



Department
for Environment
Food & Rural Affairs

Bidder Pack Part Two - Tender Response Instructions

Logistics Planning Tool

Procurement Reference Number C5240

November 2022

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1. Introduction

1.1. Purpose of this document

- 1.1.1. The purpose of this document is to set out the response instructions and assessment methodology for the Tender.

2. Instructions for responding

General

- 2.1.1. The side count limits for each section are included in Table 1. One side of a digital A4 page is equal to one side of a physical piece of A4. Tenderers may use A3 size in lieu of A4, but each A3 sized page will be counted as two A4 sides. The side limits apply to the entirety of the relevant sections including coversheets, title pages and annexes.
- 2.1.2. Text must be no smaller than 11 point with the exception of drawings, diagrams, flow charts, and page numbers, where text no smaller than 8 point should be used. The pages of the documents within the response must be numbered sequentially. Page numbers and other header or footer information may be included in the margin space. Margins must be no smaller than 1.27cm. Tenderers must use a font from the following selection in their responses: Arial, Calibri, Helvetica, Tahoma, Times New Roman, Verdana.
- 2.1.3. If the total side count in a Tenderer's response to a particular section exceeds the limit for that section, the Authority will only review the Tenderers response up to the side limit for that section. Any part of the response that exceeds the side limit will not be reviewed. There should be no electronic links to external sources within the response. If any electronic links are provided, they will be disregarded.
- 2.1.4. Two-way cross-referencing between different sections of the document is permitted where this will aid readability. Cross-references should be complemented by text where necessary.
- 2.1.5. Any reference to currency must be expressed in pounds sterling to a full penny.
- 2.1.6. Tenderers should follow the instructions in Table 1 of the Tender Response Instructions document in order to submit a Tender.

Area of Assessment	Response instructions	Page limit	Format
Selection	Please refer to the Atamis eSourcing system	n/a	Completed electronically (0. Qualification Envelope)
AoA1: Outline Implementation Plan	See Annex 1 paragraph 1	15 A4 pages	.pdf (upload to 1.1 Technical Envelope)
AoA2: Supplier Solution – user lens	See Annex 1 paragraph 2	30 A4 pages	.pdf (upload to 1.2 Technical Envelope)
AoA3: Supplier Solution – ways of working and supporting organisation lens	See Annex 1 paragraph 3	10 A4 pages	.pdf (upload to 1.3 Technical Envelope)
AoA4: Supplier Solution – technology lens	See Annex 1 paragraph 5	15 A4 pages	.pdf (upload to 1.4 Technical Envelope)
AoA5: Supplier Solution – data and information lens	See Annex 1 paragraph 6	15 A4 pages	.pdf (upload to 1.5 Technical Envelope)
AoA6: Supplier Solution – cyber security lens	See Annex 1 paragraph 7	10 A4 pages	.pdf (upload to 1.6 Technical Envelope)
AoA7: Social Value statement	See Annex 1 paragraph 8	10 A4 pages	.pdf (upload to 2 Social Value Envelope)
Price	Bidder Pack Part Three: Pricing Schedule	n/a	.xlsx (upload to 3 Commercial Envelope)

Table 1

3. Assessment approach

- 3.1.1. All aspects of the Tender assessment will be made against the requirements specified in Annex 2.
- 3.1.2. Tenders will be required to address the award criteria and each of the detailed assessment criteria (the “**Areas of Assessment**”) which are set out in Table 2 in summary form.

Award criteria	Weighting	Sub-criteria	Weighting	Area of Assessment	Weighting
Quality	60%	Technical Solution	50%	AoA1: Outline Implementation Plan	10%
				AoA2: Supplier Solution – user lens	20%
				AoA3: Supplier Solution – ways of working and supporting organisation lens	5%
				AoA4: Supplier Solution – technology lens	6%
				AoA5: Supplier Solution – data and information lens	5%
				AoA6: Supplier Solution – cyber security lens	4%
		Social Value	10%	AoA7: Social Value statement	10%
Price	40%				

Table 2

Annex 1: Instructions for response¹

1. AoA1: Outline Implementation Plan

1. In response to Schedule 2 (*Specification*) and referral to Schedule 8 (*Implementation Plan and Testing*), please describe your approach for implementation of the Supplier Solution.

2. Your Response must describe:

2.1 a chronology of the Implementation Phase (from the Start Date to the Final Release Business Cutover ELS Milestone) of the Milestones to be Achieved, Milestone Dates, the Deliverables to be produced, and the critical path deemed necessary to deliver the Supplier Solution;

2.2 How you would ensure delivery of the full scope of project within the Implementation Phase including:

2.2.1 your approach to risk and issue management, and identification of the risks and issues (including the impact and likelihood, and how you intend to mitigate the risks and issues);

2.3 a Gantt chart;

2.4 your approach to implementing any of the “Should Have” requirements that are not already included as part of your solution.

2.5 identification of each reasonable assumption and/or dependency that you have on the Authority, Sub-contractors (if applicable), and any third parties (provided that any assumption or dependency is reasonably necessary for the delivery of the Implementation Services);

2.6 the Key Staff and Sub-contractors (if applicable) to be used for each element of the Services during the Implementation Phase;

2.7 your governance approach during the Implementation Phase;

2.8 your approach to the design, build, Test, and deployment of all necessary Environments for the Supplier System;

2.9 your approach to implementing all necessary cyber security controls, processes and procedures, and obtaining the necessary approvals and certifications;

2.10 your approach to implementing the necessary measures to address the Business Continuity and Disaster Recovery Services (as set out in Schedule 14 (*Business Continuity and Disaster Recovery*);

2.11 your approach to acceptance, validation, and migration of the Authority’s Data from the Outgoing Supplier;

2.12 your approach to training and knowledge management to include “Train the Trainer” and providing material that can be shared on the Buyer’s Intranet to be referenced audience of 1000s of irregular / sporadic users who will need to be able to access on-line material some months after initial training;

2.13 your approach to achieving compliance with the Standards identified in the Schedules including those in Schedule 2 Appendix 1 Annex H

2.14 your approach to collaboration with the Authority and third parties, and establishing roles and responsibilities;

2.15 your approach to stakeholder management and communications management;

¹ Capitalised terms used in Annex 1 are derived from Schedule 1 (*Definitions*) of the draft Contract.

- 2.16 your approach to implementing the required operational procedures and ways of working (including IT Service Management, quality management, records management, performance monitoring, and continuous improvement);
- 2.17 your approach to Go Live, Business Cutover , including full clarity of whether any pause (and the scope and length of any pause) or other temporary degradation in functionality or access is required in the operation of the “live” service of either the existing systems being replaced or the Supplier’s system during the implementation; and
- 2.18 your approach to preparing for and delivering Early Life Support during periods where End User demand may be greater than expected.

2. AoA2: Supplier Solution – user lens

1. In response to Schedule 2 (*Specification*), please describe your solution through a **user lens**.
2. Your Response must describe:
 - 2.1 how your solution delivers the needs of End Users for the capabilities described in Schedule 2 (*Specification*) Appendix 1 and listed in Annexes A,B,C,D & E of this same schedule, including the coverage of “Should Have” requirements;
 - 2.2 how different user experience can be achieved based on the needs of the User Personas found in Schedule 2 (*Specification*) Appendix 1 Annex G;
 - 2.3 how End Users’ ongoing needs will be continuously understood and your approach to user research;
 - 2.4 End Users’ interactions and touchpoints with the Supplier Solution and how these deliver a high level of usability;
 - 2.5 how End Users’ accessibility requirements will be met;
 - 2.6 your approach to managing the Product Backlog and how continuous improvement of the Supplier Solution will be delivered throughout the Contract Period; and
 - 2.7 if applicable, please highlight the key differences between the elements of your solution (relevant to this lens) implemented in different releases for the milestones specified in Schedule 8 (*Implementation and Testing*).

3. AoA3: Supplier Solution – ways of working & supporting organisation lens

1. In response to Schedule 2 (*Specification*), please describe your solution through a **ways of working and supporting organisation lens**.
2. Your Response must describe the processes and ways of working that shall be used to support the delivery of the Supplier Solution, including:
 - 2.1 your approach to supporting End Users and your IT Service Management processes;
 - 2.2 your approach to Access Management;
 - 2.3 your quality management systems;
 - 2.4 your records management processes for supporting exit (as set out in Schedule 30 (*Exit Management*) paragraph 2 (Obligations during the Contract Period to facilitate exit)) throughout the Contract Period;
 - 2.5 your approach to performance monitoring against the Performance Indicators (as set out in Schedule 2 (*Specification*) Appendix 1 Annex F, Non-Functional Requirements;

- 2.6 your approach to governance and how this complements the Authority's governance requirements (as set out in Schedule 13 (*Contract Management*);
- 2.7 The organisational model that will be used to deliver each element of the Supplier Solution;
- 2.8 details of Key Staff and their credentials;
- 2.9 details of Sub-contractors and their credentials (if applicable);
- 2.10 certifications held at an organisation level for relevant technologies and methods, e.g. Microsoft Partner Programme;
- 2.11 the roles, responsibilities and interactions required between you, your Sub-contractors (if applicable), third parties, and the Authority. If applicable, please highlight the key differences between the elements of your solution (relevant to this lens) implemented at the Release 1 Go Live Milestone and the Final Go Live Milestone; and
- 2.12 any business processes described in this section should be set out using the business process model and notation ("**BPMN**")² format.

4. AoA4: Supplier Solution – technology lens

1. In response to Schedule 2 (*Specification*), please describe your solution through a **technology lens**.
2. Your Response must describe:
 - 2.1 the structure, interaction, and key functions of the technology components and services;
 - 2.2 the software architecture, set out in a diagram with accompanying text, outlining the software being deployed as part of the Supplier Solution to address the functional suitability, usability, compatibility, and portability requirements. This should describe the main functionality provided for each functional Software component, the type of Software component (e.g. Supplier Software, Third Party Software (including Open Source Software), or Specially Written Software and whether the components are COTS or Non-COTS), the interfaces between the Supplier Solution and third-party systems, and adherence to the applicable technical standards listed Schedule 2 ((*Specification*) Annex I – Referenced Standards));
 - 2.3 the approach to ensuring the solution stays on supported technology products;
 - 2.4 how licence compliance is managed including how the Authority is advised of any variations that can generate refunds or additional charges to the Authority;
 - 2.5 the infrastructure architecture, set out in a diagram with accompanying text, outlining the Supplier Equipment and computing infrastructure (and operating locations thereof) being deployed as part of the solution to address the reliability, performance efficiency, maintainability, resilience, security, business continuity and disaster recovery requirements (as set out in Schedule 14 (*Business Continuity and Disaster Recovery*)), and the applicable technical standards (as set out in Schedule 2 ((*Specification*) Annex I – Referenced Standards)) being utilised;
 - 2.6 Describe any relevant product roadmaps for the Supplier Solution along with an approximate timeline, this should address new areas of functionality as well as technological changes.

² <https://www.bpmn.org/>

5. AoA5: Supplier Solution – data and information lens

1. In response to Schedule 2 (*Specification*), please describe your solution through a **data and information lens**.
2. Your Response must describe:
 - 2.1 the logical data model for the key data and information products (e.g. transactional, master, and reference data, or records, logs, or transactions generated by the Supplier Solution (automated or otherwise)) produced and ingested by the Supplier Solution. This lens can cross-refer to the diagrams in the technology lens to show how the data and information products are stored and/or processed by the Supplier Solution (i.e. the physical data model and APIs);
 - 2.2 if your data model uses an open standard, please specify what this is, what version you use and how you manage the impact of any changes to this underlying model on your system;
 - 2.3 how the key data and information products produced and ingested by the Supplier Solution are used to create insights and intelligence about the Services (e.g. Usage Reporting);
 - 2.4 how your solution can accommodate receiving data from the Authority's system both via file based and API interfaces
 - 2.5 How your solution will manage the transfer from a manual system underpinned by a range of spreadsheets containing active incident rosters, asset data as well as data extracted from the existing source systems.
 - 2.6 If applicable, please highlight the key differences between the elements of your solution (relevant to this lens) implemented at the implemented at the Release 1 Go Live Milestone and the Final Go Live Milestone.

6. AoA6: Supplier Solution – cyber security lens

1. In response to Schedule 16 (*Security*) and associated Non-Functional Requirements in Schedule 2 (*Specification, Annex F*), please describe your solution through a **cyber security lens**.
2. Your Response must describe:
 - 2.1 security certifications held by you (and your Sub-contractors, if applicable);
 - 2.2 the security architecture, set out in a diagram with accompanying text;
 - 2.3 your initial security risk assessment and the controls you will implement to manage those risks;
 - 2.4 your experience of implementing federated single sign on and how you would approach integration with the Authority's Active Directory Identity and Access Management platform
 - 2.5 Any other arrangements you may have for the Authority's project team to access non-production environments pending arrangements for access via Single Sign-On – this to accelerate engagement and/or to support one user / multiple roles for Training/Demo environments if this is how you intend to deliver such access.
 - 2.6 How you ensure isolation of the Authority's application and data from any other of your clients or support staff not security cleared to work on this solution in either an Implementation or Operation role.

- 2.7 your process for managing security risks (including monitoring, vulnerability management, and technology obsolescence management);
- 2.8 your Incident Management Process that you will use to respond to a Breach of Security; and
- your access control regime and how this can be applied to manage access to the UI and data for users based on Personas, Organisation (e.g. Environment Agency Area or Incident).

7. AoA7: Social Value statement

1. In response to Schedule 2 (*Specification*), describe the commitment your organisation will make to ensure that opportunities under the contract deliver the following Social Value policy outcomes;
 - create new businesses, new jobs and new skills;
 - effective stewardship of the environment;
 - tackle workforce inequality; and
 - improve health and wellbeing.
2. Your Response must describe:
 - 2.1 your method statement, stating how you will achieve your social value commitment;
 - 2.2 how you will monitor, measure and report on your commitments and the impact of your proposals. You should include but not be limited to:
 - 2.2.1 timed action plan;
 - 2.2.2 use of metrics;
 - 2.2.3 tools/processes used to gather data;
 - 2.2.4 reporting;
 - 2.2.5 feedback and improvement; and
 - 2.2.6 transparency.
 - 2.3 how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Social Value policy outcome (e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering).

Annex 2: Assessment methodology for Tenders

1. General

- 1.1 During the assessment of Tenders, the Authority reserves the right to seek clarification in writing or by means of a clarification meeting (with its outputs confirmed in writing) from any or all of the Tenderers, solely to assist in its consideration of Tenders but will be under no obligation to do so. No new information can be submitted in response to requests for clarification and any responses to clarifications can only clarify the original statement, not add new information. It is the responsibility of Tenderers to ensure Tenders are free of errors and comply with the Tender Response Instructions and its appendices.
- 1.2 The Authority reserves the right to allow any Tenderer to correct a manifest error or clarify a point to the Authority's satisfaction where the Authority is satisfied such action would be proportionate and not result in discrimination to other Tenderers or amount to unfair treatment.
- 1.3 Where the Tender Response Instructions and its appendices states that the Authority reserves a right to or "may" exclude a Tenderer (e.g. for non-compliance with any requirement within the assessment process) then the Authority is at liberty to exercise such discretion as it sees fit to balance fair and equal treatment of all Tenderers with a proportionate response to the relevant failure.

2. Assessment stage 1: Compliance

- 2.1 In this stage the Authority will undertake an initial check for completeness and compliance, confirming that the correct documents and submissions have been made in accordance with the Tender Response Instructions.

3. Assessment stage 2: Selection

- 3.1 Evaluation of Tenderers' responses to the Selection Questionnaire will be undertaken by a panel appointed by the Authority (the "**Selection Panel**") in accordance with the table below.

Qualification Envelope Reference ("QQ")	Selection Questionnaire ("SQ") Reference	Method of assessment
QQ01.001 – 01.012 Notes for Completion	N/A	The notes for completion of the Qualification Envelope should be followed.
QQ01.013 – Form of Tender	N/A	The Form of Tender form should be completed and loaded as an attachment in PDF format
QQ01 Section 1 – Potential Supplier information	01.1(a) to (p)	This part must be completed but will not be evaluated.
QQ01 Section 1 – Potential Supplier information	SQ01.2(a) to (b)	This part must be completed but will not be evaluated.

Qualification Envelope Reference ("QQ")	Selection Questionnaire ("SQ") Reference	Method of assessment
QQ01.3 Section 1 – Declaration	SQ01.3	The declaration must be completed and will be evaluated.
QQ01.3 Section 1 – Declaration Contact details	SQ01.3(a)	This part must be completed but will not be evaluated.
QQ02 Section 2 – Grounds for mandatory exclusion	SQ02.1 to SQ02.3	<p>This part must be completed in full. If any of the grounds for mandatory exclusion applies, the Tenderer will be excluded unless:</p> <ol style="list-style-type: none"> 1. There are overriding reasons in the public interest for disregarding the prohibition in accordance with r.57(6) of the Public Contracts Regulations 2015 ("PCR"); 2. Excluding the Tenderer would be clearly disproportionate in accordance with r.57(7) of the PCRs; or 3. The Tenderer has provided satisfactory evidence demonstrating its reliability despite the existence of a relevant ground for exclusion ("Self-Cleaning") in accordance with r.57(13) of the PCRs.
QQ03 Section 3 – Grounds for discretionary exclusion	SQ03.1 to SQ03.3	<p>This part must be completed in full. If any of the grounds for discretionary exclusion applies, the Tenderer may be excluded unless:</p> <ol style="list-style-type: none"> 1. Excluding the Tenderer would be clearly disproportionate in accordance with r.57(7) of the PCRs; or 2. The Tenderer has provided satisfactory evidence demonstrating its reliability despite the existence of a relevant ground for exclusion ("Self-Cleaning") in accordance with r.57(13) of the PCRs.
QQ04 Section 4 – Economic and Financial Standing	SQ04.1 to SQ04.1(a)	<p>This part must be completed and will be evaluated.</p> <p>Tenderers must meet the following minimum requirements:</p> <ol style="list-style-type: none"> 1. Credit Rating: A current long-term credit rating from one or more of the following credit rating agencies, and to at least the level specified in the table below. If the Tenderer holds a current long-term credit rating with

Qualification Envelope Reference (“QQ”)	Selection Questionnaire (“SQ”) Reference	Method of assessment										
		<p>more than one of the Credit Rating Agencies listed in Table 1 below, then the lowest available Credit Rating should be used for the purposes of responding to SQ 4.1.</p> <p>Table 1</p> <table><tr><th>Credit Rating Agency</th><th>Credit Rating Required</th></tr><tr><td>Moody’s</td><td>Baa3</td></tr><tr><td>Standard and Poors</td><td>BBB-</td></tr><tr><td>Fitch Ratings</td><td>BBB-</td></tr><tr><td>Dun and Bradstreet</td><td>Risk Indicator: 2</td></tr></table> <p>2. Annual Turnover: The Tenderer’s annual turnover must exceed £1 million;</p> <p>3. Operating Margin³: The Tenderer’s annual operating margin must exceed 5%.</p> <p>4. Quick Ratio⁴: The Tenderer’s annual quick ratio must exceed 0.8.</p> <p>If the Tenderer does not meet any of the tests listed above, then the Tenderer should include an appendix in SQ4.1(a) explaining why.</p>	Credit Rating Agency	Credit Rating Required	Moody’s	Baa3	Standard and Poors	BBB-	Fitch Ratings	BBB-	Dun and Bradstreet	Risk Indicator: 2
Credit Rating Agency	Credit Rating Required											
Moody’s	Baa3											
Standard and Poors	BBB-											
Fitch Ratings	BBB-											
Dun and Bradstreet	Risk Indicator: 2											
QQ05 Section 5: Relevant Experience and Contract Examples (Part 1)	SQ05.1 to SQ05.1a	This part must be completed but will not be evaluated.										
QQ05 Section 5: Relevant Experience and Contract Examples (Part 2)	SQ05.2 to SQ05.4	<p>This part must be completed and will be evaluated.</p> <p>If the Tenderer’s response to SQs 05.2, 05.3 & 05.4 demonstrates evidence of previous experience of comparable activities delivered or being delivered, as relevant to the experience requested in question, then this will be marked as a PASS.</p> <p>If the Tenderer’s response to any of SQ 05.2, 05.3 or 05.4 does not provide evidence of</p>										

³ Operating Profit / Revenue

⁴ (Current Assets – Inventories) / Current Liabilities

Qualification Envelope Reference ("QQ")	Selection Questionnaire ("SQ") Reference	Method of assessment
		previous experience or provides evidence of previous experience but this is not experience of comparable activities delivered or being delivered which are relevant to the experience requested in SQ 05.2, 05.3 or 05.4 (as the case may be), then this will be marked as a FAIL and the Tenderer will be excluded from this procurement exercise.
QQ06 Section 6: Modern Slavery Act	SQ06.1 to SQ06.2 ⁵	<p>This part must be completed in full.</p> <p>The Authority will assess this question as follows:</p> <ol style="list-style-type: none"> 1. If the Tenderer has an annual turnover of £36 million or more it should answer "Yes" to SQ06.1. 2. If the Tenderer answers "Yes" to SQ06.1, it must provide the relevant URL or other written confirmation as evidence in response to SQ 06.2. 3. If the Tenderer answers "No" to SQ 6.1 it must provide an explanation in response to SQ 06.2. 4. If a Tenderer answers "No" to SQ06.1, it will be excluded unless the Tenderer provides a satisfactory explanation demonstrating its reliability despite the existence of a relevant ground for exclusion ("Self-Cleaning") in accordance with r.57(13) of the PCRs. and the explanation includes confirmation that the Supplier has appropriate plans in place to be compliant with Section 54 of the Act prior to the Contract Effective Date.
QQ07 Section 7 Additional Information	SQ07.1 to SQ07.1(e)	<p>The minimum level of insurance cover required by the Tenderer is:</p> <ul style="list-style-type: none"> • Employer's (Compulsory) Liability Insurance = In accordance with the Law of England and Wales; • Public Liability Insurance = £10,000,000;

⁵ Since 1 October 2015, commercial organisations that carry on a business or part of business in the UK, supply goods or services and have an annual turnover of £36 million or more ("relevant commercial organisations") have been required under Section 54 of the Act to prepare a slavery and human trafficking statement as defined by section 54 of the Act.

Qualification Envelope Reference ("QQ")	Selection Questionnaire ("SQ") Reference	Method of assessment
		<ul style="list-style-type: none"> Professional Indemnity Insurance = £2,500,000; and Product Liability Insurance = £10,000,000; <p>A Tenderer which does not self-certify that it has or can commit to obtaining prior to the commencement of the contract, should provide an explanation as to why in SQ7.1(e).</p>
QQ08 Section 8 Additional Information	SQ08.1	This part allows for additional information to complete the Response.
QQ08 Section 8 Additional Information	SQ08.2 to SQ08.3	This part must be completed and will be evaluated.

Table 3

- 3.1 A Tender that does not meet the conditions in the Tender Response Instructions may result in the Tender being rejected. The Authority's decision in the matter will be final.
- 3.2 Tenders that have passed Stage 2 will proceed to Stage 3.

4. Assessment stage 3: Quality assessment

- 4.1 Evaluation of Tenderers' responses to each Area of Assessment (in response to the instructions in Annex 1 (the "**Quality Submission**")) will be undertaken by a panel appointed by the Authority (the "**Quality Panel**").
- 4.2 Each Quality Panel member will first undertake an independent assessment of the response, by applying the scoring matrix in Table 3 to each section of the Quality Submission. Then, a moderation meeting will be held at which the Quality Panel will reach a consensus on the final mark and rationale for each Area of Assessment.
- 4.3 Marks will be allocated to the Tenderer's response to each Area of Assessment as a whole rather than by reference to each element of the Area of Assessment (i.e. Tenderers must appropriately address each aspect in an Area of Assessment in order to achieve a mark).
- 4.4 The minimum threshold that Tenderers must achieve is a minimum final mark of "50" for each Area of Assessment. A Tenderer who scores a final mark of "0" or "20" for any of the Areas of Assessment will not be considered for any subsequent stages of the procurement.

Mark	Scoring Criteria
0	The response contains no or very limited detail to demonstrate how the proposed solution will meet the requirements for this Area of Assessment. The response gives the Authority no confidence that the requirement will be met.
20	The response contains a partial and/or limited level of detail to demonstrate how the proposed solution will meet the requirements for this Area of Assessment. The response contains significant weaknesses and therefore raises concerns for the Authority that the requirements may not all be met.
50	The response contains a satisfactory level of detail to demonstrate how the proposed solution will meet the requirements for this Area of Assessment. The response contains moderate weaknesses and therefore the response gives the Authority confidence that most of the requirements will be met to a suitable standard.
70	The response contains a good level of detail to demonstrate how the proposed solution will meet the requirements for this Area of Assessment. The response contains minor weaknesses and therefore the response gives the Authority confidence that all the requirements will be met to a good standard.
100	The response contains an excellent level of detail to demonstrate how the proposed solution will meet the requirements for this Area of Assessment. There are no weaknesses and therefore the response gives the Authority complete confidence that all the requirements will be met to a high standard.

4.5 If a Tenderer achieves the minimum quality threshold for each Area of Assessment, then the marks achieved for each Area of Assessment will be multiplied by the relevant weighting (as set out in Table 2) to calculate a total weighted mark.

4.6 The total weighted marks for each Quality Submission will be converted into a score (the “**Quality Score**”) using the formula in Equation 1, expressed to one decimal place using the traditional rounding method (i.e. if the digit in the second decimal place is five or more, the first decimal place will be rounded up to the next value by one (+1); if the digit in the second decimal place is less than five, then there is no rounding for the first decimal place).

(Tenderers total weighted marks / Highest total weighted marks achieved) x 60%

Equation 1

5. Assessment stage 4: Price assessment

- 5.1 Evaluation of Tenderers' populated Pricing Schedule will be undertaken by a panel appointed by the Authority (the "**Finance Panel**").

Abnormally low tenders

- 5.2 If the Authority considers a Tender to be abnormally low, an initial assessment will be undertaken using a comparative analysis of the pricing proposals received from all Tenderers and the Authority's valuation of the procurement. If that assessment indicates that a Tender is abnormally low the Authority will request a written explanation of the Tender in question, or of those parts within the Tender which the Authority considers contribute to the Tender in question being abnormally low. The Authority reserves the right to reject a Tender if the response from the Tenderer in question does not satisfactorily account for the low level of price or costs proposed.
- 5.3 The assessment of abnormally low tenders will be undertaken strictly in accordance with Regulation 69 of the Public Contracts Regulations 2015, which outlines how abnormally low tenders must be assessed and the circumstances in which the Authority can reject the Tender.

Calculating the total cost to the Authority

- 5.4 Based on the Pricing Schedule provided, the Finance Panel will determine the score for each Tenderer. This will consist of the following two stages:
- 5.4.1 calculating the total cost to the Authority; and
 - 5.4.2 converting the total cost to a price score.
- 5.5 The total cost to the Authority used to assess each Tenderer's Price Schedule will be based on the Whole Life Cost ("WLC") over the entire Contract Period (10 years). The WLC is the price submitted by Tenderers in the Bidder Pack Part Three – Pricing Schedule (tab "4. Summary" cell B:24).

Converting the total cost to a price score to determine the Financial Mode score

- 5.6 The WLC for each Pricing Schedule will be converted into a score (the "**Price Score**") using the formula in Equation 2, expressed to one decimal place using the traditional rounding method (i.e. if the digit in the second decimal place is five or more, the first decimal place will be rounded up to the next value by one (+1); if the digit in the second decimal place is less than five, then there is no rounding for the first decimal place).

$$(\text{Lowest WLC submitted} / \text{Tenderers WLC}) \times 40\%$$

Equation 2

6 Assessment stage 5: Combining scores

- 6.1 For each Tenderer that has passed stage 1, 2, 3 & 4, the overall Quality Score and overall Price Score are combined to determine a total score for each Tenderer. This overall total score will be out of 100%, to one decimal place using the traditional rounding method (i.e. if the digit in the second decimal place is five or more, the first decimal place will be rounded up to the next value by one (+1); if the digit in the second decimal place is less than five, then there is no rounding for the first decimal place) (the "**Total Score**").
- 6.2 If any two (or more) Tenders have the same overall Total Score, they will be ranked in order of highest Quality Score. If any two (or more) Tenders have the same Quality

Score, they will be ranked in order of highest weighted score achieved against the Areas of Assessment below (in ascending order):

- 6.2.1 AoA2: Supplier Solution – user lens;
- 6.2.2 AoA1: Outline Implementation Plan;
- 6.2.3 AoA4: Supplier Solution – technology lens;
- 6.2.4 AoA5: Supplier Solution – data and information lens;
- 6.2.5 AoA6: Supplier Solution – cyber security lens;
- 6.2.6 AoA7: Social Value statement;
- 6.2.7 AoA3: Supplier Solution – ways of working and supporting organisation lens.

7 Assessment stage 6: Verification

- 7.1 The Authority will undertake verification of the Tender with the highest Total Score, or where paragraph 6.2 applies, the Tender that is ranked first (the “**Preferred Tenderer**”).
- 7.2 Should the Preferred Tenderer fail any of the verification activities outlined in this section at any point then the Tenderer in question shall be excluded from the procurement and the Authority will repeat Stage 3, Stage 4, and/or Stage 5 (as applicable) to determine the next Preferred Tenderer and will then repeat the verification activities outlined in this Stage 6.
- 7.3 Failure to provide satisfactory evidence to support any part of this stage of the Tender assessment may result in the Tender being rejected.

Selection information verification

- 7.4 the Authority will undertake verification of the declarations of both the exclusion grounds and the selection information submitted at the beginning of this procurement. This may include (but is not limited to):
 - 7.4.1 conducting additional checks of persons of significant control (PSC) (e.g. verifying the PSC against the PSC register);
 - 7.4.2 verifying the proposed legal structure for any unincorporated special purpose vehicles or joint ventures (if applicable) (e.g. reviewing a shareholders agreement);
 - 7.4.3 confirming all grounds for mandatory or discretionary exclusions have been passed;
 - 7.4.4 performing economic and financial standing tests;
 - 7.4.5 where applicable, verifying that the Preferred Tenderer has met its Modern Slavery Act obligations contained within section 54 of such Act and viewing a link to the Preferred Tenderer’s Modern Slavery Statement;
 - 7.4.6 confirming that the relevant insurances are in place, or confirming the dates by which the relevant insurances will be in place;
 - 7.4.7 if necessary, obtaining confirmation from the Preferred Tenderer that there have been no material changes that could affect the assessments undertaken at any stage of this procurement which means that information submitted by the Preferred Tenderer is no longer correct, or the Preferred Tenderer’s ability to perform the contract has materially deteriorated.
- 7.5 In verifying section 1.013 – SQ8.8 of the Selection Questionnaire, the Authority reserves the right to contact the named customer contact provided in the Selection Questionnaire. The Authority reserves the right to share information submitted by the Preferred Tenderer in section 1.013 - SQ8.8 of the Selection Questionnaire with the relevant named customer contact provided in order to carry out such verification. The named

customer contact does not owe the Authority any duty of care or have any legal liability, except for any deceitful or maliciously false statements of fact.

Solution Demonstration

- 7.6 The Authority will undertake verification of the Preferred Tenderer's solution via a Solution Demonstration given by the Preferred Tenderer of their system operating against a selection of representative use cases. This is to verify the responses provided, primarily of the User Lens
- 7.7 Following the Solution Demonstration, a respective mark for the relevant Area of Assessment may only remain unchanged or be reduced, thus reducing the Quality Score.
- 7.8 Where the total weighted marks has been reduced, the Authority will recalculate the Quality Score pursuant to Stage 3, recalculate the Price Score pursuant to Stage 4 (if applicable), and combine Quality Scores and Price Scores pursuant to Stage 5 to calculate the revised Total Score achieved by the Preferred Tenderer. If the Total Score of the Preferred Tenderer is reduced such that the Preferred Tenderer no longer achieves the highest Total Score, the Authority will repeat the verification activities outlined in this Stage 6 for the next Preferred Tenderer.
- 7.9 The Solution Demonstration and associated questions is expected to last approximately 2 hours and will need to be done via a web meeting with Screen Sharing enabled
- 7.10 The demonstration will be recorded and referred to by the Authority as part of the verification process.
- 7.11 The Authority will provide a selection of sample data along with supporting documentation at the start of the Verification Stage and allow the Supplier at least one week to configure the system in advance of the Solution Demonstration. The Authority will make named contacts available throughout this period to answer written questions, these questions and answers would be made available to a substitute Preferred Tenderer should the original Preferred Tenderer fail this verification stage
- 7.12 The use cases which are of interest to the Authority are listed below.
 - 7.12.1 "As a Rosterer (Administrator or Incident Administrator), I want to be able to create a new roster from a template, assign available staff to shifts, publish, and share the roster with rostered staff. When the roster is published, I want the rostered staff to receive notifications to alert them that they have been rostered on a shift and request them to confirm receipt of the shift allocation."
 - 7.12.2 "As an 'All Staff User' (i.e. incident staff), I want to provide my availability via a self-service portal/mobile application and desktop, which will be easily understood and taken into account in the roster that is created by the Rosterer."
 - 7.12.3 "As an 'All Staff User' (i.e. incident staff), I want to be able to view my duty and incident shift allocation in my MS Outlook, showing me that integration with MS Outlook is possible and allowing me to easily view my shifts in a platform that is used daily, and easily accessible. This may include the possibility for 'All Staff Users' (i.e. incident staff) to be able to update their MS Outlook calendar, and for this to update the system with their availability."
 - 7.12.4 "As an Incident Administrator (Logistics Officer), I want to be able to create template reports for ease of use during incidents, such as the following: a report of an Area's incident staff with assigned incident role, associated capability, and availability to support the current incident. I want to be able to

view this data in a dashboard, that cross references it with the required staff resource for the incident to understand current resilience levels.”

- 7.12.5 “As a System Owner (Business), I want to view and edit the system’s role-based access control matrix. I want to be able to create a new system Persona, assigning role-based permissions and level of access for each. I want the Persona’s role-based access control matrix demonstrated via the following scenario: An Incident Administrator (i.e. Logistics Officer) to create an incident roster, assign an incident shift to an ‘All Staff User’ (i.e. Duty Officer) and publish the roster. When the Duty Officer accesses the roster and tries to edit the shift, the system will send an error message and now allow this action.”
- 7.12.6 “As a System Owner (Business), I want to be able to create and manage new incident roles, assigning them to a particular persona and role-based access and permissions. Using this, as an Administrator (i.e. Duty Rosterer), I want to be able to assign an incident role to a member of staff.”
- 7.12.7 “As a System Owner (Business), I want to be able to configure the ‘Help’ text that will support all users of the system, providing context-sensitive support alongside the inherent system ‘Help’ text.”
- 7.12.8 “As an Incident Administrator (Logistics Officer) in one Area/Section, I want to be able to request a staff resource from another Area/Section, to roster them on my incident roster for my Area. I want the other Area to offer a staff resource, providing me with their availability (ideally to be viewable via my incident roster). I want to be able to allocate the staff member from another Area an incident shift.”
- 7.12.9 “As an Administrator (Asset Management Team/Responsible Officers), I want to be able to maintain the asset data via a local interface, from data that has been imported on the system via an csv file/excel spreadsheet.”