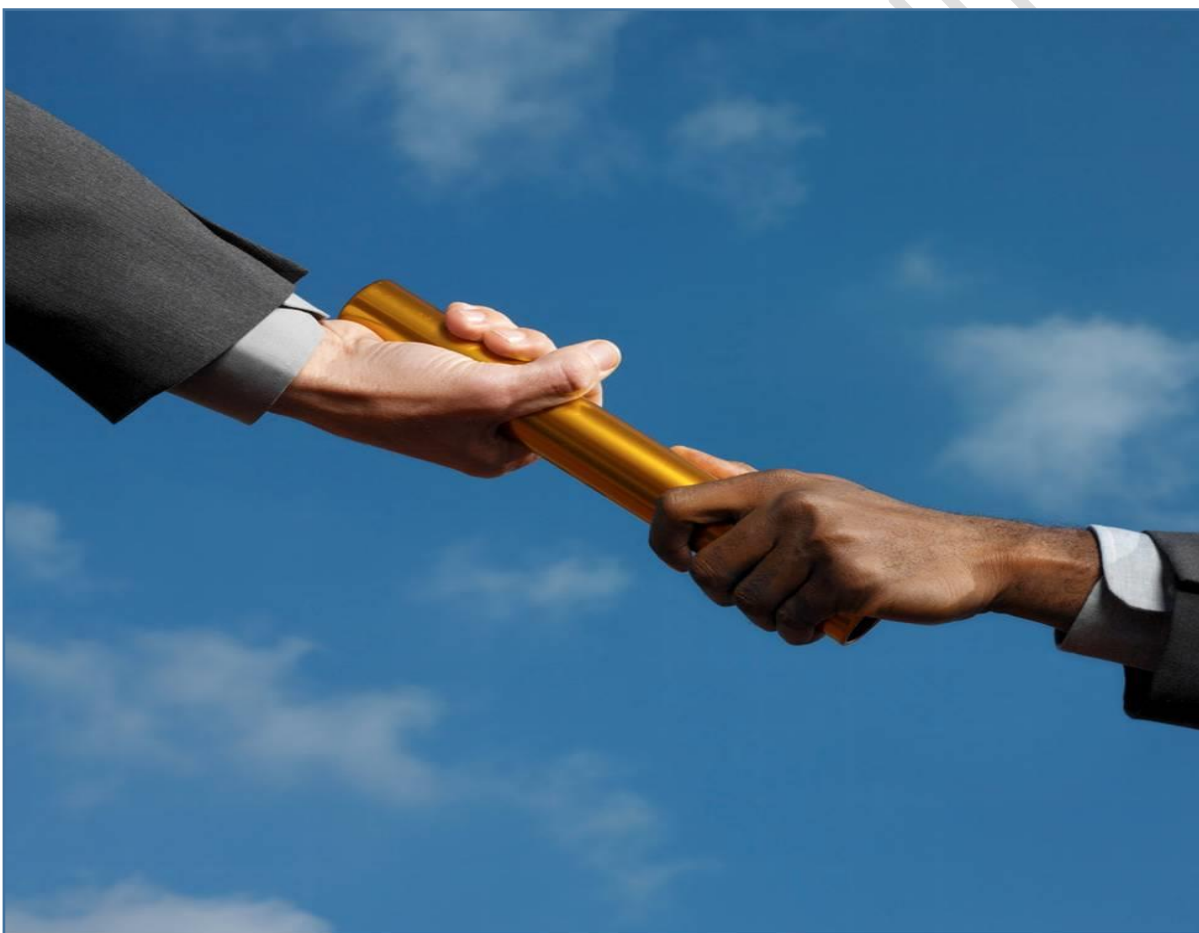


Your Offer

RM3804 Technology Services 2



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How to use this document

Before you start

Make sure you have read and understood the [Invitation](#), [Customer Needs](#) and [Crown Commercial Services \(CCS\) Needs](#) before you attempt to complete [Your Offer](#).

Please make sure you have read through all the information available to you. This includes the responses to any clarification questions. These are published in the eSourcing suite attachments area.

Your Offer

Your Offer document has been split into three parts:

Part A – Selection Questionnaire

Part B – Award Questionnaire

Part C – Commercial Pricing

Everything you need to complete in order to bid is here in this document.

Make sure you have answered every question. If you don't your bid may be rejected.

Submit your completed offer before the tender deadline.

Leave plenty of time to enter your response and don't forget to press the [Submit all Draft Bids](#) button! Otherwise we will not be able to see your bid.

We can only accept bids that we receive through the eSourcing Suite.

Part A - Selection Questionnaire

Please complete your responses to all questions within the eSourcing Suite

<https://gpsesourcing.cabinetoffice.gov.uk/sso/jsp/login.jsp>

For guidance on how to get access to the eSourcing Suite please visit www.gov.uk/ccs

Please answer all of the questions in each of the sections (0-5) below.

The sections you need to complete are as follows:

Section 0 – Participation Requirements

Section 1 – Bidder Details

Section 2 – Mandatory Exclusion Grounds

Section 3 – Discretionary Exclusion Grounds

Section 4 – Financial and Technical

Section 5 – Additional Questions

Your bid must be completed in the name and 'voice' of the organisation that will be providing the services if your bid is successful.

In the case of a consortium, the bid must be completed by one of the members, on behalf of all the members.

As required by PPN 08/16 you need to provide completed copies of sections 2 & 3 below for each organisation you rely on to meet the selection criteria. This means any company that is contributing to your bid. You will only be asked to provide evidence of this information if your bid is successful.

You will find details about how we will evaluate your responses in green guidance boxes before the relevant questions.

Not all questions need guidance boxes because the evaluations of some questions are self-evident. However, other questions, such as the financial question, require a process to be undertaken before we can assess your response. In those instances we have told you what we will do.

If you are unsure about how to complete any part of this document, you can raise a question at any time during the clarification period via the eSourcing Suite. Check out the timetable provided in [The Invitation](#).

Section 0 – Participation Requirements

The following participation requirement questions will be evaluated as Pass or Fail. Your bid will FAIL, if you do not answer 'Yes' to all these questions.

Question number	Question	Response Guidance
0.1	Do you agree to the competition rules as set out in the CCS Needs document?	Yes/ No
0.2	Do you accept the Terms and Conditions as set in the Customer Needs and CCS Needs documents?	Yes/ No
0.3	We have read the document 'e-Sourcing Supplier Guidance Part B - Tendering and Further Competitions' .	Yes/ No
0.4	We understand that to send a message to the CCS procurement team we must ensure that the name of the procurement is in the context field and 'ALL HOSTS' is selected in the 'TO' box	Yes/ No
0.5	We understand that we must press the red 'Submit all Draft Bids' button to correctly submit our completed Offer	Yes/ No

Section 1 – Bidder Details

Question number	Question	Response Guidance (remember to enter your response in corresponding place on eSourcing Suite)
1.1(a)	Full name of the Bidder submitting the Offer [For a Group of Economic Operators this will be the name of the Lead Contact]	[character limit 255]
1.1(b) - (i)	Registered office address (if applicable)	[complete table in the eSourcing suite]
1.1(b) - (ii)	Registered website address (if applicable)	[character limit 255]
1.1(c) - (i)	Trading status a) public limited company b) limited company c) limited liability partnership d) other partnership e) sole trader f) OTHER (please give details at question number 1.1 (c) (ii))	[Use Pick list]
1.1(c) - (ii)	If you responded OTHER to question number 1.1(c) - (i) please give details.	[character limit 255]
1.1(d)	Date of registration in country of establishment	[character limit 255]
1.1(e)	Company registration number (if applicable)	[character limit 255]
1.1(f)	Charity registration number (if applicable)	[character limit 255]
1.1(g)	Head office DUNS number	[character limit 255]
1.1(h)	Registered VAT number	[character limit 255]
1.1(i) - (i)	If applicable, is your organisation registered with the appropriate professional or trade register(s) in the member state where it is established?	<input type="checkbox"/> Yes <input type="checkbox"/> No
1.1(i) - (ii)	If you responded yes to 1.1(i) - (i), please provide the relevant details, including the registration number(s).	[character limit 4096]

1.1(j) - (i)	Is it a legal requirement in the state where you are established for you to possess a particular authorisation or be a member of a particular organisation in order to provide the services specified in this procurement?	<input type="checkbox"/> Yes <input type="checkbox"/> No
1.1(j) - (ii)	If you responded Yes to 1.1(j) - (i), please provide additional details within this box of what is required and confirmation that you have complied with this.	[character limit 4096]
1.1(k)	Trading name(s) that will be used if successful in this procurement.	[character limit 255]
1.1(l)	Relevant classifications a) Voluntary Community Social Enterprise (VCSE) b) Sheltered Workshop c) Public service mutual	[Use Pick list]
1.1(m)	Are you a Small Medium Enterprise (SME) ¹ ?	<input type="checkbox"/> Yes <input type="checkbox"/> No
1.1(n)	Details of Persons of Significant Control (PSC), where appropriate ² : - Name; - Date of birth; - Nationality; - Country, state or part of the UK where the PSC usually lives; - Service address; - The date he or she became a PSC in relation to the company (for existing companies the 6 April 2016 should be used); - Which conditions for being a PSC are met; - Over 25% up to (and including) 50%, - More than 50% and less than 75%, - 75% or more ³	[complete table in the eSourcing suite]

¹ See EU definition of SME https://ec.europa.eu/growth/smes/business-friendly-environment/smedefinition_en

² UK companies, Societates European (SEs) and limited liability partnerships (LLPs) will be required to identify and record the people who own or control their company. Companies, SEs and LLPs will need to keep a PSC register, and must file the PSC information with the central public register at Companies House. See PSC guidance.

³ Central Government contracting authorities should use this information to have the PSC information for the preferred supplier checked before award.

	(Please enter N/A if not applicable)	
1.1(o)	Details of immediate parent company: - Full name of the immediate parent company - Registered office address (if applicable) - Registration number (if applicable) - Head office DUNS number [Please enter N/A in first table cell if not applicable]	[complete table in the eSourcing suite]
1.1(p)	Details of ultimate parent company: - Full name of the ultimate parent company - Registered office address (if applicable) - Registration number (if applicable) - Head office DUNS number [Please enter N/A in first table cell if not applicable]	[complete table in the eSourcing suite]

Please note: A criminal record check for relevant convictions may be undertaken for the preferred suppliers and the persons of significant in control of them

Bidding Model

Please complete the following information about your approach to this procurement:

Question number	Question	Response Guidance																																								
1.2(a) - (i)	Are you bidding as the Lead Contact for a Group of Economic Operators?	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p> <p>If yes, please provide details required by questions 1.2(a) (ii), 1.2 (a) (iii), 1.2(b) (i), 1.2 (b) (ii), 1.3, Section 2 and Section 3.</p> <p>If no, and you are a supporting bidder please provide the name of your group at 1.2(a) (ii) for reference purposes, and complete 1.3, Section 2 and 3.</p>																																								
1.2(a) - (ii)	Name of Group of Economic Operators (if applicable)	[character limit 255]																																								
1.2(a) - (iii)	Proposed legal structure if the Group of Economic Operators intends to form a single legal entity prior to signing the Framework Agreement, if awarded.	[character limit 255]																																								
1.2(b) - (i)	Are you or, if applicable, the Group of Economic Operators proposing to use Sub-Contractors?	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>																																								
1.2(b) - (ii)	<p>If you responded Yes to question number 1.2(b) - (i), please provide additional details for each Sub-Contractor in following table:</p> <table border="1"> <thead> <tr> <th>Name</th><th>Registered address</th><th>Trading status</th><th>Company registration number</th><th>Head Office DUNS number</th><th>Registered VAT number</th><th>Type of organisation</th><th>SME?</th><th>The role each Sub-Contractor will take in providing the or services</th><th>The approximate % of contractual obligations assigned to each Sub-Contractor</th></tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p>[Enter N/A in the first table cell if not applicable.]</p>		Name	Registered address	Trading status	Company registration number	Head Office DUNS number	Registered VAT number	Type of organisation	SME?	The role each Sub-Contractor will take in providing the or services	The approximate % of contractual obligations assigned to each Sub-Contractor																														
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Contact details and declaration

I declare that to the best of my knowledge the answers submitted and information contained in this document are correct and accurate.

I declare that, upon request and without delay I will provide the certificates or documentary evidence referred to in this document.

I understand that the information will be used in the selection process to assess my organisation's suitability to be invited to participate further in this procurement.

I understand that the Authority may reject this submission in its entirety if there is a failure to answer all the relevant questions fully, or if false/misleading information or content is provided in any section.

I am aware of the consequences of serious misrepresentation.

Question number	Contact details and declaration
1.3(a)	Contact name
1.3(b)	Name of organisation
1.3(c)	Role in organisation
1.3(d)	Phone number
1.3(e)	E-mail address
1.3(f)	Postal address
1.3(g)	Signature (electronic typed name is acceptable)
1.3(h)	Date

Preferred Lots

Please complete the following information to tell us which Lot(s) you wish to be appointed to.

You must actively bid for any Lot(s) you wish to be appointed to by following all instructions in this ITT pack (Invitation, CCS Needs, Customer Needs and Your Offer documents).

Please be aware that Lot 4 is different from the other Lots (1-3) in terms of bidding requirements. You will become eligible for a place on Lot 4a if you successfully pass the requirements for Lots 1, 2, 3 (including all of a, b, c and d) inclusive, **i.e. you must respond to all of Lots 1, 2 and 3 (including all of a, b, c and d) requirements.**

You will become eligible for a place on Lot 4b if you successfully pass the requirements for Lots 1, 2, 3 (including all of a, b, c and d) **AND** pass the requirement at Question Number 10 Accredited Secure Facility.

You will only be offered a place on a Lot if you have indicated here at Question 1.4 that you wish to be appointed to that Lot **AND** successfully passed the requirements for that Lot.

Question number	Question	Response Guidance
1.4	Please indicate which Lot(s) you are bidding for by selecting the relevant option from the drop down menu:	[Select from available Lots]
	Lot 1 - Technology Strategy & Services Design	[Select from available Lots]
	Lot 2 - Transition and Transformation	[Select from available Lots]
	Lot 3 - Operational Services	[Select from available service group(s) below]
	a – End User Services	[Select from available groups]
	b – Operational Management Services	[Select from available groups]
	c – Technical Management	[Select from available groups]
	d – Application and Data Management	[Select from available groups]
	Lot 4a - Programmes and Large Projects – Official	[Select from available Lots] (note instruction above this table - you will need to bid for, and be successful at, all of Lots 1, 2, 3 (including all service groups a, b, c and d) to be eligible for a place on Lot 4a)
	Lot 4b - Programmes and Large Projects – Above Official	[Select from available Lots]

		(note instruction above this table - you will need to bid for, and be successful at, all of Lots 1, 2, 3 (including all service groups a, b, c and d) AND pass the requirement at Question Number 10 Accredited Secure Facility, to be awarded this Lot 4b)
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Section 2 – Grounds for Mandatory Exclusion

Please answer the following questions. Note, you must provide an answer for every organisation that is being relied on to enable you to meet the requirements in the Customer Needs.

This means:

- a) you
- b) any of the consortium members, and
- c) any other organisations that you rely on to meet the selection criteria, (these could be parent companies, affiliates, associates, or essential subcontractors)

This is a Pass/Fail section, subject to a self-cleaning evaluation (see guidance box below)

Section 2	Grounds for mandatory exclusion	
Question number	Question	Response guidance
2.1	<p>Regulations 57(1) and (2)</p> <p>The detailed grounds for mandatory exclusion of an organisation are set out on this web page, which should be referred to before completing these questions.</p> <p>Please indicate if, within the past five years you, your organisation or any other person who has powers of representation, decision or control in the organisation been convicted anywhere in the world of any of the offences within the summary below and listed on the webpage.</p>	
2.1(a)	Participation in a criminal organisation.	If Yes, please provide details at 2.1(a) – i
2.1(b)	Corruption.	If Yes, please provide details at 2.1(b) – i

2.1(c)	Fraud.	If Yes, please provide details at 2.1(c) – i
2.1(d)	Terrorist offences or offences linked to terrorist activities	If Yes, please provide details at 2.1(d) - i
2.1(e)	Money laundering or terrorist financing	If Yes, please provide details at 2.1(e) - i
2.1(f)	Child labour and other forms of trafficking in human beings	If Yes, please provide details at 2.1(f) - i
2.1(a-f) - i	<p>If you have answered yes to question 2.1(a-f), please provide further details.</p> <p>Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction,</p> <p>Identity of who has been convicted</p> <p>If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents.</p>	
2.2	If you have answered Yes to any of the points above have measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self Cleaning)	
2.3(a)	<p>Regulation 57(3)</p> <p>Has it been established, for your organisation by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the organisation is established (if outside the UK), that the organisation is in breach of obligations related to the payment of tax or social security contributions?</p>	Yes/No
2.3(b)	If you have answered yes to question 2.3(a), please provide further details. Please also confirm you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines.	

Please Note: The Authority reserves the right to use its discretion to exclude a Bidder where it can demonstrate by any appropriate means that the Bidder is in

breach of its obligations relating to the non-payment of taxes or social security contributions.

Commercially Sensitive

Section 3 – Grounds for Discretionary Exclusion

Section 3	Grounds for discretionary exclusion	
Question number	Question	Response guidance
3.1	<p>Regulation 57 (8)</p> <p>The detailed grounds for discretionary exclusion of an organisation are set out on this web page, which should be referred to before completing these questions.</p> <p>Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation.</p>	<p>Yes/No</p> <p>If yes please provide details (3.2 (b))</p>
3.1(a)	Breach of environmental obligations?	
3.1 (b)	Breach of social obligations?	
3.1 (c)	Breach of labour law obligations?	
3.1(d)	Bankrupt or is the subject of insolvency or winding-up proceedings, where the organisation's assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State?	
3.1(e)	Guilty of grave professional misconduct?	
3.1(f)	Entered into agreements with other economic operators aimed at distorting competition?	
3.1(g)	Aware of any conflict of interest within the meaning of regulation 24 due to the participation in the procurement procedure?	
3.1(h)	Been involved in the preparation of the procurement procedure?	
3.1(i)	Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions?	
3.1(j)	Please answer the following statements	

3.1(j) - (i)	The organisation is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria.	
3.1(j) - (ii)	The organisation has withheld such information.	
3.1(j) –(iii)	The organisation is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015.	Yes/No If yes please provide details (3.2 (b))
3.1(j)-(iv)	The organisation has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or to negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.	
3.2	If you have answered Yes to any of the above, explain what measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self Cleaning)	

Section 4 – Financial and Technical

Please complete all questions in this section.

This is a Pass/Fail section subject to evaluation.

We have specified a minimum level of economic and financial threshold in the Minimum Requirements section of Customer Needs.

Information you provide in Section 1 will be used to obtain your Dunn & Bradstreet score.

Minimum Dunn & Bradstreet Failure Score levels have been set as follows:

- 51 or above for Lot 3.
- 21 or above for Lot 1 and Lot 2.

If you do not meet any of these minimum requirements, and we are not satisfied that your, or your guarantor's, financial risk level is acceptable, you will be excluded from this procurement.

[See Action Note 8/16 Updated Standard Selection Questionnaire](#)

Section 4	Economic and Financial Standing	
Question number	Question	Response guidance
4.1	Are you able to provide a copy of your audited accounts for the last two years, if requested? If no, can you provide one of the following: answer with Y/N in the relevant box.	Yes/No
4.1(a)	(a) A statement of the turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading for this organisation.	Yes/No
4.1(b)	(b) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position.	Yes/No
4.1(c)	(c) Alternative means of demonstrating financial status if any of the above are not available (e.g. forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status).	Yes/No

4.2 Contract examples

We want you to provide the following information:

- A contract example for every Lot (and service group in the case of Lot 3 a, b, c and d) you are applying for, even if it is the same contract example used for all (or more than one) Lot/service group.
- A contract example that is similar in nature and scope to the Customer needs (as described in Customer Needs Section 2.2) for the Lot(s)/service group(s) you are applying for.
- Evidence within these examples that you have the experience to fulfil those needs.
- You may provide a different contract example for each Lot/service group, but if you are able to demonstrate capabilities across all Lots/service groups with the same example then this is also acceptable.
- Enter the description for your contract example(s) into the e-sourcing suite **for every Lot/service group it applies to. DO NOT CROSS REFERENCE.**
- No attachments are allowed.

Contract examples must:

- Have been performed by either you, or a member or your consortium, or current supply chain, within the last three years prior to the date the OJEU Notice was published.
- Where your contract example is ongoing enter NA as the completion date.
- The Customer contacts must not be, or have been, employed by your organisation or be, or have been, employed from within your associated group of companies, within the past 3 years prior to the date the OJEU notice was published.
- Customer contacts must not be confidential.
- The Customer contacts must be warned that we may contact them at any time. This is to verify the accuracy of the information.
- Failure to provide Customer contact information may mean your examples will not be evaluated and will be evaluated as a **Fail**.
- We will consider examples of call-off contracts awarded under framework agreements, but your sole position status as a supplier on a framework will **not** be considered valid.
- We will accept contract examples undertaken for either the public or private sector Customers.
- It must be clear from the description that the contract examples relate directly to the required Services for the Lot you are applying for (as described in Customer Needs Section 2.2).
- **Lot 4a does not require a separate contract example – you must provide contract example(s) to meet Lots 1, 2 and 3 (all service groups) in line with the criteria to meet all those requirements to achieve Lot 4a.**
- **For Lot 4b you should provide another contract example demonstrating capabilities at the higher security level that is required by Question Number 10 Accredited Secure Facility.**

Marking Scheme	Evaluation Criteria
Pass	You have provided one contract example for every Lot/service group you are applying for, which fully complies with the response guidance
Fail	<p>You have not provided one contract example which fully complies with the response guidance for the Lot(s)/services group(s) you are applying for – you will fail at those Lots/services groups for which you fail to provide a fully compliant contract example.</p> <p>OR</p> <p>This question has not been answered.</p>

Section 5 – Additional Questions

Section 5 - Additional Questions		
	Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015 Procurement Policy Note 9/16 Modern Slavery Act 2015	
Question number	Question	Response guidance
5.1	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	Yes/No
5.2	If you have answered yes to question 5.1 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015?	Yes - Please provide the relevant url No - Please provide an explanation

Insurance		
Question number	Question	Response guidance
6.1(a-c)	<p>Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below:</p> <ul style="list-style-type: none"> a) Employer's (Compulsory) Liability Insurance = £5m b) Public Liability Insurance = £1m c) Professional Indemnity Insurance = £1m <p>*It is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.</p>	Yes/No

	Skills and Apprentices⁴	
Question number	Question	Response guidance
7.1(a)	<p>Public procurement of contracts with a full life value of £10 million and above and duration of 12 months and above should be used to support skills development and delivery of the apprenticeship commitment. This policy is set out in detail in Procurement Policy Note 14/15.</p> <p>Please confirm if you will be supporting apprenticeships and skills development when entering into such call-off contracts through this contract.</p>	Yes/No
7.1(b)	If yes, can you provide at a later stage documentary evidence to support your commitment to developing and investing in skills, development and apprenticeships to build a more skilled and productive workforce and reducing the risks of supply constraints and increasing labour cost inflation?	Yes/No
7.1(c)	Do you have a process in place to ensure that your supply chain supports skills, development and apprenticeships in line with PPN 14/15 (see guidance) and can provide evidence if requested?	Yes/No

	Cyber Essentials
<p>Cyber Essentials is mandatory for Central Government contracts with the following characteristics :</p> <ol style="list-style-type: none"> Where personal information of citizens, such as home addresses, bank details, or payment information is handled by a supplier. Where personal information of Government employees, Ministers and Special Advisors such as payroll, travel booking or expenses information is handled by a supplier. Where ICT systems and services are supplied which are designed to store or process Government data. <p>Services provided via the Framework Agreement will fall within scope of the above and we therefore require Bidders to have Cyber Essentials as minimum.</p>	

⁴ [Procurement Policy Note 14/15– Supporting Apprenticeships and Skills Through Public Procurement](#)

Question number	Question	Response guidance
8.1	<p>Please confirm that you comply with one of the following criteria:</p> <p>(i) You have a current and valid Cyber Essential Scheme certificate (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/317480/Cyber_Essentials_Summary.pdf) or equivalent which has been awarded by one of the government approved Cyber Essential Scheme accreditation bodies within the most recent 12 months;</p> <p>OR</p> <p>(ii) You have not got a current and valid Cyber Essential Scheme certificate or equivalent which has been awarded by one of the government approved Cyber Essential Scheme accreditation bodies but you are working towards gaining it, and will be in a position to confirm that you have been awarded a current and valid Cyber Essential Scheme certificate or equivalent by the commencement date of the Framework Agreement or prior to entering into your first Call Off Contract</p> <p>OR</p> <p>(iii) Your organisation is exempt from complying with the requirements at questions i) and ii) because your organisation conforms with the ISO27001 standard and the Cyber Essential Scheme requirements have been included in the scope of that standard, and verified as such and the certification body carrying out this verification is approved to issue a Cyber Essential Scheme certificate.</p> <p>AND</p> <p>Where your organisation proposes to use Sub Contractors to carry out the services and these Sub Contractors shall be involved in handling sensitive and personal information with regard to the services, such Sub Contractors are compliant with either of the requirements of i), ii) or iii) above.</p>	Yes/No

Response Guidance

In relation to the services, please answer **YES** or **NO** from the drop down list to confirm that you comply with one of criteria, as set out in question 8.1.

To achieve a PASS you must select **YES**. If you select **NO** then you will achieve a FAIL and your tender will be excluded from further consideration for the purposes of this procurement.

Failure to meet this requirement will result in you being unable to continue in the Procurement.

Marking Scheme	Evaluation Criteria
PASS	You have confirmed your company complies with the criteria set out in question 8.1 by selecting YES
FAIL	You selected NO OR You have not answered the question.

	Previous Experience (LOTS 3 & 4 ONLY)
	<p>The Government has developed an approach to ensuring that previous poor performance by suppliers can be taken into account and robustly assessed prior to entering into certain new contracts (as described in 'Procurement Policy Note – Taking Account of Bidders' Past Performance. Action Note 04/15 dated 25th March 2015). This gives the Government confidence, based on past performance, that those awarded such contracts will perform them satisfactorily in accordance with their terms. The following paragraphs have been taken from the Procurement Policy Note 04/15 and indicates the requirements for Public Sector bodies and Bidders in relation to bidders past performance.</p> <p>"The policy is that as part of any assessment of a bidder's technical and professional ability, Departmental Bodies should ensure that any failure to discharge obligations under the previous principal relevant contracts of those who will be involved in performing the contract (if awarded to the Bidder) is taken into account in the assessment of whether specified minimum standards for reliability in the performance of such contracts are met."</p> <p>"In addition, under the policy, Departmental Bodies will re-assess reliability based on past performance before key points in the procurement process (i.e. short listing, preferred bidder status, conclusion of contract etc.). Bidders will accordingly be asked to update the evidence they provide in relation to past performance to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed)."</p>
Question number	Response guidance all below question
Question 9a	<p>If you are bidding for Lot 3 or Lot 4 you must provide a full and comprehensive list of all the relevant principal services provided in the previous three (3) years in the form set out at Attachment 4a RM3804 TS2 – 9a Relevant Principal Services Template.</p> <p>For the avoidance of doubt, 'Relevant Principal Services' in this context is Lot 3 or Lot 4 as detailed in Customer Needs, Section 2.2, with a total contract value equal to or in excess of £20,000,000.</p> <p>You are required to submit a completed Attachment 4a (Relevant Principal Services Template) if you are tendering for Lot 3 and/or Lot 4.</p> <p><u>Your response must be labelled as: "[Bidder Name] 4a RM3804 TS2 Lot 3 9a." and/or "[Bidder Name] 4a RM3804 TS2 Lot 4 9a."</u></p> <p>You are required to select 'YES' or 'NO' from the drop down list to confirm that your response has been attached to this question and attach your response to this question at the paperclip symbol.</p>

	<p>If you have not delivered any relevant principal Services in the previous three (3) years, you must make a declaration to that effect by selecting 'Not Applicable' from the drop down list.</p>
<p><u>Response Guidance</u></p> <p>If you are not utilising third parties (sub-contractors), the list referred to above must include contracts under which relevant principal services have been provided by you.</p> <p>Where you are responsible for contract(s) which were previously the responsibility of a predecessor entity (or entities) the list of contracts must include the contracts under which relevant principal services were provided by the predecessor entity.</p> <p>If you propose to rely on other entities (including, in the case of a Consortium, members of the Consortium, third parties and sub-contractors) to enable you to perform any contract to be awarded under the Framework Agreement, the list referred to above must:</p> <p>(i) describe the function that each of those other entities will perform under any contract to be awarded under the Framework Agreement; and</p> <p>(ii) describe contracts in respect of relevant principal services provided by any other entity (including any member of the Consortium) on which you intend to rely to enable you to perform any contract to be awarded under the Framework Agreement. Ensure your description matches the functions you described in response to (i) above.</p> <p>Where you are an entity which has been formed for the particular purpose of participating in this Procurement, you should follow the instructions given immediately above in the paragraph starting '<i>If you propose to rely on other entities</i>' by including in your list, contracts under which relevant principal services were provided by those entities on whom you will rely to perform the contract (or your predecessor entities), instead of the yourself.</p> <p>Where it is envisaged that you will rely on one or more sub-contractors to enable you to perform any contract to be awarded under this Framework Agreement and:</p> <ul style="list-style-type: none"> • Where a sub-contractor has not been formally appointed, you need not include any contracts in relation to that particular sub-contractor, within the list, and • In so far as the anticipated value of any particular sub-contract is less than five (5) per cent of the total contract value, you need not include such a contract in relation to that particular sub-contractor, within the list. <p><u>Unless you have selected Not Applicable from the drop down list, failure to provide a full and comprehensive list of all the relevant principal services provided in the previous 3 years in accordance with this Response Guidance will result in your disqualification from further participation in this Procurement.</u></p> <p>You are required to select 'Yes' 'or 'No' from the drop down list to confirm that your response has been attached to this question and attach your response to this question at the paperclip symbol.</p> <p>If you have not delivered any relevant principal services in the previous three (3) years, you must make a declaration to that effect by selecting 'Not Applicable (N/A)' from the drop down list.</p>	
<p>Marking Scheme</p>	<p>Evaluation Criteria</p>

YES	<p>You have selected YES and provided a full and comprehensive list of all the relevant principal services in the previous three (3) years meeting all requirements stated in the question and response guidance</p> <p>OR</p> <p>You have selected N/A therefore making a declaration that you have not delivered any relevant principal services in the previous three (3) years</p>
NO	<p>You have selected NO and/or have not provided a full and comprehensive list of all the relevant principal services in the previous 3 years.</p> <p>OR</p> <p>You have not answered the question.</p>

9a Full and comprehensive list of all the services provided in the previous three (3) years

(Example of Attachment 4a RM3804 TS2)

Name and description (i.e. prime, sub-contractor, Consortia Member) of Supplier	Contract Number :	Name of Customer Organisation:	Contract Start and Completion Date:	Contract Title plus brief description of the services provided thereunder:	Customer completed Certificate of Performance Supplied Yes / No	No Customer Certificate – Self Certification of Performance Supplied Yes / No
	1.					
	2.					
	3.					
	4.					
	5.					
	6.					
	7.					
	8.					
	9.					
	10.					

You should not be limited by the number of rows within this document and should create additional rows in order to fulfil the obligation of this requirement in Selection Question 9a.

Question number 9b	Response guidance all below question
<p>Question 9b Provision of Certificates of Performance</p> <p>You must provide:</p> <p>(a) certificates in the form set out in Attachment 4b, from those to whom relevant principal Services on the list (response to Question 9a) were provided;</p> <p>(b) if any such certificate cannot be obtained, you must self-certify performance using the form set out in Attachment 4b RM3804 – 9b Certificate of Performance;</p> <p>(c) if the certificate does not state that the services have been provided satisfactorily in accordance with the terms of the contract in question, you must provide additional information to demonstrate that any reason why they were not so provided, will not recur in the performance of any contract to be awarded under the Framework Agreement.</p> <p>Completed certificates of performance must be uploaded into the eSourcing Suite in a zipped file labelled “(Your Name) 9.b Certificates of Performance” at this question. Each certificate should be labelled with the contract number and name of Customer organisation.</p> <p>If, in your response to 9a, you have declared that you have not delivered any relevant principal Services in the previous three (3) years, then you must confirm that this question is ‘Not Applicable’ in response to this question 9b.</p>	
<p><u>Response Guidance</u></p> <p>You are advised that the Authority reserves the right to verify the information provided (checking with any reasonably available sources of information) and to require you to clarify or provide supplementary information.</p> <p>Failure to provide certificates of performance (and additional information as requested at paragraph (c) where appropriate) for all Customers detailed in 9a <u>will result in your Tender being disqualified from further participation in this Procurement.</u></p> <p>If, in your response to 9a, you have declared that you have not delivered any related services in the previous three (3) years, then you must confirm that this question is ‘Not Applicable’ in the text box in response to this question 9b.</p>	
Marking Scheme	Evaluation Criteria
Pass	<p>You have provided certificates of performance (and additional information as requested at paragraph (c) where appropriate) for all Customers detailed in 9a, in accordance with requirements stated in question and response guidance</p> <p>OR</p> <p>You have made a declaration that you have not delivered any related Services in the previous three (3) years and confirmed that this question is ‘Not Applicable’ in the text box in response to this question 9b.</p>

Fail	<p>You have not provided certificates of performance (and/or additional information as requested at paragraph (c) where appropriate) for all Customers detailed in 9a, in accordance with requirements stated in question and response guidance</p> <p>OR</p> <p>You have not answered the question.</p>
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9b Certificate of Performance

Example of Attachment 4b RM3804 TS2

Name of Supplier..... ("Supplier")
 Contract Title..... ("Contract")
 Name of Customer..... ("Customer")
 Services provided under the Contract..... ("Services")

Contract

Details of the Contract to which this certificate relates are set out in the table below:

Contract Number:	Customer Contact (name, address, telephone number and e-mail) with whom the Authority can raise further queries if required:	Contract title plus brief description of the Related Services, and the consideration received:	The dates on, or between, which the Related Services were (and/or were to be) provided:
<i>[Details to be completed by Supplier]</i>			

Performance

OPTION A

We hereby certify that, to the best of our knowledge and belief, the Supplier has satisfactorily supplied the Services described in the table above in accordance with the Contract.

OR

OPTION B

We are unable to certify that the Supplier has satisfactorily supplied the Services described in the table above in accordance with the Contract for the following reasons:

.....

(Please continue on a separate page where there is insufficient space. Please cross refer the documents, clearly labelling any additional pages)

Guidance for Customers

If you are unable to certify that the Supplier has satisfactorily supplied the Services in accordance with the Contract, please provide the reason or reasons why performance was not in accordance with the Contract. These may include:

1. delays in supplying the Services;
2. failures to supply all the Services in accordance with the specification set out in the Contract;
3. failures to meet any service levels and/or supply the related services in accordance with quality standards;
4. any other failure by the Supplier to comply with its obligations under the Contract.

You may wish to take legal advice in relation to completing this certificate.

Liability of any Customer certifying

Whilst the Customer believes the information in this certificate to be truthful and accurate, the Customer does not assume any responsibility and does not assume any liability and so cannot give any guarantee or make any representation or warranty as to the contents of this certificate. The Customer shall therefore not be liable for and hereby excludes liability for any loss, damage (including any special, exemplary, indirect, incidental, consequential damages, costs or associated legal fees) that may be suffered as a result of use of the certificate and its content, to the fullest extent permitted by law.

Nothing in this certificate shall affect, or constitute a waiver of, the Customers rights or remedies in relation to the Contract.

Signed

*To be signed by the person with sufficient knowledge of and responsibility for the Contract in question within the Customer organisation

OR

*In the event of self-certification this certificate of performance is signed by the Supplier for and on behalf of the [insert Customer name]

[Delete as appropriate]*

Name

Date.....

Question number 9c	Response guidance all below question
<p>Question 9c Assessment of Certificates of Performance</p> <p>Please confirm that you understand by selecting YES from the dropdown box that the attachments provided in 9b (Attachment 4b) will be used to determine whether you have met the minimum standard for reliability based on past performance and that the marking scheme published at 9c (Attachment 4b) will be applied.</p> <p>The Authority will take into account the list provided at 9a, together with the certificates and any additional information provided at 9b and any further information obtained following verification, to determine whether you have met the minimum standard for reliability based on past performance.</p> <p>The minimum standards for reliability for this Procurement, is that the contracts required on the list provided at 9a have been satisfactorily performed in accordance with their terms or, where that has not occurred, the reason(s) why that has not occurred in relation to any such contract and an explanation why those reason(s) will not recur in the performance of any contract to be awarded under the Framework Agreement.</p>	
<p><u>Response Guidance</u></p> <p>Please confirm that you understand by selecting YES from the dropdown box that the attachments provided in 9b (Attachment 4b) will be used to determine whether you have met the minimum standard for reliability based on past performance and that the marking scheme published at 9c (Attachment 4b) will be applied.</p> <p>No other response is required.</p> <p><u>Failure to meet the minimum standard will result in your Tender being disqualified from further participation in the Procurement.</u></p>	
Marking Scheme	Evaluation Criteria
Pass	<p>You have met the minimum standard for reliability based on past performance.</p> <p>OR</p> <p>You have made a declaration in your response to 9a that you have not delivered any relevant principal Goods in the previous three (3) years.</p>
Fail	You have not met the minimum standard for reliability based on past performance.

Accredited Secure Facility (LOT 4B ONLY)	
If not bidding for Lot 4b please move on to Award Questions	
Question number 10	Response guidance
<p>Please indicate YES or NO that in the event you are awarded a place on Lot 4b you will have, or will undertake the necessary steps to ensure you have:</p> <p>(a) an accredited secure facility environment appropriate to store and process government classified information (generally referred to as List X) which meets the requirement of HMG Security Policy Framework April 2014 and/or any future variations to the policy.⁵</p> <p>and</p> <p>(b) have or be willing to obtain a number of UK national security cleared personnel prior to contract award/start date.</p> <p>Inclusion on Lot 4b will depend on successful accreditation being achieved if not already held</p> <p>If you do not currently have List X, by selecting YES you agree to obtain this within 6 months of the commencement date of the Framework Agreement.</p> <p>Once this has been achieved you will be able to bid for work in Lot 4 where a List X accreditation facility forms part of the requirement.</p> <p>Suppliers under Lot 4 CANNOT bid for work where a List X accreditation facility forms part of the requirement until they have achieved List X.</p> <p>The Authority reserves the right to validate your accreditation at any point during the life of the Framework Agreement and awarded Call Off Contracts.</p>	YES/NO
<p><u>Response Guidance</u></p> <p>You are required to select option YES or NO from the drop down list associated with this question.</p> <p>This is a PASS/FAIL question. This is a mandatory requirement for Lot 4b. Bidders without existing accreditation will only be awarded a place on the Framework Agreement</p>	

⁵ <https://www.gov.uk/government/publications/security-policy-framework?>

subject to achieving successful accreditation within 6 months of the commencement date of the Framework Agreement.

Where a Supplier fails to satisfy the requirement to obtain List X within 6 months of the commencement date of the Framework Agreement, we reserve the right to suspend or terminate that Supplier's presence on Lot 4b of the Framework Agreement for material Default.

Marking Scheme	Evaluation Criteria
Pass	The Bidder has selected YES they have or will obtain within six (6) months from the commencement date of the Framework Agreement, an accredited secure facility or facilities.
Fail	The Bidder has selected option NO confirming that they do not have or are not willing to obtain an accredited secure facility or facilities. OR The Bidder has selected option YES from the drop down list but included caveats to that response.

END OF SELECTION QUESTIONNAIRE

INTRODUCTION to

Part B - Award Questionnaire Quality Sections - Guidance and Questions; and

Part C – Commercial Pricing

Welcome to the Award Stage

If you have successfully passed the selection stage above (by meeting all the listed requirements for the Lots you have bid for in the Selection Questionnaire), this Award Stage will decide if you will be awarded a Framework Agreement or not.

We have tried to make our Award Stage as simple as possible whilst achieving the best possible commercial outcomes.

Your Offer must deliver what our Customers need, at the best possible price you can give us.

Tips for completing your bid:

- Read through the Customer Needs carefully, and read it more than once.
- Know the evaluation and scoring method.
- If you are unsure, ask questions.
- Allow plenty of time to complete your responses; it always takes longer than you think.
- Your prices should be in line with the service level you offer in response to the quality questions.

The Award Stage is split down as follows:

Part B - Award Questionnaire quality sections - guidance and questions consisting of

Section A

Section B

Section C

Section D

Section E

Part C– Commercial Pricing consisting of

Section F

You are given further guidance at the start of Part B and Part C as to which questions you need to respond to depending on Lot you are bidding for.

Award Criteria

The award of this public Framework Agreement will be on the basis of the 'Most Economically Advantageous Tender' (MEAT).

The award criteria takes into account both the price and the quality of your offer. The maximum score for price (Section F) is 200 marks. The maximum score for quality (Sections A – E) is 800 marks. Total score, combined quality and price, is 1000.

Your responses for quality will be evaluated using the method detailed after each question.

Your commercial pricing response comprises:

- One question asking for your day rates which will be evaluated using the SIFA % difference model; and.
- One question asking for your operating profit margins which requires you to send the information in as part of your bid in order to achieve a pass at that question; and
- One question asking for information on any discounts you will offer under this Framework Agreement.

Scores for each question will assigned as described below.

Section	Question	Lot 1	Lot 2	Lot 3				Lot 4
				a	b	c	d	
A	A1	160	N/A	N/A				N/A
	A2	160	N/A	N/A				N/A
	A3	160	N/A	N/A				N/A
	A4	160	N/A	N/A				N/A
B	B1	160	160	N/A				N/A
C	C1	N/A	160	N/A				N/A
	C2	N/A	160	N/A				N/A
D	D1	N/A	160	160				N/A
	D2	N/A	160	160				N/A

E	E1	N/A	N/A	160	N/A
	E2	N/A	N/A	160	N/A
	E3	N/A	N/A	160	N/A
F	F1 Margins	Pass/Fail			N/A
	F2 Day Rates	200	200	200	N/A
	F3 Discounts	Not Scored			N/A
Total		1000	1000	1000	N/A

Bidders who are successful for Lots 1, 2 and 3 (a, b, c and d) will be offered a place on Lot 4a.

Bidders who are offered a place on Lot 4a AND successfully completed Question Number 10 at the Selection Stage will be offered a place on Lot 4b.

No additional questions are being asked for Lot 4 at this Award Stage.

Award process

All bidders achieving a Total score of **550** or more shall be awarded a Framework Agreement.

CCS reserves the right to award a Framework Agreement to any Bidder in a Lot where their score is within one percent (1%) of the minimum Pass Score of 550.

As soon as we are ready, we will send 'Intention to Award' letters to the successful bidders. Bidders who have not been successful will get a letter containing debrief information. This will help them to understand their result and where they can improve for future bids.

Before any Framework award is made, we will hold a minimum standstill period of 10 calendar days. Following this we will make the Framework awards to the successful

bidders, subject to contract.

We reserve the right to not award either the entire Framework agreement or any one (or more) Lots of the Framework.

What YOU need to do

You need to answer the award questions in Part B for each Lot you are tendering for.

Once you have determined the level of service you are offering, complete the **Commercial Pricing** section in Part C – Commercial Pricing. All 3 questions in Part C are applicable to all Lots.

What WE will do

1 Compliance check

First, we will do a check to make sure that you have answered all quality and price questions at Parts A, B and C as specified. We will also check that your **commercial pricing** is relative to the level of services you have offered in your responses to the award questions.

2 Allocate questions

We will gather your responses to the quality questions and give this information to our evaluation panel.

Evaluate responses to questions

3 The evaluator panel will independently assess your responses to the quality questions and give their marks to us for moderation.

4 Moderation

We will moderate the marks to make sure they are accurate and in line with the evaluation criteria.

5 Review and agree final scores with evaluators

We will review and agree the final quality scores with the evaluation panel.

6 Evaluate commercial pricing

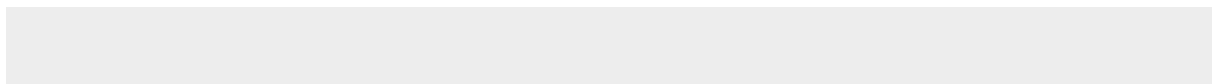
We will assess your prices using the set evaluation criteria in Part C, and your price score will be awarded.

7 Final score

Your quality score will be added to your price score, to create your final score. All scores are then ranked from highest to lowest, to show us the order of best value for our Customers.

8 Award

Awards will be made to the successful bidders following the standstill process subject to contract.



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Part B - Award Questionnaire Guidance and Questions

Award Questions

Please pay attention to the evaluation criteria, weightings and scoring method.

Section A - Lot 1 Technology Strategy & Services Design

If you are bidding for Lot 1 then you MUST answer ALL questions in this section (as well as having answered all questions in Section B)

- [A1](#) – Compliance: Customer policies and procedures
- [A2](#) - Technology strategy
- [A3](#) - Establishing roles and responsibilities
- [A4](#) - Solution design

Section B - Lot 1 Technology Strategy & Services Design & Lot 2 Transition & Transformation

If you are bidding for Lots 1 and/or 2 then you MUST answer ALL questions in this section.
For Lot 1 also answer all questions in section A.
For Lot 2 also answer all questions in section C and D.

- [B1](#) – Risk: Ensuring the best or most effective outcome for the Customer

Section C - Lot 2 Transition & Transformation

If you are bidding for Lot 2 then you MUST answer ALL questions in this section, as well as all questions in Sections B and D.

- [C1](#) - Programme Management
- [C2](#) - Operational Acceptance

Section D - Lots 2 Transition & Transformation & 3 Operational Services

If you are bidding for Lots 2 and/or 3 then you MUST answer ALL questions in this section
If Bidding for Lot 2 you must also answer all questions in Sections B and C
If Bidding for Lot 3 you must also answer all questions in Section E

- [D1](#) - Problem and Incident Management
- [D2](#) - Managing Budgets and Value

Section E - Lot 3 Operational Services

If you are bidding Lot 3 (all or any combination of service groups) then you MUST answer ALL questions in this section, you must also answer section D.

- [E1](#) - Quality Management
- [E2](#) - Operational Capacity of Solutions
- [E3](#) - Manage Relationships

Lot 4 – No questions to be answered

General Guidance

You must provide responses directly in the eSourcing Suite where you will find corresponding numbered questions.

Maximum character count – 4096 characters for each question. This character count cannot be exceeded within the e-Sourcing Suite. Responses must include spaces between words.

Responses must clearly cover HOW the specific Services will be delivered by you.

Bidders should refrain from including generalised statements, information not relevant to the topic and information related to marketing of your organisation.

Where a question covers multiple Lots i.e. 1 and 2, your response should clearly be applicable to both Lots.

You have a single text box for each response, you may find it useful to structure your response in a similar manner to structure of the question i.e. parts a), b) and c).

DO NOT CROSS REFERENCE – information provided via cross-reference will not be taken into consideration for the purpose of evaluation..

ADDITIONAL ATTACHMENTS ARE NOT PERMITTED - Any additional attachments submitted will not be taken into consideration for the purpose of evaluation.

Question No.	Scoring	Lot 1	Lot 2	Lot 3	Lot 4
A1	100/66/33/0				
A2	100/66/33/0				
A3	100/66/33/0				
A4	100/66/33/0				
B1	100/66/33/0	Answer once only			
C1	100/66/33/0				
C2	100/66/33/0				
D1	100/66/33/0		Answer once only		
D2	100/66/33/0		Answer once only		
E1	100/66/33/0			Answer once only	
E2	100/66/33/0			Answer once only	

E3	100/66/33/0		Answer once only	
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Section A

Lot 1: Technology Strategy & Services Design

If you are bidding for Lot 1 then PLEASE answer ALL questions in this section A (as well as answering all questions in Section B)

A1 Compliance: Customer policies and procedures

Please describe how you will design services and strategies that comply with the Customers technology policies and procedures.

Response Guidance

Tell us how you will design services that comply with your Customers' own technology policies and procedures; taking into account wider government policies and procedures where appropriate. Your response should clearly relate to the services within the scope of Lot 1 Technology Strategy & Service Design.

Your response must describe:

- a. What you will do to understand the Customers technology policies and procedures
- b. How you will identify any wider government technology policies and procedures that may also apply to your Customer
- c. How you will factor those policy findings into your design or service

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - c)	Evaluation Criteria
100	The response fully addresses all component parts (a, b & c) in the response guidance.
66	The response fully addresses only 2 of the 3 component parts (a, b or c) in the response guidance.
33	The response fully addresses only 1 of the 3 component parts (a, b or c) in the response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

A2 Technology strategy

Tell us how you will use the inputs of the Customers existing technology provision, their corporate business strategy and external market trends to design a successful technology strategy. We also want you to describe how you will work with the Customer to advise, create and deliver the technology strategy.

Response Guidance

Tell us how you will define a technology strategy in line with Customer needs and general market trends. Your response should clearly relate to the services within the scope of Lot 1 Technology Strategy & Service Design.

Your response(s) must describe:

- a. What you will do to understand the Customers current 'As is' state: including their technology architecture, landscape and/or estate and their corporate/business strategy
- b. How you will evaluate & analyse general market developments and trends
- c. How you will use all the above a) & b) in setting the new technology strategy: 'To be' state and technology Target Operating Model (TOM)
- d. How you will advise the Customer what initiatives and activities they need to complete to deliver the strategy successfully.

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - d)

Evaluation Criteria

100	The response fully addresses all component parts (a, b, c, & d) in the response guidance.
66	The response fully addresses only 3 of the 4 component parts (a, b, c, or d) in the response guidance.
33	The response fully addresses only 1 or 2 of the component parts (a, b, c, or d) in the response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

A3 Establishing roles and responsibilities

Tell us how you will identify current and future roles and responsibilities for all stakeholders of your proposed technology strategy or service design (including but not limited to customer, Service suppliers in the customer supply chain and other stakeholders).

Response Guidance

Tell us how you will identify and agree roles and responsibilities between you and your Customer stakeholders that enable the successful delivery of a technology strategy or service design. Your response should clearly relate to the services within the scope of Lot 1 Technology Strategy and Service Design.

Your response(s) must describe:

- a. What you will do to find out about the Customers stakeholder landscape: who is responsible for what in the current technology environment including financial authority/sign off and political power and influence
- b. How you will find out and test what the Customer wants as a future technology environment in terms of roles & responsibilities, including financial authority/sign off and political power and influence
- c. How you agree and implement roles and responsibilities between you and your Customer that enable successful technology strategy delivery

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - c)	Evaluation Criteria
100	The response fully addresses all component parts (a, b & c) in the response guidance.
66	The response fully addresses only 2 of the 3 component parts (a, b or c) in the response guidance.
33	The response fully addresses only 1 of the 3 component parts (a, b or c) in the response guidance.
0	The response has not fully addressed any of the component parts in the response guidance. OR

	A response has not been provided for this question.
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A4 Solution design

Tell us how you will design solutions that meet Customer needs and are fully understood by the Customer.

Response Guidance

Tell how you will design solutions in line with Customer needs. Your response should clearly relate to the services within the scope of Lot 1 Technology Strategy and Service Design.

Your response(s) must describe:

- a. How you will identify possible solutions that meet your Customer's need
- b. How you will set and agree appropriate service levels that meet your Customer's needs
- c. How you will identify, analyse and agree with the Customer, service solution options complete with costs, benefits and risks

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - c)	Evaluation Criteria
100	The response fully addresses all component parts (a, b & c) in the response guidance.
66	The response fully addresses only 2 of the 3 component parts (a, b or c) in the response guidance.
33	The response fully addresses only 1 of the 3 component parts (a, b or c) in response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

Section B

Lot 1: Technology Strategy & Services Design and/or

Lot 2: Transition & Transformation

For Lot 1 and/or Lot 2 please answer ALL questions in this section B

B1 Risk: Ensuring the best or most effective outcome for the Customer Please describe how you will design services with an appropriate and acceptable level of risk to the Customer (their stated risk position) to meet their service needs.	
Response Guidance Tell us your approach to designing your services in line with Customers stated risk position. Your response should clearly relate to the services you will be offering under Lot 1 and/or Lot 2. <u>Your response(s) must describe:</u> a. How you will understand your Customers risk appetite and tolerance (their stated risk position) b. How you will design service strategies in line with these c. How you will ensure the impacts of risks are identified and managed	
Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - c)	Evaluation Criteria
100	The response fully addresses all component parts (a, b & c) in the response guidance.
66	The response fully addresses only 2 of the 3 component parts (a, b or c) in the response guidance.
33	The response fully addresses only 1 of the 3 component parts (a, b or c) in response guidance.
0	The response has not fully addressed any of the component parts in the response guidance. OR A response has not been provided for this question.

Section C –

Lot 2: Transition & Transformation

If you are bidding for Lot 2 then please answer ALL questions in this section C (as well as answering all questions in Section B and D)

C1 Programme Management Please describe how you will manage programmes for the Customer.	
Response Guidance We are looking to understand how you ensure that programmes are well managed and focussed on delivering for the Customer. <u>Your response must include:</u> a. What governance structures you will put in place b. How you will ensure programmes are aligned to the Customers strategies c. How you will monitor, prioritise and balance programmes within budget and resource constraints	
Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - c)	Evaluation Criteria
100	The response fully addresses all component parts (a, b & c) in the response guidance.
66	The response fully addresses only 2 of the 3 component parts (a, b or c) in the response guidance.
33	The response fully addresses only 1 of the 3 component parts (a, b or c) in response guidance.
0	The response has not fully addressed any of the component parts in the response guidance. OR A response has not been provided for this question.

C2 Operational Acceptance

Tell us how you will plan and manage implementation and testing into live environments ensuring that services meet the Customer needs and are operationally accepted?

Response Guidance

Tell us how you will plan and manage the testing and Customer acceptance process for deploying live services. Your response should clearly relate to the services within the scope of Lot 2 Transition & Transformation.

Your response(s) must describe:

- a. How you will plan, agree and deliver operational acceptance by the Customer of new services into the live environment.
- b. How you will plan, agree and manage data migration and conversion with the Customer
- c. How you will set and manage the acceptance testing process in line with Customer needs
- d. How you will go about post-implementation reviews to capture and implement lessons learnt or improvements with the Customer

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - d)

Evaluation Criteria

100	The response fully addresses all component parts (a, b, c & d) in the response guidance.
66	The response fully addresses only 3 of the 4 component parts (a, b, c & d) in response guidance.
33	The response fully addresses only 1 or 2 of the 4 component parts (a, b, c & d) in response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

Section D

Lot 2 Transition & Transformation

Lot 3 Operational Services

If you are bidding for Lot 2 and/or Lot 3 then please answer ALL questions in this section

D1 Problem and Incident Management Tell us how you will identify, prioritise and manage problems or incidents through to resolution to meet the Customer's needs.	
Response Guidance Tell us how you will identify, prioritise and manage problems or incidents through to resolution to meet the Customer's needs, in a timely and effective manner. Your response should clearly relate to the services within the scope of Lot 2 Transition & Transformation and/or Lot 3 Operational Service. <u>Your response(s) must describe:</u> a. How you will log and monitor problems and incidents b. How you will prioritise problems or incidents and assign appropriate resolution times / service levels c. What escalation paths will be available to Customers d. How you will identify the root causes of problems or incidents and implement lessons learned to prevent re-occurrence across multiple services and potentially multiple service providers e. How you will close and record problems or incidents, tracking and reporting on Customer satisfaction f. What service monitoring and reporting you provide to ensure service availability	
Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - f)	Evaluation Criteria
100	The response fully addresses all component parts (a, b, c, d, e & f) in the response guidance.
66	The response fully addresses only 4, 5 or 6 of the component parts (a, b, c, d, e & f) in the response guidance.
33	The response fully addresses only 1, 2 or 3 of the component parts (a, b, c, d, e & f) in the response guidance.
0	The response has not fully addressed any of the component parts in the response guidance. OR A response has not been provided for this question.

D2 Managing Budgets and Value

Tell us how will ensure that your services deliver value for money, in terms of cost and business outcomes for the Customer.

Response Guidance

Tell us how you will deliver services that make efficient use of resources and deliver value for money for Customers. Your response should clearly relate to the services within the scope of under Lot 2 Transition & Transformation and/or Lot 3 Operational Service.

Your response(s) must describe:

- a. How you will understand intended cost and non-cost benefits of the requested services
- b. How you will ensure effective and efficient use of technology related resources, including people and 3rd party goods and/or services
- c. How you will monitor risks to the intended Customer benefit or budget and how will you communicate any increased risk, so that the Customer can make informed cost decisions regarding use of IT solutions and services.

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - c)

Evaluation Criteria

100	The response fully addresses all component parts (a, b & c) in the response guidance.
66	The response fully addresses only 2 of the 3 component parts (a, b or c) in the response guidance.
33	The response fully addresses only 1 of the 3 component parts (a, b or c) in the response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

Section E

Lot 3 Operational Services Questions

If you are bidding for Lot 3 (all or any combination of service groups) then please answer ALL questions in this section (as well as answering all questions in Section D)

E1 Quality Management

Tell us how you will ensure that the quality of your services meets standards and service levels you have agreed with the Customer.

Response Guidance

Tell us how you will manage the quality of the services you are providing. Your response should clearly relate to the services within the scope of Lot 3 Operational Service.

Your response(s) must describe:

- a. How you will ensure that the Customer is aware of the commercial impact of proposed service levels so that an appropriate balance between business needs and commercial impacts can be met
- b. How you will monitor agreed service level performance and deliver continuous service improvement during the life of the contract
- c. How you will manage service level performance within your supply chain

Marking Scheme

(note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - c)

Evaluation Criteria

100	The response fully addresses all component parts (a, b & c) in the response guidance.
66	The response fully addresses only 2 of the 3 component parts (a, b or c) in the response guidance.
33	The response fully addresses only 1 of the 3 component parts (a, b or c) in the response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

E2 Operational Capacity of Solutions

Tell us how you will manage the operational capacity of your services to meet Customer needs.

Response Guidance

Tell us how you ensure that the systems and services provided meet the Customers operational requirements for capacity and availability

Your response(s) must describe:

- a. How you will ensure that performance is optimised
- b. How you will ensure staffing levels are adequate and appropriate
- c. How you will manage demand and capacity to meet changing Customer needs
- d. How you will ensure Customer business continuity needs are met
- e. How you will ensure that the impacts of TUPE are assessed when on-boarding or exiting contracts

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - e)	Evaluation Criteria
100	The response fully addresses all component parts (a, b, c, d and e) in the response guidance.
66	The response fully addresses only 3 or 4 of the component parts (a, b, c, d and e) in the response guidance.
33	The response fully addresses only 1 or 2 of the component parts (a, b, c, d and e) in the response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

E3 Managing Relationships

Tell us how you will manage your relationships with your Customers and other stakeholders, including other service providers, internal and external, in the Customers ecosystem.

Response Guidance

Tell us how you will manage the different Customer and stakeholder relationships, (including internal and external service providers in the Customer's eco system), ensuring a focus on common goals, building mutual trust and end to end service performance. Your response you should clearly relate to the services within the scope of Lot 3 Operational Service.

Your response(s) must describe:

- a. How you will determine an appropriate level of resource and knowledge to manage the Customer relationship
- b. How you ensure that the relationship is focused on Customer goals
- c. How you will manage relationships with other service providers (internal or external) whose goods or services may be interdependent to your services
- d. How you will ensure ownership and accountability for key decisions is communicated across stakeholders

Marking Scheme (note these marks will apply after evaluators have assessed whether you have met each component requirement at a) - d)	Evaluation Criteria
100	The response fully addresses all component parts (a, b, c & d) in the response guidance.
66	The response fully addresses only 3 of the 4 component parts (a, b, c & d) in the response guidance.
33	The response fully addresses only 1 or 2 of the component parts (a, b, c & d) in the response guidance.
0	<p>The response has not fully addressed any of the component parts in the response guidance.</p> <p>OR</p> <p>A response has not been provided for this question.</p>

Part C – Commercial Pricing

Your commercial pricing response comprises three parts;

F1 is operating profit margins and your response will pass or fail in line with the methodology described within the question response guidance.

F2 is Day Rates and will be evaluated using the methodology described within the question response guidance.

F3 is discounts. This question will not be scored.

You should respond to all questions in this Section F ensuring information is filled in for every Lot that you are bidding for.

Please pay attention to the evaluation criteria, weightings and scoring method.

F1 Operating Profit Margins

Please complete the table with the maximum percentage Margin(s) that you will apply under the Framework Agreement for People, Facilities, Tools, 3rd party and sub-contractor cost.

Response Guidance

The Margins are to be based on the following definitions of costs

People - the cost of engaging the Bidder's personnel, which may include:

- i) Base salary paid to your member of staff;
- ii) Employer's national insurance contributions;
- iii) Pension contributions;
- iv) Car allowances;
- v) Any other contractual employment benefits;
- vi) Staff training;

Facilities - the cost of providing facilities associated with provision of services, including;

- i) Workplace accommodation - specifically related to provision of the service - e.g. helpdesk - the workplace where the service is provided from
- ii) Other facilities used for providing services

Tools - the costs of providing equipment required to deliver the services which may include;

- i) Workplace IT equipment and tools specifically required to provide the services (but not including the items listed in (ii) below) e.g. helpdesk proportion of any cost for the ticketing functionality
- ii) costs incurred in respect of supplier assets and which would be treated as capital costs according to generally accepted accounting principles within the UK, which shall include the cost to be charged in respect of Supplier assets by the Supplier to the Customer or (to the extent that risk and title in any Supplier asset is not held by the Supplier) any cost actually incurred by the Supplier in respect of those Supplier assets

Sub-contractors - the costs of sub-contractors engaged to deliver services to the Customer;

- i) Sub-contractor means any third party from the list of sub-contractors you gave at 1.2(b)
(ii)

3rd party costs - operational costs which are not included within the above, to the extent that such costs are necessary and properly incurred by the Bidder in the provision of the services

This is a **PASS/FAIL** question. **If you do not answer this question, your response will be deemed non-compliant and you will fail this question and be excluded from this procurement**

The Authority will undertake both continuous and periodic benchmarking, if the prices offered for your services are found not be in line with your obligations described above, the Authority reserves the right to remove or suspend you from the Framework Agreement until the prices have been amended to comply with the clause in the Framework Agreement.

Bidders should note that if you enter a margin of 0 this will be carried forward to your populated Framework Agreement should you be successful.

Marking Scheme	Evaluation Criteria
PASS	The Bidder has provided details of the maximum percentage Margins that will apply
FAIL	The Bidder has only partially or has not at all provided the maximum percentage Margins that can apply under the Framework Agreement. OR A response has not been provided.
Cost Type	Maximum Margin
People	[enter figure into eSourcing Suite]
Facilities	[enter figure into eSourcing Suite]
Tools	[enter figure into eSourcing Suite]
3rd party costs	[enter figure into eSourcing Suite]
Sub-contractors	[enter figure into eSourcing Suite]

F2 Day Rates

You must complete prices for all rates shown in the Pricing matrix applicable to all Lots for which you are bidding within Attachment 4d - RM3804 - Discount and Day Rate Template for F2 & F3.

F2 Response Guidance

Please complete the spreadsheet which is in the Attachment area within the eSourcing Suite for any Day Rates for all Lots that you have tendered for. The Attachment is called **Attachment 4d - RM3804 - Discount and Day Rate Template for F2 & F3**. Please upload the attachment when completed for both question F 2 and F3. Only upload it ONCE at either question F2 or F 3. Please use the file name structure as **Attachment 4d - [Insert Supplier Name]- Discounts and Day Rates**.

Although this question is scored it is also a **PASS/FAIL** question.

If you fail to complete prices for all applicable rates shown in the table, your response will be deemed non-compliant and you will fail this question and be excluded from this procurement.

Assuming you complete prices for all rates shown in the table, you will be scored in comparison against all other compliant tenders using the formula below.

This will be based on the Total Combined Price that is generated by your completion of the Commercial Pricing Matrix for Day Rates.

You must enter a price above zero and the Authority will review any prices that appear to be abnormally low.

The calculation to be used is the following:

$$\text{Score} = \frac{\text{Potential Providers Total Combined Price} - \text{Lowest Total Combined Price of all Potential Providers}}{\text{Highest Total Combined Price of all Potential Providers} - \text{Lowest Total Combined Price of all Potential Providers}} \times 100$$

=% of maximum mark of 200, rounded to (Two) decimal Places.

The Day Rate Prices will be included in Schedule 3 of the Framework Agreement. These prices will be fixed for the Initial Framework Period.

Marking Scheme	Evaluation Criteria
PASS	The Bidder has entered a price in all sections of the Commercial Pricing Matrix for Day Rates.
FAIL	The Bidder has not entered a price in all sections of the Commercial Pricing Matrix for Day Rates. OR

	<p>The Bidder has entered a price of '0' at any/all section of the Commercial Pricing Matrix for Day Rate.</p> <p>OR</p> <p>A response has not been provided.</p>
<p><u>AND</u></p> <p>If you PASS in accordance with marking scheme at this F2 then your prices provided will be evaluated in accordance with the scoring range below.</p>	
Score range: 200 – 0	<p>If the Bidder's Total Combined Price is the least expensive compared to other bids then they will score 200. If the Bidder's Total Combined Price is the most expensive (highest) compared to other bids then they will score 0. If the bid is somewhere in between the lowest and the highest bids then the Bidder will be awarded a pro-rata score depending upon that Bidder's Total Combined Price.</p>

Day Rates table:

	Lots needed	1. ⁶	2. ⁶	3. ⁶	4. ⁶	5. ⁶	6. ⁶	7. ⁶	Total Price
Strategy and Architecture	1								
Change and Transformation	2								
Development and Implementation	2 & 3								
Delivery and Operation	2 & 3								
Skills and Quality	3								
Relationship and Engagement	3								

Total Combined Price of the Commercial Pricing Matrix for Day Rates Lot 1:

£

⁶Refer to SFIA Skills Model 6.0 at Appendices for SFIA Rate Levels 1-7

Total Combined Price of the Commercial Pricing Matrix for Day Rates Lot 2:	£
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Total Combined Price of the Commercial Pricing Matrix for Day Rates Lot 3:	£
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Worked Example

Day Rates table:

	Lots needed	1	2	3	4	5	6	7	Total Price
Strategy and Architecture	1	£10	£15	£20	£25	£30	£35	£40	£175
Change and Transformation	2		£15	£20	£25	£30	£35	£40	£165
Development and Implementation	2 & 3⁷	£15	£20	£25	£30	£35	£40	£45	£210
Delivery and Operation	2 & 3⁷	£10	£15	£20	£25	£30	£35	£40	£175
Skills and Quality	3⁷		£15	£20	£25	£30	£35	£40	£165
Relationship and Engagement	3⁷	£10	£15	£20	£25	£30	£35	£40	£175

⁷ Day Rates inserted for Lot 3 will apply to all of the service groups (a, b, c and d).

Total Combined Price of the Pricing Matrix for Day Rates Lot 1:	£175
Total Combined Price of the Pricing Matrix for Day Rates Lot 2:	£550
Total Combined Price of the Pricing Matrix for Day Rates Lot 3:	£725

F3 Discounts

Please provide charging details for any additional discounts that you may apply to prices charged for the services based on the following areas:

1. DISCOUNTS

As per the discount structure detailed in Schedule 3 Annex 2 of the Framework Agreement.

1.1 Duration of Project / Service

1.2 Prompt Payment Discounts

1.3 Supplier Nominated Discounts

1.4 Cumulative Total Value of Framework Agreement Discounts

F3 Response Guidance

Please complete the spreadsheet which is in the Attachment area within the eSourcing Suite for any Discounts for all Lots that you have tendered for. The Attachment is called **Attachment 4d - RM3804 - Discount and Day Rate Template for F2 & F3**. Please upload the attachment when completed for both question F2 and F3. Only upload it ONCE at either question F2 or F3. Please use the file name structure as **Attachment 4d - [Insert Supplier Name]- Discounts and Day Rates**.

Please provide charging details for any additional discounts that you may apply to prices charged for the services. These will not be scored but will form part of your Framework Agreement.

In this instance price refers to any Commercial Pricing provided as part of question F2 that is used in calculating charges for a customer's call-off requirement.

YOUR COMMERCIAL PRICING WILL BE USED TO POPULATE THE FRAMEWORK AGREEMENT IN SCHEDULE 3 – CHARGES

THIS QUESTION WILL NOT BE SCORED

Appendices

SFIA Skills Model 6.0



SFIA for TS2.xlsx

Commercially Sensitive