



Crown  
Commercial  
Service

## **Attachment 2 – How to bid including evaluation criteria**

**Contract reference: 703610452**

**Contract title: TacSys Organisation Design**

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## 1. How to Make Your Bid

1.1. Your bid must be made by the organisation that will be responsible for providing the deliverables if your bid is successful.

1.2. Remember to:

- Decline this Bid Pack if you do not wish to submit a response and provide a reason for doing so.
- Where one is used, enter your bid into the CCS E-Sourcing Tool. Only bids received through the CCS E-Sourcing Tool will be accepted.
- Make sure you answer every question.
- Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials e.g. reports located on your website.
- Submit your bid before the Bid Submission Deadline.
- Upload **ONLY** those attachments we have asked for. Any other supporting evidence, certificates for example, will be requested separately by us.
- If we **do not** require attachments and have specified this please only use the Text Boxes provided for your answer.
- Check for messages in the CCS E-Sourcing Tool throughout the competition.
- Press the **Submit Response** button when your bid is ready, otherwise we will not be able to see it.
- If you are unsure, ask questions before the Bid Clarification Deadline.

## 2. How The Evaluation Envelopes Are Structured:

2.1. A summary of all the questions in the evaluation, along with the marking scheme, and weightings for each question is set out below:

### 2.1.1. Qualification Envelope

- Qualification 1 - Key Participation Requirements – Pass/Fail
- Qualification 2 - Conflicts of Interest – Pass/Fail

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- Qualification 3 – Security Requirements – Pass/Fail
- Qualification 3 - Information Only

### **2.1.2. Technical Envelope**

- Technical Question 1 - Technical Approach
- Technical Question 2 – Domain Knowledge
- Technical Question 3 – Engagement Approach
- Technical Question 4 – Resourcing Approach

### **2.1.3 Commercial Envelope**

- Commercial Question 1 – MEAT Evaluation

## **3. Qualification Envelope**

### **3.1. Qualification 1 - Key participation requirements**

#### **3.1.1. Response Guidance:**

The following questions are 'Pass/Fail' questions. If Potential Bidders are unwilling or unable to answer “Yes”, their submission will be deemed non-compliant and shall be rejected from the competition.

Potential Bidders should confirm their answer by selecting the appropriate option.

1.1 Do you accept the competition rules as described in Attachment 1 – About the Procurement?

Answer: Yes/No

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1.2 Have you read, understood and accepted the Bid Pack and all associated attachments, specifically Attachment 3 - Statement of Requirements?

Answer: Yes/No

1.3 Do you agree, without caveats or limitations, that in the event that you are successful, Schedules, Core Terms and Call Off order form will govern the provision of this contract?

Answer: Yes/No

1.4 Do you confirm your Organisation's CCS E-Sourcing Tool profile is complete and accurate at the time the bid closed and that any amendments made following acceptance of this event will be notified to the buyer in writing?

Answer: Yes/No

1.5 Please confirm your completed Pricing Schedule does not exceed the maximum budget of £100,000 (excluding VAT) for this Contract.

Answer: Yes/No

### **3.2. Qualification 2 - Conflicts of Interest**

#### **3.2.1. Response Guidance**

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

Question 2.2 is a Pass / Fail question that only needs to be answered where you have answered 'Yes' in question 2.1.

Potential Bidders are required to provide details of how the identified conflict will be mitigated.

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The Contracting Authority will review the mitigation in line with the perceived conflict of interest, to determine what level of risk this poses to them. Therefore, if Potential Bidders cannot or are unwilling to suitably demonstrate that they have suitable safeguards to mitigate any risk then their Bid will be deemed non-compliant and will be rejected.

2.1 Please confirm whether you have any potential, actual or perceived conflicts of interest that may be relevant to this requirement.

Answer: Yes/No

2.2 We require that any potential, actual or perceived conflicts of interest in respect of this Bid Pack are identified in writing and that companies outline what safeguards would be put in place to mitigate the risk of actual or perceived conflicts arising during the delivery of these services. All suggested safeguards to mitigate the conflict of interest shall require approval from the Authority.

Answer: Please enclose details of proposed conflict of interest regime if answer to 2.1 was 'Yes'.

### 3.3. Question 3 – Security Requirements

3.3.1. The following questions are 'Pass/Fail' questions. If Potential Bidders are unwilling or unable to answer "Yes", their submission will be deemed non-compliant and shall be rejected from the competition.

Potential Bidders should confirm their answer by selecting the appropriate option.

The highest security classification for this contract shall be Official-Sensitive in accordance with the Security Aspects Letter.

3.1 Please confirm whether your personnel who will be undertaking work in relation to the Attachment 3 – Statement of Requirement will hold valid BPSS Clearance for the duration of the Contract.

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Answer: Yes/No

### **3.4. Qualification 4 - Information only**

#### **3.4.1. Response Guidance**

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

3.1 Please provide details of where the Award Outcome should be directed. Your response must include their;

Full Name

Role/Title

Registered Address

Email Address

3.2 Please provide details of any subcontractors you propose to use in order to meet your obligations should you be awarded a Contract. Your response must include their;

Organisation Name(s)

Company Registration Number

Registered Address(ees)

Contact Details

Services to be provided

#### **4. Technical Envelope – Quality Weighting 80%**

##### **4.1. Response Guidance:**

Potential Bidders **MUST** answer **ALL** the following questions. The method of response and evaluation criteria is set per question. There is an overall page limit of 20 pages.

Unless otherwise specified, you must upload your response as attachments.

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 12. Page limits include the use of headers / footers and diagrams. Upload **ONLY** those attachments we have asked for – if applicable any other supporting evidence, certificates for example, will be requested separately.

##### **4.2 No costs should be included in responses to these questions.**



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<b>Question number</b>	<b>Question</b>	<b>Evaluation criteria</b>	<b>Minimum Acceptable Score</b>	<b>Weighting</b>
Technical Question 1	<b>Technical Approach –</b> How will the Tenderer approach delivering Attachment 3 – Statement of Requirements?	Technical approach demonstrates (as a minimum): <ul style="list-style-type: none"> <li>• Proposal of a proven, repeatable consultancy method for organisational analysis &amp; design.</li> <li>• Information discovery, capture &amp; analysis techniques</li> <li>• Proposed approach to measurement of impact on outcomes by TacSys.</li> <li>• Ability to tailor method to customer situation and prior internal Organisational Assessment work (as provided in the GFI).</li> </ul>	66	30%
Technical Question 2	<b>Domain Knowledge -</b> How will the Tenderer's proposed resources obtain knowledge of the organisation that is the subject of this ITT?	Technical proposal demonstrated (as a minimum): <ul style="list-style-type: none"> <li>• Sufficient information discovery approaches or access to personnel familiar with operation of TacSys.</li> </ul>	66	20%

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Question number	Question	Evaluation criteria	Minimum Acceptable Score	Weighting
Technical Question 3	<b>Engagement Approach</b> – How does the Tenderer propose to engage with the Delivery Team in order to deliver the requirements of this contract?	Engagement approach demonstrates (as a minimum): <ul style="list-style-type: none"> <li>• Working ‘with’ us not ‘to’ us.</li> <li>• Use of structured interviews and/or questionnaires</li> <li>• Commitment to progress meetings and/or reports.</li> <li>• Asking clarification questions where necessary and engaging with stakeholders to gain clarity.</li> <li>• A credible proposal for the interaction with the Delivery Team to develop the Deliverables which explains how it will identify and engage with all the relevant stakeholders, with appropriate communication mechanisms suggested.</li> <li>• The proposal seeks to minimise the burden on the key stakeholders, while providing confidence that the Tenderer will comprehensively obtain sufficient information to inform the requirements.</li> </ul>	66	25%

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Question number	Question	Evaluation criteria	Minimum Acceptable Score	Weighting
Technical Question 4	<b>Resourcing Approach</b> – How will the Tenderer resource this Contract?	Resourcing approach demonstrates (as a minimum): <ul style="list-style-type: none"> <li>• Resource profile for team (whether named staff or not) and grade structure in accordance with the Framework Grading Guide.</li> <li>• Depth of organisational design implementation experience within proposed team.</li> <li>• Breadth of consultancy experience within proposed team including evidence of stakeholder management and influencing skills.</li> <li>• A named engagement (consulting team) lead with a named partner/executive as an escalation route.</li> <li>• Proposed team member(s) have clearly identified experience, knowledge of executing similarly scaled consulting engagements, using methods proposed under Q1 which have been used in implementing organisation design structure changes within Defence or similar organisations.</li> </ul>	66	25%

## 5. Commercial Envelope - Price weighting 20%

### 5.1. Response Guidance

Potential Bidders must enter costs by uploading the relevant Attachment 4 - Pricing Schedule on the CCS E-Sourcing Tool

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

Question number	Question	Your response	Maximum Acceptable Score	Weighting
1	<del>Please attach a completed Pricing Schedule (attachment 4 - Pricing Schedule) in response to this question. This Schedule will be initially reviewed to ensure it does not exceed the maximum budget of £100,000 (excluding VAT) for this Contract.</del>	Attachment		Pass/Fail

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1	Please attach a completed Pricing Schedule (attachment 4 – Pricing Schedule) in response to this question. In doing so, you are also confirming that prices offered are inclusive of any expenses, exclusive of VAT and firm for the period following the Deadline for Submission as stated in the Attachment 1 – About the Procurement.	Attachment	100	100%
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## 6. Award process

6.1. The award stage consists of a Qualification, Technical and Commercial evaluation. The award of the resultant contract will be on the basis of the 'Most Economically Advantageous Tender' (MEAT).

6.2. What you need to do

6.2.1. Answer the questions in section 2 to 5 above in the CCS E-Sourcing Tool

6.2.2. Complete the Attachment 4 – Pricing Schedule.

6.2.3. Upload a completed Price Schedule into the CCS E-Sourcing Tool.

6.2.4. Complete and upload Joint Schedule 4 - Commercially Sensitive Information into the CCS E-Sourcing Tool

6.2.5. Complete and upload the Supplier Assurance Questionnaire into the CCS E-Sourcing Tool

6.3. What we will do:

**6.3.1. Qualification evaluation (compliance check):**

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We will complete a mandatory evaluation to ensure you have answered all questions and completed Attachment 4 - Pricing Schedule in line with our instructions. All bids passing the mandatory evaluation will be progressed to the Technical Evaluation.

### 6.3.2. Technical evaluation

Your responses to the TECHNICAL questions will be independently assessed using the response guidance and the evaluation criteria. They will give a score and a reason for their score for each question they are assessing. The evaluators will enter the scores and reasons into the CCS E-Sourcing Tool

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

### 6.3.3. Consensus

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

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

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

### TECHNICAL Threshold

If you have not met the minimum acceptable score for each question, you will be excluded from the competition and you will not receive a Commercial score. We will tell you that you have been excluded from the procurement and why at the award stage.

#### **6.3.4. Commercial evaluation**

We will consider your commercial response and conduct compliance checks, review for abnormal bids and conduct any clarifications required to formally evaluate your submission. This will be conducted in tandem with the technical evaluations and completed by a commercial evaluation panel.

We will only calculate your commercial score using the scoring mechanism outlined within this Bid Pack. However, if you failed to meet the minimum acceptable score during the technical evaluation you will not receive a score for the Commercial Envelope.

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

#### **6.3.5. Final score**

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

#### **6.3.6. Award**

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

We will notify successful and unsuccessful bidders providing feedback via the CCS E-Sourcing Tool

In some cases we may include a standstill period in which case the successful bidder(s) will be issued an Intention to Award letter with all Bidders notified of the intended outcome.

## **7. Marking scheme**

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

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



## 8. Qualification Envelope Evaluation

8.1. Qualification 1, 2 and 3 are mandatory questions and will be evaluated PASS / FAIL. If you fail any of these questions, you will be excluded from the competition. The Authority will inform you that your bid has been excluded.

## 9. Technical Envelope Evaluation

9.1. When the consensus meeting has taken place and the final score for each question has been agreed by the evaluators, your final score for each question will be multiplied by that question's weighting to calculate your weighted score for that question.

9.2. Each weighted score for each question will then be added together to calculate your technical score.

9.3. Please see Table A below for an example of how your technical score will be calculated.

9.4. Please note that this table is for illustrative purposes only and does not necessarily reflect the questions and weightings being used to run this procurement.

**Table A – Example Only**

Technical Envelope	Envelope Weighting	Question	Question Weighting	Bidder A			Bidder B		
				Consensus Score	Sub Questions Weighted Score	Question Weighted Score	Consensus Score	Sub Question Weighted Score	Question Weighted Score
4. Service Delivery	40%	4.1	80%	66.00	52.80	40%	33.00	26.40	40%
		4.2	20%	66.00	13.20		100.00	20.00	
Service Delivery Total					66.00	26.40		46.40	18.56
5. Account	30%	5.1	75%	100.00	75.00	30%	66.00	49.50	30%

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Management		5.2	25%	66.00	16.50		66.00	16.50	
Account Management Total					91.50	27.45		66.00	19.80
6. Approach	30%	6.1	75%	100.00	75.00	30%	66.00	49.50	30%
		6.2	25%	66.00	16.50		33.00	8.25	
Approach Total					91.50	27.45		57.75	17.33
Technical Envelope Total	100%					81.30			55.69
Technical Envelope Weighted Total @ 60%						48.78			33.41

## 10. Commercial envelope evaluation

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

10.2. How to complete your Attachment 4 – Price Schedule

10.2.1. Read and understand the instructions in Attachment 4 - Pricing Schedule, and in this section before submitting your prices.

10.2.2. Your prices must be sustainable and inclusive of all costs, for example your operating costs and profit.

10.2.3. Your prices are to exclude VAT.

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10.2.4. Pricing is to be inclusive of expenses to the base locations in accordance with Attachment 3 – Statement of Requirement.

10.2.5. The currency is British Pounds Sterling.

10.2.6. Any percentages submitted shall be up to two decimal places.

10.2.7. Pricing will be based on:

- Eight (8) hour Working Day (excluding breaks);
- Rounded to the nearest £10; and
- Zero bids will not be allowed.

10.2.8. Where we consider any price you have submitted to be abnormally low, we will ask you to explain what you have submitted (as required in regulation 69 of the Public Contracts Regulations 2015).

10.2.9. The prices submitted shall not exceed the framework maximum rates for this commercial agreement.

10.2.10. You must download and complete the Attachment 4 – Pricing Schedule you are submitting a bid for. Further detail may be provided within the Attachment 4 – Pricing Schedule.

10.2.11. When you have completed your Attachment 4 - Pricing Schedule, you must upload this into the CCS E-Sourcing Tool in the Commercial Envelope. If you do not upload your Attachment 4 – Pricing Schedule, your bid may be rejected from this competition.

10.2.12. Do not alter, amend or change the format or layout of the Attachment 4 – Pricing Schedule.

### 10.3. **Commercial evaluation process**

10.3.1. Commercial scores shall be calculated using pricing submitted as part of a compliant bid only and using the following process:

10.3.2. We will check you have completed the Attachment 4 – Pricing Schedule as instructed.

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- 10.3.3. Failure to complete the Attachment 4 - Pricing Schedule as instructed may result in your bid being deemed non-compliant and it may be rejected from this competition.
- 10.3.4. The commercial evaluation will be undertaken separately to the technical evaluation process.
- 10.3.5. The commercial evaluation will be undertaken against each pricing tab/question detailed within Attachment 4 – Pricing Schedule.
- 10.3.6. The Bidder with the lowest price for each question will be awarded the maximum score available for that question.
- 10.3.7. All other Bidders will get a score relative to the lowest total price for that question, calculated using the formula below
- 10.3.8. The calculation we will use to evaluate your total price per element, is as follows:  
Commercial Score = Lowest total price / Bidder's total price X maximum score available
- 10.3.9. Once all question scores have been calculated, they will be added together and multiplied by the Commercial Envelope weighting to identify your Total Commercial Weighted Score.
- 10.3.10. Please see table B below for an example of how your commercial score will be calculated, please note that this table is for illustrative purposes only and does not necessarily reflect the questions and weightings being used to run this procurement.

**Table B – EXAMPLE ONLY**

Commercial Envelope	Envelope Weighting	Question	Question Weighting	Bidder A				Bidder B			
				Bid Submitted	Lowest Bid Submitted	Score	Weighted Question Score	Bid Submitted	Lowest Bid Submitted	Score	Weighted Question Score

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7. Costs	100%	7.1	100%	£217,000	£217,000	100	100	£250,000	£217,000	86.80	86.80
Commercial Envelope Total							100				86.80
Commercial Envelope Weighted Total @ 40%							40				34.72

## 11. Final decision to award

11.1. We will add your technical score to your commercial score to calculate your final score.

11.2. Where the final score achieved by multiple Bidders ranks them in equal position and all such Bidders have achieved the Minimum Pass Mark or higher in all questions, the Bidder with the lowest tender price will be awarded the contract.

11.3. Please see table C below for an example of how your technical score and commercial score will be added together to identify your final score. Note this table is for illustrative purposes only and does not reflect the questions and weightings being used to run this procurement.

**Table C – EXAMPLE ONLY:**

		Bidder A	Bidder B
Envelope	Envelope Weighting	Total Weighted Score	Total Weighted Score

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Technical	60%	48.78	33.41
Commercial	40%	40.00	34.72
<b>Total Bid Score</b>	<b>100%</b>	<b>88.78</b>	<b>68.13</b>
<b>Rank</b>		<b>1</b>	<b>2</b>

11.4. The bidder with the highest final score, where the bid is deemed compliant, will be awarded the contract, where approved by the Contracting Authority.