical evaluation is 70%; and, the commercial evaluation is 30%.
- 3.4. **Award process - What you need to do**
 - 3.4.1. Answer the questions in section 2 above in the e-Sourcing suite.
 - 3.4.2. Complete the Attachment 4 – Price Schedule.
 - 3.4.3. You must upload your completed Price Schedule into the e-Sourcing suite at questionnaire 7.
- 3.5. **What we will do**

Compliance Check

First, we will complete a mandatory evaluation to make sure that you have answered all questions and have completed the Attachment 4 - Price Schedule in line with our instructions. All bids passing the mandatory evaluation will be progressed to the technical Evaluation.

Technical Evaluation

We will give your responses to the **TECHNICAL questionnaires** to the Contracting Authority's evaluation panel. Each evaluator will independently assess your responses to the technical questions using the response guidance and the evaluation criteria.

They will give a score and a reason for their score for each question they are assessing. The evaluators will enter the scores and reasons into the e-Sourcing suite.

If the evaluation panel wishes to clarify any areas of your bid, bid clarification questions will be issued via the e-Sourcing suite on an individual basis.

Consensus

Once the evaluators have independently assessed your answers to the questions we will arrange for the evaluators to meet. We will facilitate the discussion.

At this meeting, the evaluators will discuss the technical responses and review their scores and reasons for that score. The discussion will continue until they reach a consensus regarding the score, and reason for that score, for each question.

These final scores will be used to calculate your technical score.

If the evaluation panel wishes to clarify any areas of your bid, bid clarification questions will be issued via the e-sourcing suite on an individual basis.

Technical Threshold

If you have not met the minimum acceptable score for each question, you will be excluded from the competition. We will tell you that you have been excluded from the procurement and why at award stage. If this is a 2 Stage Evaluation, we will advise you at the point in which Stage 2 invitations are sent.

Evaluate Commercial

We will then evaluate your price and calculate your price score using the evaluation criteria specified.

If we wish clarify any areas of your bid, bid clarification questions will be issued via the e-Sourcing suite on an individual basis.

Final Score

Your technical score will be added to your commercial score, to create your final score.

Award

Awards will be made to the successful bidder, subject to contract.

We will notify successful and unsuccessful bidders providing feedback.

4. Marking Scheme

4.1. The evaluation criteria set out below will be used during the Technical Evaluation:

Marking Scheme	Description
100 - Good	<p>The response fully meets all requirements with detail provided minimising risks to delivery.</p> <p>The response is comprehensive and unambiguous, demonstrating a thorough understanding of the requirements and provides details of how the requirement will be met in full without additional support from the Contracting Authority, other than that outlined within the Statement of Requirements.</p>
66 – Acceptable – Minor Concerns	<p>The response is acceptable and meets all the basic requirements. However, the response, is not sufficiently detailed to minimise risk and/or the proposed approach may require additional support (in addition to that outlined in the Statement of Requirements) from the Contracting Authority to meet its deliverables.</p>
33 – Non Acceptable - Major Concerns	<p>The response has met some, but not all elements of the requirement, which poses risk that the proposal will not meet the deliverables required.</p> <p>The response does not demonstrate a full understanding of the requirement posing major concerns.</p>
0 - Unsuitable	<p>The response does not meet any of the requirements or no response has been provided. An unacceptable and/or non-compliant response with serious reservations, demonstrating no understanding of the requirement.</p>

5. Technical Evaluation

- 5.1. Questionnaires Q1 and Q2 are mandatory question(s) and will be evaluated PASS / FAIL. If you fail any of these questions, you will be excluded from the competition. We will tell you that your bid has been excluded.
- 5.2. When the consensus meeting has taken place and the final score for each question has been agreed by the evaluators, your final score for each question will be multiplied by that question's weighting to calculate your weighted score for that question.
- 5.3. Each weighted score for each question then be added together to calculate your technical score.
- 5.4. Please see table A below for an example of how your technical score will be calculated.

Table A – EXAMPLE ONLY

Questionnaire	Questionnaire Weighting	Question	Question Weighting	Bidder A			Bidder B			Bidder C		
				Consensus Score (Max 100)	Weighted Question Score	Weighted Questionnaire Score	Consensus Score (Max 100)	Weighted Question Score	Weighted Questionnaire Score	Consensus Score (Max 100)	Weighted Question Score	Weighted Questionnaire Score
4. Service Delivery	40%	4.1	50%	100	50	33.2	66	33	26.4	100	50	26.6
		4.2	50%	66	33		66	33		33	16.5	
Questionnaire 4 Totals					83			66			66.5	
5. Account Management	30%	5.1	75%	66	49.5	22.35	66	49.5	17.33	33	24.75	9.9
		5.2	25%	100	25		33	8.25		33	8.25	
Questionnaire 5 Totals					74.5			57.75			33	
Quality Total Score						55.55			43.73			36.5

6. Commercial Evaluation

6.1. This section contains information on how to complete Attachment 4 - Price Schedule and the commercial evaluation process.

6.2. How to complete your Attachment 4 – Price Schedule

- 6.2.1. Read and understand the instructions in the Attachment 4 - Price Schedule, and in this section before submitting your prices.
- 6.2.2. Your prices should compare with the technical of your offer.
- 6.2.3. Your prices must be sustainable and inclusive of all costs for example your operating costs and profit.
- 6.2.4. Your prices are to exclude VAT.
- 6.2.5. Pricing is to be inclusive of expenses.
- 6.2.6. The currency is British pounds sterling, up to two decimal places.
- 6.2.7. The percentages submitted shall be up to two decimal places.
- 6.2.8. Pricing will be based on:
 - Eight (8) hour Working Day; and
 - Rounded to the nearest £10.
- 6.2.9. We will investigate where we consider your bid to be abnormally low.
- 6.2.10. The prices submitted shall not exceed the overarching commercial agreement rates.
- 6.2.11. You must download and complete the Attachment 4 – Price Schedule you are submitting a bid for. Further detail may be provided within the Attachment 4 – Price Schedule.
- 6.2.12. When you have completed your Attachment 4 - Price Schedule, you must upload this into the e-Sourcing Suite at question Q7. If you do not upload your Attachment 4 – Price Schedule your bid may be rejected from this competition.

- 6.2.13. Do not alter, amend or change the format or layout of the Attachment 4 – Price Schedule.

6.3. Commercial Evaluation Process

- 6.3.1. This is how we will evaluate your pricing:
- 6.3.2. We will check you have completed the Attachment 4 – Price Schedule as instructed.
- 6.3.3. Failure to complete the Attachment 4 - Price Schedule as instructed may result in your bid being deemed non-compliant and it may be rejected from this competition.
- 6.3.4. The commercial evaluation will be undertaken separately to the technical evaluation process.
- 6.3.5. The Potential Bidder with the lowest total price for the pricing table will be awarded the maximum score available for that pricing table.
- 6.3.6. All other Potential Bidders will get a price score relative to the lowest total price.
- 6.3.7. The calculation we will use to evaluate your total price per element, you are bidding for, is as follows:

$$\text{Price Score} = \frac{\text{Lowest total price}}{\text{Potential Bidder's total price}} * \text{maximum score available}$$

- 6.3.8. Please see table B below for an example of how your Price score will be calculated.

Table B – EXAMPLE ONLY

		Bidder A				Bidder B				Bidder C			
Questionnaire	Questionnaire Weighting %	Bid Submitted	Lowest Bid Submitted	Score	Weighted Questionnaire Score	Bid Submitted	Lowest Bid Submitted	Score	Weighted Questionnaire Score	Bid Submitted	Lowest Bid Submitted	Score	Weighted Questionnaire Score
6. Price	30	£ 217,000.00	£ 217,000.00	100.00	30.00	£432,000.00	£217,000.00	50.23	15.07	£542,000.00	£217,000.00	40.04	12.01

- 6.3.9. The total score for each pricing table will be added together and the potential bidder with the highest total score will be awarded the maximum available commercial score.
- 6.3.10. All other bidders will get a score relative to the total highest score.
- 6.3.11. The calculation we will use to evaluate the total commercial score is as follows:

Commercial Score = $\frac{\text{Potential Bidders Total Score}}{\text{Highest Total Score}} \times \text{maximum score available}$

Highest Total Score

- 6.3.12. Where we consider any of the total price(s) you have submitted to be abnormally low we will ask you to explain the price(s) you have submitted (as required in regulation 69 of the Public Contract Regulations 2015).

7. Final Decision to Award

- 7.1. We will add your quality score to your price score to calculate your final score.
- 7.2. Please see table C below for an example of how your Quality score and Price score will be added together to identify your final score.

Table C – EXAMPLE ONLY:

Questionnaire	Weighted Questionnaire Score		
	Bidder A	Bidder B	Bidder C
4. Service Delivery	33.20	26.40	26.60
5. Account Management	22.35	17.33	9.90
6. Price	30.00	15.07	12.01
Total Score	85.55	58.80	48.51

7.3. The bidder with the highest final score will be awarded the contract. However, if this is a 2 Stage Evaluation the final scores up to this point will act as a gateway to Stage 2 as outlined in “What we will do”.

7.4. Two Stage Evaluation

7.4.1. The following will only apply if a 2 stage approach is adopted as outlined in the table “What we will do” above in section 3.

7.4.2. Where a 2 Stage Evaluation has been conducted the final score from Stage 1 will now be added to the score from Stage 2 to show a final score as demonstrated in the table below:

7.4.3. Please see table D below for an example of how your Stage 1 score and Stage 2 score will be added together to identify your final score.

Table D – EXAMPLE ONLY:

Questionnaire	Questionnaire Weighting %	Weighted Questionnaire Score		
		Bidder A	Bidder B	Bidder C
4. Service Delivery	30	33.20	26.40	26.60
5. Account Management	30	22.35	17.33	9.90
6. Price	30	30.00	15.07	12.01
Total Stage One Score		85.55	58.80	48.51
7. Presentation	10	0.05	0.08	10.00
Total Overall Score (Final Score)		85.60	58.88	58.51

8. Further Information

8.1. We will tell you if you have been successful or unsuccessful via the e-Sourcing Suite.