



Crown  
Commercial  
Service

Invitation to Tender

Attachment 2c – Quality questionnaire

Major Projects Leadership Academy (MPLA),  
Orchestrating Major Projects (OMP) &  
Optional Services

RM6223

Before responding to any quality questions, make sure you have read this Attachment 2c Quality questionnaire which contains the requirement, response guidance, marking scheme and evaluation guidance for each quality question.

Remember you must complete the questionnaire online in the eSourcing suite (technical envelope). 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 for example reports or information located on your website.

Refer to Attachment 2 paragraph 6 Award stage, for instructions on what you need to do and what we will do at the award stage.

Make sure you read Attachment 2 paragraph 7 Quality evaluation, which contains information on how we will calculate your Quality Score.

You must achieve a minimum mark to proceed in the procurement. The minimum mark you must achieve can be found in Table A below.

Each question has been allocated a weighting, question weightings can be found in Table B.

**Table A** – marking scheme and minimum mark for each question

Question		Marking scheme	Minimum mark
2.1	Compliance with Contract Schedule 2.1 Services Description, Annex 1 Specification of Services	Pass/Fail	Pass
2.2	MPLA Programme Content and Delivery	100/75/50/25/0	75
2.3	OMP Programme Content and Delivery	100/75/50/25/0	75
2.4	Delivery Team	100/75/50/25/0	75
2.5	Project and Service Delivery Management	100/75/50/25/0	75
2.6	Continuous Improvement	100/75/50/25/0	50
2.7	Benefits Management Strategy	100/75/50/25/0	50
2.8	Social Value - Equal opportunity and diversity	100/75/50/25/0	50
2.9	Social Value - Wellbeing	100/75/50/25/0	50

**Table B** – Question weightings

Question	Weighting	Maximum mark
2.2	23%	23.00
2.3	11%	11.00
2.4	20%	20.00

2.5	18%	18.00
2.6	9%	9.00
2.7	6%	6.00
2.8	9%	9.00
2.9	4%	4.00

Question 2.1 - Compliance with Contract Schedule 2.1 Services Description, Annex 1 Specification of Services

**Requirement**

If you are awarded a Contract, will you unreservedly deliver in full all the mandatory service requirements, as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

Please answer '**Yes**' or '**No**'

**Yes** - You will unreservedly deliver in full all the mandatory service requirements as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

**No** - You will not, or cannot, deliver in full all the mandatory service requirements as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

**Response guidance**

This is a Pass/Fail question.

If you cannot or are unwilling to select '**Yes**' to this question, you will be disqualified from further participation in this competition.

You are required to select either option **YES, NO** from the drop down list. Providing a 'Yes' response means you will unreservedly deliver in full all the mandatory service requirements as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

If you select '**No**' (or do not answer the question) to indicate that you will not, or cannot, deliver in full all the mandatory service requirements as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services you will be excluded from further participation in this competition.

Marking scheme	Evaluation guidance
Pass	You have selected option ' <b>Yes</b> ' confirming that you will unreservedly deliver in full all the mandatory service requirements as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.
Fail	You have selected ' <b>No</b> ' confirming that you will not, or cannot, deliver in full all the mandatory service requirements as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

## Question 2.2 - MPLA Programme Content and Delivery

### Requirement

The Authority requires you to refresh the current MPLA course content and delivery format in accordance with the requirements set out in paragraph 6 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

You are required to build upon the current MPLA course content and delivery format to ensure that it remains leading edge with innovative and high impact content and world class modern delivery methods that will equip leaders to respond to and meet the evolving challenges and opportunities of major project delivery in government both now and in the future.

Your response should be set out in the form of an outline proposal.

### Response guidance

In order to satisfy the requirement, you must:

- (a) provide your outline proposal for a MPLA programme design refresh that brings in state of the art/up to date content, theories, activities and world class modern delivery methods, including:
  - (i) content covering the four separate competency domains (Leadership of Self, Leadership of Major Projects, Technical Leadership and Commercial Leadership) as set out in paragraphs 6.5 and 6.6 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.
  - (ii) the additional areas as set out in paragraphs 6.6.10.1, 6.6.10.2 and 6.6.10.3 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.
  - (iii) any new topics in accordance with paragraphs 6.6.11 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.
- (b) outline in your MPLA programme proposal the world-class modern delivery methods, and the durations that will bring to life the content to ensure an impactful learning experience for participants, including for the:
  - (i) MPLA residential format as set out in paragraphs 6.2.4.1 and 6.2.5 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.
  - (ii) MPLA non-residential format as set out in paragraphs 6.2.4.2 and 6.2.5 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Marking scheme	Evaluation guidance
<b>100</b>	<p><b>A VERY GOOD ANSWER</b></p> <p>The response is relevant to the requirement and is comprehensive, unambiguous, the outline proposal fully demonstrates your ability to deliver the requirement and the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the related component parts (a and b) of the response guidance have been satisfied.</p> <p>The response provides a high level of confidence that the approach will meet the requirement for this question and has a strong potential to exceed the requirement for the delivery of services.</p>
<b>75</b>	<p><b>A GOOD ANSWER</b></p> <p>The response is relevant to the requirement and the outline proposal is sufficiently detailed to demonstrate your ability to deliver the requirement and the response guidance.</p> <p>Sufficient evidence has been provided to demonstrate the requirement and the related component parts (a and b) of the response guidance.</p> <p>The response provides a good level of confidence that the approach will meet the requirement for this question for the delivery of services.</p>
<b>50</b>	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response is relevant to the requirement. Whilst the outline proposal addresses the requirement and the response guidance, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the requirement and the related component parts (a and b) of the response guidance.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>The response provides an adequate level of confidence that the approach has the potential to meet the requirement for this question for the delivery of services.</p>
<b>25</b>	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response is not fully relevant to or only partially addresses the requirement and/or related component parts (a and b) of the response guidance.</p> <p>The response addresses some of the requirements and the related component parts but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that the approach has the ability to meet the requirement for this question for the delivery of services.</p>

<b>0</b>	<p><b>A POOR ANSWER</b></p> <p>The response is not relevant to the requirement and/or the related component parts and/or the response has satisfied very few to none of the requirements for the question and the related component parts of the response guidance.</p> <p>No relevant evidence has been provided and/or the evidence provided does not satisfy the requirement and the related component parts.</p> <p>The response provides no confidence that the approach will meet the requirement for this question for the delivery of services.</p> <p>OR</p> <p>No response provided.</p>
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## Question 2.3 - OMP Programme Content and Delivery

### Requirement

The Authority requires you to refresh the current OMP course content and delivery format in accordance with paragraph 7 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

You are required to build upon the current OMP course content and delivery format to ensure that it remains leading edge with innovative and high impact content and world class modern delivery methods that will equip leaders to respond to and meet the evolving challenges and opportunities of major project delivery in government both now and in the future.

Your response should be set out in the form of an outline proposal

### Response guidance

In order to satisfy the requirement, you must:

- (a) provide your outline proposal for an OMP programme design refresh that brings in state of the art/up to date content, theories, activities and world class modern delivery methods, in accordance with paragraph 7.4 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services and covering the 4 areas, (i) to (iv) listed below:
  - (i) setting up major projects to succeed
  - (ii) building in resilience to major projects
  - (iii) the shaping of the operating environment
  - (iv) leadership capabilities for major projects and the link to policy
- (b) Outline in your OMP programme proposal the world-class modern delivery methods and the durations that will bring to life the content to ensure an impactful learning experience for participants, including for the core elements as set out in paragraph 7.2.8 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Marking scheme	Evaluation guidance
<p><b>100</b></p>	<p><b>A VERY GOOD ANSWER</b></p> <p>The response is relevant to the requirement and is comprehensive, unambiguous, the outline proposal fully demonstrates your ability to deliver the requirement and the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the related component parts (a and b) of the response guidance have been satisfied.</p> <p>The response provides a high level of confidence that the approach will meet the requirement for this question and has a strong potential to exceed the requirement for the delivery of services.</p>
<p><b>75</b></p>	<p><b>A GOOD ANSWER</b></p> <p>The response is relevant to the requirement and the outline proposal is sufficiently detailed to demonstrate your ability to deliver the requirement and the response guidance.</p> <p>Sufficient evidence has been provided to demonstrate the requirement and the related component parts (a and b) of the response guidance.</p> <p>The response provides a good level of confidence that the approach will meet the requirement for this question for the delivery of services.</p>
<p><b>50</b></p>	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response is relevant to the requirement. Whilst the outline proposal addresses the requirement and the response guidance, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the requirement and the related component parts (a and b) of the response guidance.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>The response provides an adequate level of confidence that the approach has the potential to meet the requirement for this question for the delivery of services.</p>
<p><b>25</b></p>	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response is not fully relevant to or only partially addresses the requirement and/or the related component parts (a and b) of the response guidance.</p> <p>The response addresses some of the requirements and the related component parts but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that the approach has the ability to meet the requirement for this question for the delivery of services.</p>



<b>0</b>	<p><b>A POOR ANSWER</b></p> <p>The response is not relevant to the requirement and/or the related component parts and/or the response has satisfied very few to none of the requirements for the question and the related component parts of the response guidance.</p> <p>No relevant evidence has been provided and/or the evidence provided does not satisfy the requirement and the related component parts.</p> <p>The response provides no confidence that the approach will meet the requirement for this question for the delivery of services.</p> <p>OR</p> <p>No response provided.</p>
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## Question 2.4 - Delivery Team

### Requirement

The Authority requires you to assign a skilled and experienced delivery team to deliver the Phase 1 and Phase 2 MPLA and Phase 2 OMP requirements as per the milestones and activities set out in paragraph 5.1 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services, and to provide MPLA and OMP attendees access and exposure to recognised world-class project leaders in their respective fields.

### Response guidance

In order to satisfy the requirement, you must:

- a) provide details of your proposed delivery team for Phase 1 for MPLA in alignment with the key roles and responsibilities defined in paragraph 5.2 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services, providing evidence to demonstrate:
  - i) their individual capacity and availability to deliver Phase 1 milestones and activities
  - ii) the skills, experience and qualifications each team member has relevant to successful delivery of the Phase 1 milestones and activities
- b) provide details of your proposed delivery team for Phase 2 for MPLA and OMP in alignment with the key roles and responsibilities defined in paragraph 5.2 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services, providing evidence to demonstrate:
  - i) their individual capacity and availability to deliver Phase 2 milestones and activities
  - ii) the skills, experience and qualifications each team member has relevant to successful delivery of the phase 2 milestones and activities
- c) Demonstrate how and to what degree MPLA and OMP attendees will be given access and exposure to recognised world-class major project leaders in their respective fields, and world-class major project delivery expertise in a real world context, including demonstrating your processes for engaging and onboarding such leaders and expertise for MPLA and OMP throughout the duration of the contract.

You may attach biographies for members of your proposed delivery team to support your response to component parts (a and b) of this question.

The biographies **must be** in the format of a concise introduction to your proposed delivery team member that provides a summarised version of their professional accomplishments, credentials and education.

Biographies may be anonymised

Biographies **must be**:

- uploaded as **one attachment** to line 2.4.3, with the attachment named 2.4\_[insertyourcompanyname]
- no longer than 8 pages of A4 and submitted in pdf format
- font arial 12 point, single spacing

You are required to attach your biographies as **one attachment** to line 2.4.3 in the technical envelope.

If you **do not upload in the format requested**, the information you submit **may not be taken into consideration** in the evaluation of the question.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas

You are required to insert your written response to this question in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. Any additional documents submitted will be ignored in the evaluation of this question.

Marking scheme	Evaluation guidance
<p><b>100</b></p>	<p><b>A VERY GOOD ANSWER</b></p> <p>The response (including the biographies) is relevant to the requirement and is comprehensive, unambiguous, and fully demonstrates your ability to deliver the requirement and the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the related component parts (a and b) of the response guidance have been satisfied.</p> <p>The response provides a high level of confidence that the approach will meet the requirement for this question and has a strong potential to exceed the requirement for the delivery of services.</p>
<p><b>75</b></p>	<p><b>A GOOD ANSWER</b></p> <p>The response is relevant to the requirement and the outline proposal is sufficiently detailed to demonstrate your ability to deliver the requirement and the response guidance.</p> <p>Sufficient evidence has been provided to demonstrate the requirement and the related component parts (a and b) of the response guidance.</p> <p>The response provides a good level of confidence that the approach will meet the requirement for this question for the delivery of services.</p>

<p><b>50</b></p>	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response is relevant to the requirement. Whilst the outline proposal addresses the requirement and the response guidance, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the requirement and the related component parts (a and b) of the response guidance.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>The response provides an adequate level of confidence that the approach has the potential to meet the requirement for this question for the delivery of services.</p>
<p><b>25</b></p>	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response is not fully relevant to or only partially addresses the requirement and/or the related component parts (a and b) of the response guidance.</p> <p>The response addresses some of the requirements and the related component parts but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that the approach has the ability to meet the requirement for this question for the delivery of services.</p>
<p><b>0</b></p>	<p><b>A POOR ANSWER</b></p> <p>The response is not relevant to the requirement and/or the related component parts and/or the response has satisfied very few to none of the requirements for the question and the related component parts of the response guidance.</p> <p>No relevant evidence has been provided and/or the evidence provided does not satisfy the requirement and the related component parts.</p> <p>The response provides no confidence that the approach will meet the requirement for this question for the delivery of services.</p> <p>OR</p> <p>No response provided.</p>

## Question 2.5 Project and Service Delivery Management

### Requirement

The Authority requires you to project manage the delivery of Phase 1 and 2 requirements effectively and efficiently to a quality standard in alignment with the milestones and activities set out in paragraph 5.1 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services, including:

- (a) identifying any key risks and issues with corresponding mitigation activities to demonstrate how project design, mobilisation and delivery priorities will be met
- (b) running a cost effective and efficient Programme Management Office (PMO) that will manage both MPLA and OMP to ensure high quality delivery

Please Note: Although the Authority and wider stakeholders acknowledge that time and resources must be committed on their part to ensure the successful delivery of the Programme and services, unreasonable requests cannot be accommodated, therefore it is important that your proposal is fair and reasonable regarding its expectations of requirements from the Authority and wider stakeholders. The Authority, as part of its governance role, will maintain oversight and monitor the Suppliers' compliance and performance in delivering in full all the mandatory service requirements as set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

### Response guidance

In order to satisfy the requirement, you must:

- (a) provide an outline project plan with clear and realistic milestones and a clear description of each project stage covering your resources, approach and deliverables to support the milestones and activities set out in paragraph 5.1 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services, for Phase 1 (MPLA) and Phase 2 (MPLA & OMP)
- (b) identify and describe any key risks and issues with corresponding mitigation activities demonstrating how project design, mobilisation and delivery priorities will be met
- (c) demonstrate how you will run a cost effective and efficient Programme Management Office (PMO) that will manage both MPLA and OMP and how you will do this to ensure high quality delivery

Your outline project plan requested in (a) must be:

- no longer than 1 page of A3 and submitted in pdf format
- readable
- named: 2.5\_[insertyourcompanyname]
- attached to line 2.5.3 in the technical envelope.

You are required to insert your response to (b) and (c) in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Maximum character count – 4,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas.

Please note your outline project plan is the only attachment permitted; any additional documents submitted will be ignored in the evaluation of this question.

Marking scheme	Evaluation guidance
<p><b>100</b></p>	<p><b>A VERY GOOD ANSWER</b></p> <p>The response including the outline project plan is relevant to the requirement and is comprehensive and unambiguous.</p> <p>The outline project plan fully demonstrates your ability to deliver the requirement and the related component part (a) of the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the related component parts (b and c) of the response guidance have been satisfied.</p> <p>The response, including the outline project plan, provides a high level of confidence that the approach will meet the requirement for this question and has a strong potential to exceed the requirement for the delivery of services.</p>
<p><b>75</b></p>	<p><b>A GOOD ANSWER</b></p> <p>The response, including the outline project plan is relevant to the requirement.</p> <p>The outline project plan is sufficiently detailed to demonstrate your ability to deliver the requirement and the related component part (a) of the response guidance.</p> <p>Sufficient detail and evidence has been provided to demonstrate the requirement and the related component parts (b and c) of the response guidance.</p> <p>The response including the outline project plan provides a good level of confidence that the approach will meet the requirement for this question for the delivery of services.</p>

<p><b>50</b></p>	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response including the outline project plan is relevant to the requirement.</p> <p>Whilst the outline project plan addresses the requirement and component part (a) of the response guidance, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the requirement and the related component part (a) of the response guidance.</p> <p>Whilst some evidence has been provided the response is not sufficiently detailed and/or does not sufficiently demonstrate the requirement and all of the related component parts (b and c) of the response guidance.</p> <p>The response including the outline project plan provides an adequate level of confidence that the approach has the potential to meet the requirement for this question for the delivery of services.</p>
<p><b>25</b></p>	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response including the outline project plan is not fully relevant to or only partially addresses the requirement and/or the related component parts (a, b and c) of the response guidance.</p> <p>The outline project plan addresses some of the requirements and the related component part (a) but not all, and there is a significant lack of detail.</p> <p>Whilst the response provides some evidence it does not sufficiently demonstrate the requirement and all of the related component parts (b and c) of the response guidance, there is a significant lack of detail.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response, including the outline project plan which provides a low level of confidence that the approach has the ability to meet the requirement for this question for the delivery of services.</p>
<p><b>0</b></p>	<p><b>A POOR ANSWER</b></p> <p>The response, including the outline project plan is not relevant to the requirement and/or the related component parts (a, b and c) and/or the response has satisfied very few to none of the requirements for the question and the related component parts (a, b and c) of the response guidance.</p> <p>The response and the outline project plan provides no relevant evidence and/or the evidence provided does not satisfy the requirement and the related component parts (a, b and c) of the response guidance.</p> <p>The response including the outline project plan provides no confidence that the approach will meet the requirement for this question for the delivery of services.</p> <p>OR</p> <p>No response has been provided.</p>

## 2.6 Continuous Improvement

### Requirement

The Authority requires you to drive continuous improvements in the design and delivery of MPLA and OMP ensuring that the content, delivery methods, services and approach remains current, relevant and effective throughout the lifetime of the Contract in accordance with paragraph 5.5 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

### Response guidance

In order to satisfy the requirement, you must:

- (a) demonstrate how you will proactively manage the MPLA and OMP programme and services to innovate and create impactful learning experiences for participants in line with their needs and changing business priorities, including demonstrating:
  - (i) how you will use academic research, lessons from industry, practical experience, and evidence to support participant behavior change and inform participants of technical innovations and smarter ways of working e.g. neuroscience and behavioural insights
  - (ii) how you will use evidence from management information, learning evaluation and participant experience to inform decision making about the MPLA and OMP design so that it continuously improves capability and business outcomes and provides value for money
  - (iii) how you will build in the flexibility to meet changing MPLA and OMP demands and develop products for future requirements through: learning consultation expertise, and design capability
- (b) demonstrate how you will identify data sources, manage and analyse data and use it to continuously improve capability and business outcomes from the Services provided to the Authority and the MPLA and OMP participants on an ongoing basis.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Marking  
scheme

Evaluation guidance



<p><b>100</b></p>	<p><b>A VERY GOOD ANSWER</b></p> <p>The response is relevant to the requirement and is comprehensive, unambiguous, the response fully demonstrates your ability to deliver the requirement and the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the component parts (a and b) of the response guidance have been satisfied.</p> <p>The response provides a high level of confidence that the approach will meet the requirement for this question and has a strong potential to exceed the requirement for the delivery of services.</p>
<p><b>75</b></p>	<p><b>A GOOD ANSWER</b></p> <p>The response is relevant to the requirement and is sufficiently detailed to demonstrate your ability to deliver the requirement and the response guidance.</p> <p>Sufficient evidence has been provided to demonstrate the requirement and the component parts (a and b) of the response guidance.</p> <p>The response provides a good level of confidence that the approach will meet the requirement for this question for the delivery of services.</p>
<p><b>50</b></p>	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response is relevant to the requirement. Whilst the response addresses the requirement and the response guidance, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the requirement and the component parts (a and b) of the response guidance.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the component parts of the response guidance.</p> <p>The response provides an adequate level of confidence that the approach has the potential to meet the requirement for this question for the delivery of services.</p>
<p><b>25</b></p>	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response is not fully relevant to or only partially addresses the requirement and/or the component parts (a and b) of the response guidance.</p> <p>The response addresses some of the requirements and the component parts but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the component parts of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that the approach has the ability to meet the requirement for this question for the delivery of services.</p>

<b>0</b>	<p><b>A POOR ANSWER</b></p> <p>The response is not relevant to the requirement and/or the component parts and/or the response has satisfied very few to none of the requirements for the question and the component parts (a and b) of the response guidance.</p> <p>No relevant evidence has been provided and/or the evidence provided does not satisfy the requirement and the component parts.</p> <p>The response provides no confidence that the approach will meet the requirement for this question for the delivery of services.</p> <p>OR</p> <p>No response provided.</p>
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**2.7 Benefits Management Strategy**

**Requirement**

The Authority requires you to ensure the benefits of the MPLA and OMP Programmes are captured and realised, by developing and delivering a benefits management strategy, which will deliver and realise all related benefits of the MPLA and OMP programmes including the long term performance and impact in accordance with paragraphs 5.7.7, 5.7.8, 5.7.9 and 5.7.10 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

You are also required to keep the Authority updated with progress, developments and changes to the benefits management strategy.

**Response guidance**

In order to satisfy the requirement, you must:

- (a) demonstrate how you will develop and deliver a benefits management strategy for the MPLA and OMP programmes, including demonstrating:
  - (i) how your process will ensure the measurement of the wider impacts and benefits realisation of the MPLA and OMP programmes
  - (ii) how your process will identify, define, quantify and measure the benefits
  - (iii) how your process will track the progress of the benefits
- (b) demonstrate how you will ensure that the Authority is kept updated with progress, developments and changes to the benefits management strategy, including demonstrating:
  - (i) how you will seek the Authority approval of and any future changes to the benefits management strategy
  - (ii) how you will seek the Authority sign off for individual benefits realisation

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Marking scheme	Evaluation guidance
<b>100</b>	<p><b>A VERY GOOD ANSWER</b></p> <p>The response is relevant to the requirement and is comprehensive, unambiguous, the outline proposal fully demonstrates your ability to deliver the requirement and the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the related component parts (a and b) of the response guidance have been satisfied.</p> <p>The response provides a high level of confidence that the approach will meet the requirement for this question and has a strong potential to exceed the requirement for the delivery of services.</p>
<b>75</b>	<p><b>A GOOD ANSWER</b></p> <p>The response is relevant to the requirement and the outline proposal is sufficiently detailed to demonstrate your ability to deliver the requirement and the response guidance.</p> <p>Sufficient evidence has been provided to demonstrate the requirement and the related component parts (a and b) of the response guidance.</p> <p>The response provides a good level of confidence that the approach will meet the requirement for this question for the delivery of services.</p>
<b>50</b>	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response is relevant to the requirement. Whilst the outline proposal addresses the requirement and the response guidance, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the requirement and the related component parts (a and b) of the response guidance.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>The response provides an adequate level of confidence that the approach has the potential to meet the requirement for this question for the delivery of services.</p>

<p><b>25</b></p>	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response is not fully relevant to or only partially addresses the requirement and/or the related component parts (a and b) of the response guidance.</p> <p>The response addresses some of the requirements and the related component parts but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that the approach has the ability to meet the requirement for this question for the delivery of services.</p>
<p><b>0</b></p>	<p><b>A POOR ANSWER</b></p> <p>The response is not relevant to the requirement and/or the related component parts and/or the response has satisfied very few to none of the requirements for the question and the related component parts of the response guidance.</p> <p>No relevant evidence has been provided and/or the evidence provided does not satisfy the requirement and the related component parts.</p> <p>The response provides no confidence that the approach will meet the requirement for this question for the delivery of services.</p> <p>OR</p> <p>No response provided.</p>

<p>2.8 Social value - Equal opportunity and diversity</p>	
<p><b>Requirement</b></p>	<p>The Authority requires Bidders to demonstrate an understanding of and measures to tackle inequality and to improve diversity with respect to Under-Represented Groups in employment, skills and pay in the Contract Workforce, in accordance with paragraph 5.6.4 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.</p> <p>Contract Workforce means all grades of Supplier Staff who will work under this Contract if the Bidder is successful in the competition.</p>
<p><b>Response guidance</b></p>	<p>Describe your existing and planned activities to tackle inequality and to improve diversity with respect to Under-Represented Groups in employment, skills and pay in the Contract Workforce.</p> <p>Your response must include:</p> <ul style="list-style-type: none"> <li>(a) a description of your existing and planned activities to tackle inequality and to improve diversity, and explanation of how your activities support these aims.</li> </ul>

Relevant examples of activities **may include** the illustrative examples provided below (i) to (ix).

Illustrative examples:

- i. inclusive and accessible recruitment, retention and promotion practices;
  - ii. promoting an inclusive working environment;
  - iii. actions to ensure the Contract Workforce at all levels proportionately reflects a diverse society;
  - iv. transparency in pay, reward and promotion processes;
  - v. positive action schemes to address under-representation and inequalities in promotion, including in particular pay grades;
  - vi. flexible working arrangements available for all which do not result in Staff being penalised;
  - vii. measures to support in-work progression to facilitate moves into higher paid work by developing new skills relevant to the contract;
  - viii. collection and publication of information about recruitment, retention and promotion; and
  - ix. regular equal pay audits.
- (b) how you will raise awareness or increase the influence of staff, customer and any other stakeholders of these issues, such as through engagement, co-design and creation of initiatives, training and education and partnering and collaborating
- (c) how you will monitor, measure and report on the activities and their impact
- (d) how you will seek feedback and look to improve in this area

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the component parts in this response guidance in the order they are listed above and highlight which component part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation. This character count cannot be exceeded within the e-Sourcing Suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will not be taken into consideration for the purposes of evaluation.

Marking scheme	Evaluation guidance
100	<p><b>A VERY GOOD ANSWER</b></p> <p>The response is comprehensive, unambiguous, and fully demonstrates your understanding of and measures to <b>tackle inequality and to improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the related component parts (a to d) have been satisfied.</p>

	<p>The response provides a high level of confidence that your existing and planned activities will <b>tackle inequality and improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p>
75	<p><b>A GOOD ANSWER</b></p> <p>The response is sufficiently detailed to demonstrate your understanding of and measures to <b>tackle inequality and to improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p> <p>Sufficient evidence has been provided to demonstrate the requirement and the related component parts (a to d) of the response guidance.</p> <p>The response provides a good level of confidence that your existing and planned activities will <b>tackle inequality and improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p>
50	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response demonstrates a satisfactory understanding of and provides some measures to <b>tackle inequality and to improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce, however it is not sufficiently detailed and/or does not include sufficient explanation.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts (a to d) of the response guidance.</p> <p>The response provides an adequate level of confidence that your existing and planned activities will <b>tackle inequality and improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p>
25	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response only partially demonstrates your understanding of and provides limited measures to <b>tackle inequality and to improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p> <p>The response addresses some of the related component parts (a to d) but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate all of the related component parts (a to d) of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that your existing and planned activities will <b>tackle inequality and improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p>
0	<p><b>A POOR ANSWER</b></p> <p>The response has not demonstrated your understanding of and provided no measures to <b>tackle inequality and to improve diversity</b> with respect to <b>Under-Represented Groups in employment, skills and pay</b> in the Contract Workforce.</p> <p>The response has not addressed the related component parts (a to d) of the response guidance.</p>

The response provides no confidence that your existing and planned activities will **tackle inequality and improve diversity** with respect to **Under-Represented Groups in employment, skills and pay** in the Contract Workforce.

OR

No response provided.

## 2.9 - Social value - Wellbeing

### Requirement

The Authority requires Bidders to demonstrate an understanding of and measures to support health and wellbeing, including physical and mental health and wellbeing, in the Contracted Workforce, in accordance with paragraph 5.6.5 of Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

Contract Workforce means all grades of Supplier Staff who will work under this Contract if the Bidder is successful in the competition.

### Response guidance

Describe your existing and planned activities to support health and wellbeing, including physical and mental health and wellbeing, in the Contract Workforce.

Your response must include:

- (a) a description of your existing and planned activities to support health and wellbeing and explanation of how your activities support these aims. Relevant examples of activities **may include** the illustrative examples provided below (i) to (iii).

#### Illustrative examples

- i. implementing the Mental Health Standards with respect to the Contract Workforce;
  - ii. public reporting by the Supplier and its sub-contractors on the health and wellbeing of all Supplier Staff; and
  - iii. engagement plans to engage the Contract Workforce in deciding the most important issues to address.
- b) how you will raise awareness or increase the influence of staff, customer and any other stakeholders of these issues, such as through engagement, co-design and creation of initiatives, training and education and partnering and collaborating
  - c) how you will monitor, measure and report on the activities and their impact
  - d) how you will seek feedback and look to improve in this area.

Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the component parts in this

response guidance in the order they are listed above and highlight which component part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation. This character count cannot be exceeded within the e-Sourcing Suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will not be taken into consideration for the purposes of evaluation.

Marking scheme	Evaluation guidance
100	<p><b>A VERY GOOD ANSWER</b></p> <p>The response is comprehensive, unambiguous, and fully demonstrates your understanding of and measures to <b>support health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p> <p>Full and relevant evidence has been provided to clearly demonstrate the requirement and the related component parts (a to d) have been satisfied.</p> <p>The response provides a high level of confidence that your existing and planned activities will support <b>health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p>
75	<p><b>A GOOD ANSWER</b></p> <p>The response is sufficiently detailed to demonstrate your understanding of and measures to <b>support health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p> <p>Sufficient evidence has been provided to demonstrate the requirement and the related component parts (a to d) of the response guidance.</p> <p>The response provides a good level of confidence that your existing and planned activities will support <b>health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p>
50	<p><b>A SATISFACTORY ANSWER</b></p> <p>The response demonstrates a satisfactory understanding of and provides some measures to <b>support health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce, however it is not sufficiently detailed and/or does not include sufficient explanation.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the requirement and all of the related component parts (a to d) of the response guidance.</p> <p>The response provides an adequate level of confidence that your existing and planned activities will support <b>health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p>
25	<p><b>A BELOW STANDARD ANSWER</b></p> <p>The response only partially demonstrates your understanding of and provides limited measures to <b>support health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p>



	<p>The response addresses some of the related component parts (a to d) but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate all of the related component parts (a to d) of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that your existing and planned activities will <b>support health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p>
<p><b>0</b></p>	<p><b>A POOR ANSWER</b></p> <p>The response has not demonstrated your understanding of and provided no measures <b>to support health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p> <p>The response has not addressed the related component parts (a to d) of the response guidance.</p> <p>The response provides no confidence that your existing and planned activities will <b>support health and wellbeing, including physical and mental health and wellbeing</b> in the Contract Workforce.</p> <p>OR</p> <p>No response provided.</p>