

**Joint Schedule 12 (Supply Chain Visibility)**

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- 2.2 Each advert referred to at Paragraph 2.1.1 of this Schedule 12 shall provide a full and detailed description of the Sub-Contract opportunity with each of the mandatory fields being completed on Contracts Finder by the Supplier.
- 2.3 The obligation on the Supplier set out at Paragraph 2.1 shall only apply in respect of Sub-Contract opportunities arising after the Effective Date.
- 2.4 Notwithstanding Paragraph 2.1, the Authority may by giving its prior Approval, agree that a Sub-Contract opportunity is not required to be advertised by the Supplier on Contracts Finder.

**3. Visibility of Supply Chain Spend**

- 3.1 In addition to any other management information requirements set out in the Contract, the Supplier agrees and acknowledges that it shall, at no charge, provide timely, full, accurate and complete SME management information reports (the "SME Management Information Reports") to the Relevant Authority which incorporates the data described in the Supply Chain Information Report Template which is:
  - (a) the total contract revenue received directly on the Contract;
  - (b) the total value of sub-contracted revenues under the Contract (including revenues for non-SMEs/non-VCSEs); and
  - (c) the total value of sub-contracted revenues to SMEs and VCSEs.
- 3.2 The SME Management Information Reports shall be provided by the Supplier in the correct format as required by the Supply Chain Information Report Template and any guidance issued by the Relevant Authority from time to time. The Supplier agrees that it shall use the Supply Chain Information Report Template to provide the information detailed at Paragraph 3.1(a) –(c) and acknowledges that the template may be changed from time to time (including the data required and/or format) by the Relevant Authority issuing a replacement version. The Relevant Authority agrees to give at least thirty (30) days' notice in writing of any such change and shall specify the date from which it must be used.
- 3.3 The Supplier further agrees and acknowledges that it may not make any amendment to the Supply Chain Information Report Template without the prior Approval of the Authority.

**Joint Schedule 12 (Supply Chain Visibility)**  
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**Annex 1**

**Supply Chain Information Report template**



Supply Chain Information  
Report templat

DRAFT

**Call-Off Schedule 4 (Call-Off Tender)**

Call-Off Ref: C55274 Plat - IAM Client and Credentials

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## **Call-Off Schedule 4 (Call Off Tender)**

Refer to the separate file containing the Supplier's bid

FINAL

Exported on: 15/12/2021 09:49 GMT + 0:00

<b>Project Code</b>	project_4403
<b>Project Title</b>	CCIS21A18 – Provision of Development for Identity Access Manageme
<b>Reference</b>	
<b>ITT Code</b>	itt_6145
<b>ITT Title</b>	CCIS21A18 – Provision of Development for Identity Access Manageme
<b>ITT Status</b>	Technical Evaluation

Displayed in Event Currency (GBP)

**1 Qualification Envelope****1.1 1. KEY PARTICIPATION REQUIREMENTS**

	<b>Note</b>	<b>Note Details</b>
1.1.1	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. Potential Bidders should confirm their answer by selecting the appropriate option from the drop down menu.
	<b>Question</b>	<b>Description</b>
1.1.2	1.1	(*) Do you accept the competition rules as described in Attachment 1 – About the Procurement?
1.1.3	1.2	(*) Have you read, understood and accepted the Bid Pack and all associated attachments, specifically Attachment 5c – Call-Off Specification?
1.1.4	1.3	(*) Do you agree, without caveats or limitations, that in the event that you are successful, Attachment 5 - Terms and Conditions will govern the provision of this contract?
1.1.5	1.4	(*) Do you confirm your Organisation's e-Sourcing suite profile is complete and accurate at the time the bid closed and that any amendments made following acceptance of this event will be notified to the buyer in writing?

1.1.6	1.5	(*) Please confirm that you hold a current Cyber Essentials plus certificate and that you will provide a copy within one week of contract award should your bid be successful.
1.1.7	1.6	(*) Please confirm that you accept the Buyer's Mandatory Policies as set out in Framework Schedule 6A (Health Order Form Template, Statement of Work Template and Call-Off Schedules).
1.1.8	1.7	(*) Do you accept that the Contracting Authority reserve the right to exclude you at contract award where your financial stability is deemed to be a risk – a Dunn and Bradstreet report will be obtained which MUST reflect an acceptable score, in the absence of a Dunn and Bradstreet report the contracting Authority will require financial details to support in house assessments.

## 1.2 2. Conflicts of Interest

Note	Note Details
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1.2.1	Response Guidance	<p>Question 2.1 is a 'Yes/No' question and will dictate whether or not question 2.2 needs to be answered.</p> <p>Question 2.2 is a Pass / Fail question. Potential Bidders are required to provide details of how the identified conflict will be mitigated.</p> <p>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.</p>
	<b>Question</b>	<b>Description</b>
1.2.2	2.1	(*) Please confirm whether you have any potential, actual or perceived conflicts of interest that may be relevant to this requirement.
1.2.3	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.
<b>1.3 3. Information Only</b>		
	<b>Note</b>	<b>Note Details</b>
1.3.1	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.



	Question	Description
1.3.2	3.1	(*) Please provide details of where the Award Outcome should be directed. Your response must include their; <ul style="list-style-type: none"> <li>● Full Name</li> <li>● Role/Title</li> <li>● Registered Address</li> <li>● Email Address</li> </ul>
1.3.3	3.2	(*) Please provide details of any sub-contractors you propose to use in order to meet your obligations should you be awarded a Contract. Your response must include their; <ul style="list-style-type: none"> <li>● Trading Name(s)</li> <li>● Registered Address(ees) and Contact Details</li> <li>● Goods/Services to be provided</li> </ul>

#### 1.4 4. Specific Technology Uplifts

	Note	Note Details
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1.4.1	Response Guidance	<p><b>SPECIFIC TECHNOLOGY UPLIFTS - INFORMATION ONLY</b></p> <p>Response Guidance</p> <p>For Question 4.1</p> <p>Using no more than 2 A4 pages, the Bidder should include:</p> <ol style="list-style-type: none"> <li>1. For each identified Specific Technology, what the justification for the uplift is. Acceptable justifications include market intelligence, evidence of similar rates paid by other equivalent customers, etc</li> <li>2. Confirmation that the Bidder has provided a realistic estimate of the overall premium across the Call-Off (recognising that this will be highly dependent on the quality of Buyer provided information); and</li> <li>3. Acceptance that, should the overall percentage increase above that supplied, any increase will require mutual agreement via formal Change Control and that such a request will be subject to further justification.</li> </ol> <p>For Question 4.2</p> <p>Using no more than 2 A4 pages, the</p>
	<b>Question</b>	<b>Description</b>
1.4.2	4.1	<p>(*) The Bidder is required to provide a justification, for each Technology requiring an uplift, why it believes the Bidder is justified in including it within the Pricing Schedule.</p> <p>The Bidder is also required to confirm, as best as able based on the information provided by the Buyer, that the estimate of the scale of any uplifts across the Call-Off is realistic.</p>



1.4.3	4.2	(*) Bidder Assumptions - The Bidder is required to provide a cumulative explanation of the Assumptions and Risks as applied to the individual Statements of Works.
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#### 1.5 5. Other Commercial Considerations

	Note	Note Details
1.5.1	Response Guidance	<p>Response Guidance</p> <p>Using no more than 2 A4 pages, the Bidder should include:</p> <ol style="list-style-type: none"> <li>1. A clear statement if the Bidder is unable to offer desks or, if they are, responses as stated under (2) to (7) below.</li> <li>2. The number of desks (by timing if necessary) the Bidder is able to offer at the locations specified in the Call-Off for use by the Buyer and/or Buyer specified third parties;</li> <li>3. The monthly desk charge for those desks (indicating volume adjustments if applicable);</li> <li>4. A statement of what the desk charge will normally include;</li> <li>5. A statement of what the desk charge will normally exclude;</li> <li>6. Any optional pricing for services over and above the basic desk;</li> <li>7. Confirmation that the Buyer will be party to no further obligations with regard to the desk charge)</li> </ol> <p>The Bidder acknowledges that the use of desks is at the Buyers discretion and may be subject to further clarification</p>
	Question	Description

1.5.2	5.1	(*) Provision of Desks, by the Bidder, for Buyer (or Buyer nominated) workers - Moving forward, the number of "desks" available to the Buyer may well be restricted. Under such circumstances the Buyer may request desk space to host Buyer (or Buyer nominated) workers. The Bidder is required to provide details of what it will (and will not) provide as part of any proposed "desk" service.
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#### 1.6 6. Case Study

	Note	Note Details
1.6.1	Response Guidance	<p><b>QUALIFICATION – CASE STUDY</b></p> <p>Response Guidance</p> <p>The following questions are 'Pass/Fail' questions. If Potential Bidders are unwilling or unable to answer "Yes", their submission will be deemed non-compliant and shall be rejected. Potential Bidders should confirm their answer by selecting the appropriate option from the drop down menu.</p> <ul style="list-style-type: none"> <li>•The example must clearly and unambiguously fall within the scope of this specific requirement in terms of Service and involve similar technologies and digital skills.</li> <li>•In addition to being relevant to the scope of the Call-Off Contract, the Bidder must clearly demonstrate (via Call-Off team involvement, and/or via a commitment to on-call team support from a member of the Case Study) how detailed knowledge and experience from the Case Study will be transferred to the Call-Off Contract.</li> <li>•We require one contract example. The example can be either public sector or private sector.</li> </ul>
	Question	Description

1.6.2	6.1	<p>(*) Case Study - Using no more than 2 A4 sides in A4 size 11, the Bidder is required to provide an appropriate contract example (either directly themselves or via a nominated sub-contractor) which is most relevant to the scope of the Call-Off Contract. The Bidder should provide this example by completing Bid Pack Appendix A (Evidence of Contract Example) tables A and B.</p> <p>If a subcontractor example is to be used Table C, covering the primes experience of managing a similar subcontract example, must also be completed.</p>
1.6.3	6.2	<p>(*) Please attach your Case Study using no more than 2 A4 sides in A4 size 11 plus one side of diagrams which must be legible at A4 print size here.</p>

Reject on Qualification Response
Official Reject/Accept Notes





















# Bid Pack for Call-Off Competition

## Attachment 2 – How to Bid Including Evaluation Criteria

Contract Reference: CCIS21A18 – Provision of Development  
for Identity Access Management Client &  
Credentials

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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:
  - 1.2.1. Decline this Bid Pack if you do not wish to submit a response. If you Decline please provide a reason for doing so
  - 1.2.2. Enter your bid into the e-Sourcing Suite. We can only accept bids that we receive through the e-Sourcing Suite
  - 1.2.3. Make sure you answer every question
  - 1.2.4. Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials e.g. reports located on your website.
  - 1.2.5. Submit your bid in good time and before the bid submission deadline.
  - 1.2.6. Upload **ONLY** those attachments we have asked for in line with the requirements specified – any other supporting evidence, certificates for example, will be requested separately by us.
  - 1.2.7. If we **do not** require attachments and have specified this please only use the Text Boxes provided for your answer.
  - 1.2.8. Check for messages in the e-Sourcing Suite throughout the competition.
  - 1.2.9. Press the **Submit Response** button when your bid is ready, otherwise we will not be able to see it.
  - 1.2.10. If you are unsure, ask questions before the Clarification Questions Deadline.
  - 1.2.11. Ensure you apply Ethical Walls as described within the Framework terms.

## 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:

### 2.2. QUALIFICATION ENVELOPE

- Key Participation Requirements – Pass/Fail
- Conflicts of Interest – Pass/Fail
- Information Only
- Specific Technology Updates – Information Only
- Other Commercial Considerations – Information Only
- Case Study – Pass/Fail

### 2.3. TECHNICAL ENVELOPE

- Question 7 – Specific Call-Off Technologies
- Question 8 – Approach to Delivery
- Question 9 – Resource Management
- Question 10 – Social Value

### 2.4. COMMERCIAL ENVELOPE

- Question 11 – Costs

## QUALIFICATION ENVELOPE

### QUALIFICATION - KEY PARTICIPATION REQUIREMENTS

#### Response Guidance

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

Question Number	Question	Your Response
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1.1	Do you accept the competition rules as described in Attachment 1 – About the Procurement?	Yes/No
1.2	Have you read, understood and accepted the Bid Pack and all associated attachments, specifically Attachment 5c – Call-Off Specification?	Yes/No
1.3	Do you agree, without caveats or limitations, that in the event that you are successful, Attachment 5d – Core Terms will govern the provision of this Contract?	Yes/No
1.4	Do you confirm your Organisation's e-Sourcing suite profile is complete and accurate at the time the bid closed and that any amendments made following acceptance of this event will be notified to the Contracting Authority in writing?	Yes/No
1.5	Please confirm that you hold a current Cyber Essentials plus certificate and that you will provide a copy within one week of Contract award should your bid be successful.	Yes/No
1.6	Please confirm that you accept the Contracting Authority's Mandatory Policies as set out in Framework Schedule 6A (Health Order Form Template, Statement of Work Template and Call-Off Schedules).	Yes/No
1.7	Do you accept that the Contracting Authority reserve the right to exclude you at Contract award where your financial stability is deemed to be a risk – a Dunn and Bradstreet report will be obtained which MUST reflect an acceptable score. In the absence of a Dunn and Bradstreet report the Contracting Authority will require financial details to support in house assessments.	Yes/No

## QUALIFICATION - CONFLICTS OF INTEREST

### Response Guidance



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

Question 2.2 is a Pass / Fail question. Potential Bidders are required to provide details of how the identified conflict will be mitigated.

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

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

#### QUALIFICATION - INFORMATION ONLY

##### Response Guidance

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

Question Number	Question	Your Response
3.1	Please provide details of where the Award Outcome should be directed. Your response must include their; <ul style="list-style-type: none"> <li>• Full Name</li> </ul>	Text Box

	<ul style="list-style-type: none"> <li>• Role/Title</li> <li>• Registered Address</li> <li>• Email Address</li> </ul>	
3.2	<p>Please provide details of any sub-contractors you propose to use in order to meet your obligations should you be awarded a Contract. Your response must include their;</p> <ul style="list-style-type: none"> <li>• Trading Name(s)</li> <li>• Registered Address(ees) and Contact Details</li> <li>• Goods/Services to be provided</li> </ul>	Text Box

## SPECIFIC TECHNOLOGY UPLIFTS - INFORMATION ONLY

### Response Guidance

#### For Question 4.1

Using no more than 2 A4 sides in Arial 11, the Bidder should include:

1. What the justification for the uplift is for each identified Specific Technology. Examples of acceptable justifications include but are not limited to, market intelligence and evidence of similar rates paid by equivalent customers.
2. Confirmation that the Bidder has provided a realistic estimate of the overall premium across the Call-Off.
3. Acceptance that, should the overall uplift percentage increase above that supplied the change will require mutual agreement via formal Change Control and that any request will be subject to further justification.

#### For Question 4.2

Using no more than 2 A4 sides in Arial 11, the Bidder should:

1. Clearly articulate the key material risks and assumptions;
2. Provide a best estimate of the likelihood of said risks materialising and/or the assumption not being met.
3. Provide a quantitative estimate of the impact in terms of costs and/or other impact of delivery should the risk materialise or the assumption not be met.

The Bidder is advised that most initial risks / assumptions should be resolved during bid clarification. Bidders are strongly encouraged to submit clarification requests as soon as possible within the clarification window to allow for resolution.

Question Number	Question	Your Response
4.1	The Bidder is required to provide a justification for each	Attachment 2 A4 sides



	Technology requiring an uplift and why the Bidder believes it is justified in including it. The Bidder is also required to confirm that the estimate of the scale of any uplifts across the Call-Off is realistic and provide the rationale behind this.	in Arial 11
4.2	The Bidder is required to provide a cumulative explanation of the Assumptions and Risks as applied to the individual Statements of Works.	Attachment 2 A4 sides in Arial 11

## OTHER COMMERCIAL CONSIDERATIONS - INFORMATION ONLY

### Response Guidance

Using no more than 2 A4 sides in Arial 11, the Bidder should include:

1. A clear statement if the Bidder is unable to offer desks. If they are please respond as stated to 2 to 7 below.
2. The number of desks the Bidder is able to offer at the locations specified in the Call-Off for use by the Authority and/or Authority specified third parties;
3. The monthly desk charge for said desks (indicating volume adjustments if applicable);
4. A statement of what the desk charge will normally include;
5. A statement of what the desk charge will normally exclude;
6. Any optional pricing for services over and above the basic desk;
7. Confirmation that the Contracting Authority will not have any further obligations with regard to the desk charge.

The Bidder acknowledges that the use of desks is at the Contracting Authority's discretion and may be subject to further clarification should the offer be considered.

Question Number	Question	Your Response
5.1	Moving forward, the number of "desks" available to the Contracting Authority may be restricted. Under such circumstances the Contracting Authority may request desk space to host Contracting Authority (or Contracting Authority nominated) workers. The Bidder is required to provide details of what it will (and will not) provide as part of any proposed "desk" service.	Attachment 2 A4 Sides in Arial 11

## QUALIFICATION ENVELOPE



## QUALIFICATION – CASE STUDY

### Response Guidance

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

- The example must clearly and unambiguously fall within the scope of this specific requirement in terms of Service and involve similar technologies and digital skills.
- In addition to being relevant to the scope of the Call-Off Contract, the Bidder must clearly demonstrate how detailed knowledge and experience from the Case Study will be transferred to the Call-Off Contract. This can be via Call-Off team involvement and/or a commitment to on-call team support from a member of the Case Study.
- We require one Contract example which can be either public sector or private sector.
- Your example can have been delivered by a subcontractor or prime provided that:
  - there is evidence of total joint commitment from both parties to the prime/subcontractor relationship.
  - the Bidder/subcontractor commits to having key members on the proposed team who had direct experience from this case study.
  - all relevant questions elsewhere in the evaluation for the subcontractor have been completed (and have passed).
  - the Bidder also completes Table C to the Contracting Authority's satisfaction, illustrating where it has managed a subcontractor under similar conditions to that required under the Call-Off Competition.
- The example must have a minimum value of either the stated Call-Off Contract value or £1m. Note that consecutive related Contracts with the same part of the business and Customer executed by the same party may be aggregated for the purposes of this value.
- The case study should clearly state how the Bidders specific contribution fits within the change/outcome being delivered under this Call-Off Competition.
- The example provided must relate to a Contract performed during the past 3 years, prior to publication of this Call-Off Competition under the RM6221 Digital Capability for Health framework to be compliant.
- Customer contact/s provided in your Case Study must be notified by you that they may be contacted by us (we reserve the right to verify the accuracy of Contract details provided).
- The case study should articulate the key challenges and how they were overcome;
- Customer contacts provided must not have been employed or appointed by your (or your subcontractors, if relevant) organisation, or from within your associated group of companies, within the past 3 years prior to the publication of this Call-Off Competition under the RM6221 Digital Capability for Health framework.



<ul style="list-style-type: none"> <li>The case study may be one executed for the Contracting Authority, but it must be based on corporate knowledge suitably distanced from any recent active involvement of the Bidders team with the Contracting Authority. The Bidder is reminded of their obligation to maintain Ethical Walls.</li> </ul>		
Question Number	Question	Your Response
6.1	<p>The Bidder is required to provide an appropriate Contract example (either directly themselves or via a nominated sub-contractor) which is most relevant to the scope of the Call-Off Contract. The Bidder should provide this example by completing Bid Pack Appendix A (Evidence of Contract Example) tables A and B.</p> <p>If a subcontractor example is to be used Table C, covering the primes experience of managing a similar subcontract example, must also be completed.</p>	Pass / Fail
6.2	Please attach your Case Study using no more than 2 A4 sides in A4 size 11 plus one side of diagrams which must be legible at A4 print size here.	Attachment 2 A4 sides in A4 size 11

**TECHNICAL ENVELOPE****Weighting 70%****TECHNICAL – Specific Call-Off Technologies****WEIGHTING 25%****Response Guidance**

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

Unless otherwise specified, 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 11. Page limits include the use of headers footers and diagrams.

Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us.

**No costings should be included in responses to this Question.**

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
7.1	<p>The Bidder is required to provide the Contracting Authority with assurance that it and the team it is proposing has sufficient knowledge of the specific technologies identified within the requirements (as outlined in Call-Off Schedule 20: Call-Off Specification, 2.6.2. Diagram of Technical Scope) to allow it to commence productive activity within required timescales.</p> <p>Responses should include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. How the Contracting Authority's proposed team's skills and experience will align with the individual specific technical building blocks (i.e. specific products not generic technologies) – as described within the body of the requirements.</li> <li>2. From the perspective of the Contracting</li> </ol>	Attachment – Max 2 pages of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	66	100	100

	<p>Authority's technology solution/requirements, what challenges the Bidder has identified to fully support the Contracting Authority in the development and operation of a critical national asset, available 24/7/365 and operating at significant scale to support multiple services and users.</p> <p>3. How the Bidder will address and manage these challenges, evidencing this with illustrative examples of how the Bidder has dealt with similar situations within the context national scale critical infrastructure.</p> <p>4. In supporting the Contracting Authority in the proactive management of its technology solution, how the Bidder will ensure it is appropriately focused on both development and operations from the delivery of its technical requirements perspective.</p> <p>5. Suggestion(s) that could optimise the efficiency and effectiveness of the Contracting Authority's technology solution,</p>				
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	without significant implementation costs.				
	6. Any proposed industry standards or other best practice that could be applied to support and optimise the efficient and effective delivery of the Contracting Authority's technical requirements.				

**TECHNICAL – Approach to Delivery****WEIGHTING 50%****Response Guidance**

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

Unless otherwise specified, 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 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

**No costings should be included in responses to this Question.**

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
8.1	<b>Implementation and Transition.</b> The Bidder is required to demonstrate their	Attachment – 3 sides of A4 in Arial 11 plus one	66	100	40%

	<p>ability to implement the Service in required timescales - including taking over from an incumbent - without loss of delivery quality or momentum.</p> <p>Responses should include but are not limited to:</p> <ol style="list-style-type: none"> <li>1. A clear implementation and transition plan that demonstrates their approach to ideally within a month of the award of this call-off Contract.</li> <li>2. A full narrative to accompany the implementation and transition plan requested at point 1. (above) to demonstrate how they will fully support the Contracting Authority in the delivery of its requirements, ideally within a month of the awarding of this call-off Contract.</li> <li>3. Any dependencies, risks and issues etc that the Bidder considers will need to be managed successfully in order to deliver the Contracting Authority's requirements, and what role it and the Contracting Authority will need to play in that management process.</li> </ol>	<p>side of diagrams which must be legible at A4 print size</p>			
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	<p>4. Demonstration of the Bidder's capability to deliver the Contracting Authority's requirements through the experience and skills of their proposed team. This should include names and concise profiles of key individuals. How will each individual's experience be relevant to the required Services?</p> <p>5. The Bidder's process for mobilising capability and capacity rapidly and effectively to commence work on the Contract.</p>				
8.2	<p><b>DevOps Service</b> - The Bidder is required to demonstrate it is fully capable of providing a reliable and cost-effective DevOps service to deliver the Contracting Authority's requirements.</p> <p>Responses should include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. How the Bidder will ensure that the Contracting Authority's DevOps philosophy of "you build it, you run it" and ways of working are enshrined within the way it supports the Contracting Authority in the delivery of its DevOps function?</li> <li>2. How the Bidder's team will be deployed to deliver the Contracting Authority's</li> </ol>	<p>Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size</p>	66	100	60%

	<p>DevOps requirements/ function and how they will work with the Contracting Authority's staff to build an effective and efficient blended team?</p> <p>3. What the Bidder feels are the main challenges/opportunities associated with the Contracting Authority's DevOps function and work programme and how will the Bidder address/ optimise them?</p> <p>4. How the Bidder will manage the combination of run, maintain and if appropriate transform activity to ensure that the Contracting Authority's business objectives are delivered in the most cost effective and user value added way?</p> <p>5. How the Bidder will seek to add value/introduce acceptable innovation into the delivery of the Contracting Authority's Identity Access Management platform and/or DevOps function?</p> <p>6. The performance metrics/criteria/processes the Bidder will put in place to measure, communicate and improve its delivery of the Contracting Authority's requirements as set out in</p>				
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	the call-off Contract / Statement of Work.				
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**TECHNICAL – Resource Management****WEIGHTING 15%****Response Guidance**

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

Unless otherwise specified, 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 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

**No costings should be included in responses to this Question.**

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
9.1	<p>The Authority operates a flexible resourcing model to ensure that its DevOps team is resourced appropriately to deliver its business objectives with the funding available. The Bidder is required to demonstrate how it will support the Contracting Authority in optimising its delivery resource capability.</p> <p>Responses should include, but</p>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	66	100	100%

	<p>are not limited to:</p> <ol style="list-style-type: none"> <li>1. What processes, tools and techniques their will use to ensure that its staff are operating with up to date technical, delivery and team working skills and knowledge and how that approach will be deployed whilst working in the Contracting Authority's blended/ rainbow team?</li> <li>2. What succession planning approach/es the Bidder employs and the value they will deliver in the context of the Contracting Authority's operational and resourcing model?</li> <li>3. How the Bidder will continuously incentivise and develop their staff through effective recruitment, training, and retention policies. Further (using real life examples where possible) how the Bidder will strengthen the delivery capability of the Contracting Authority's staff and upskill to meet specific technical and requirements (highlighting the investments you make in this area)?</li> <li>4. The processes the Bidder has in place to ensure that it can respond effectively and efficiently to the Contracting Authority's</li> </ol>				
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	<p>reasonable resourcing requirements, to include ramping up and ramping down as required?</p> <p>5. The lessons learnt the Bidder will be applying to ensure that it provides an optimum resourcing solution on an ongoing basis for the Contracting Authority.</p> <p>6. The key challenges / opportunities the Contracting Authority will have to address/embrace from a flexible resourcing perspective over the duration of this call-off Contract, and what support the Contracting Authority will receive from the Bidder.</p>				
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**TECHNICAL – Social Value****WEIGHTING 10%****Response Guidance**

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

Unless otherwise specified, 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 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

Bidders, should refer to [Procurement Policy Note 06/20](#) – taking account of social value in the award of central government Contracts for further Information.

**No costings should be included in responses to this Question.**  
**No costings should be included in responses to this Question.**

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
10.1	<p>Describe the commitment your organisation will make to ensure that opportunities under the Contract will influence staff, suppliers, customers and communities through the delivery of the Contract to support environmental protection and improvement.</p> <p>Responses should include, but are not limited to:</p> <p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> <li>• Understanding of how to influence staff, suppliers, customers, communities and/or any other appropriate stakeholders through the delivery of the Contract to support environmental protection and improvement.</li> <li>• Activities to reconnect people with the environment and increase awareness of ways to protect and enhance it.</li> </ul> <p><b>Illustrative examples:</b></p>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	66	100	100%

	<ul style="list-style-type: none"> <li>○ Engagement to raise awareness of the benefits of the environmental opportunities identified.</li> <li>○ Co-design/creation. Working collaboratively to devise and deliver solutions to support environmental objectives.</li> <li>○ Training and education. Influencing behaviour to reduce waste and use resources more efficiently in the performance of the Contract.</li> <li>○ Partnering/collaborating in engaging with the community in relation to the performance of the Contract, to support environmental objectives.</li> <li>○ Volunteering opportunities for the Contract workforce, e.g. undertaking activities that encourage direct positive impact.</li> </ul> <p>Please include:</p> <ol style="list-style-type: none"> <li>1. A credible 'Method Statement', stating how you will achieve this Policy Outcome;</li> <li>2. Evidence of your commitment to meet the Award Criteria, (such as policy, public corporate statement);</li> <li>3. Evidence showing the metrics you have/will</li> </ol>				
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	<p>implement in support of the Policy Outcome;</p> <p>4. A timed action plan showing how and when these metrics will be implemented within 2 years from Contract award, and also what will be in place within 6 months of a Contract award;</p> <p>5. How you will monitor, measure, report and feedback on your commitments to this Policy Outcome in a transparent manner;</p> <p>6. How you will influence staff, suppliers, customers and communities through the delivery of the Contract to support the Policy Outcome, e.g. engagement, co-design / creation, training and education, partnering / collaborating, volunteering.</p>				
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**COMMERCIAL ENVELOPE****Weighting 30%****COMMERCIAL – Costs****WEIGHTING 100%****Response Guidance**

Potential Bidders must enter costs by uploading the relevant Attachment 3 - Price Schedule at the question level on the e-Sourcing event.



Prices should be submitted in pounds Sterling inclusive of any expenses but exclusive of VAT.					
Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
11.1	<p>Please attach a completed Price Schedule in response to this question. In so doing, you are also confirming that prices offered are inclusive of any expenses, exclusive of VAT and firm for the period following the Deadline for Submission as stated in the Attachment 1 – About the Procurement.</p> <p>This line will evaluate your costs for the Rate card element of the schedule only.</p>	Attachment	N/A	100	20%
11.2	<p>Please enter your total cost for delivery for the services as outlined in your attached price schedule at I36 of the Summary tab.</p>	Text Box	N/A	100	80%

### 3. Award Criteria

- 3.1. The award stage consists of a Qualification, Technical and Commercial evaluation.
- 3.2. The award of the resultant contract will be on the basis of the 'Most Economically Advantageous Tender' (MEAT).
- 3.3. **Award process - What you need to do**
  - 3.3.1. Answer the questions in section 2 above in the e-Sourcing suite.
  - 3.3.2. Complete the Attachment 3 – Price Schedule
  - 3.3.3. You must upload your completed Price Schedule into the e-Sourcing suite in the Commercial Envelope.
- 3.4. **What we will do**

#### **QUALIFICATION evaluation (Compliance Check)**

First, we will complete a mandatory evaluation to make sure that you have answered all questions and have completed the Attachment 3 - Price Schedule in line with our instructions. All bids passing the mandatory evaluation will be progressed to the Technical Evaluation.

#### **TECHNICAL Evaluation**

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

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

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

#### **Consensus**

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

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

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

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

### **TECHNICAL Threshold**

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

### **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 the 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 e-sourcing suite on an individual basis.

### **Final Score**

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

### **Award**

Award will be made to the successful bidder, subject to contract and provision of certification.

Where the parties fail to enter into a contract and/or provision of certification is not made, the Contracting Authority reserve the right to enter into contract with the second placed bidder.

We will notify successful and unsuccessful bidder(s) providing feedback via the e-sourcing suite.

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.

## 4. Marking Scheme

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

Marking Scheme	Description
<b>100 - Excellent</b>	An Excellent comprehensive response that meets the specific requirements very well. All the points highlighted in the guidance notes have been covered extremely well in a cohesive manner. It is considered an excellent response with detailed supporting evidence and no weaknesses, resulting in a high level of confidence.
<b>66 – Good</b>	A Good response that meets the requirements with good supporting evidence. Demonstrates good understanding within the broader context of the overall requirement. The majority, but not all, of the points highlighted in the guidance notes have been covered well in a manner which demonstrates how the key individual points interrelate.
<b>33 – Poor Response</b>	A Poor response with reservations. The response lacks convincing detail with risks that the proposal will not be successful in meeting all the requirements. Whilst some of the individual points have been covered, others have not and the response is not clear on how the points interrelate and/or how they apply to the overall context.
<b>0 - Unsuitable</b>	Failed to provide confidence that the proposal will meet the requirements with limited evidence of understanding of how the question relates to what is being asked. A majority of the topics have not been covered well. An unacceptable response with serious reservations.



## 5. Qualification Envelope Evaluation

- 5.1. Questions 1 and 2 are mandatory question(s) and will be evaluated PASS / FAIL. If you fail any of these questions, you will be excluded from the competition. We will tell you that your bid has been excluded.

## 6. Technical Envelope Evaluation

- 6.1. 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.
- 6.2. Each weighted score for each question will then be added together to calculate your technical score.
- 6.3. Please see table A below for an example of how your technical 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 A – EXAMPLE ONLY**

				Bidder A			Bidder B			Bidder C		
Technical Envelope	Envelope Weighting	Question	Question Weighting	Consensus Score	Sub-Questions Weighted Score	Question Weighted Score	Consensus Score	Sub-Question Weighted Score	Question Weighted Score	Consensus Score	Sub-Question Weighted Score	Question Weighted Score
4. Service Delivery	40%	4.1	80%	88.00	70.40	40%	33.00	26.40	40%	100.00	80.00	40%
		4.2	20%	88.00	17.60		100.00	20.00		88.00	17.60	
Service Delivery Total					88.00	28.00		46.40	18.40		88.00	35.20
5. Account Management	30%	5.1	75%	100.00	75.00	30%	66.00	49.50	30%	90.00	67.50	30%
		5.2	25%	88.00	22.00		66.00	16.50		90.00	22.50	
Account Management Total					91.50	27.45		66.00	18.00		88.00	26.40
6. Approach	30%	6.1	75%	100.00	75.00	30%	66.00	49.50	30%	100.00	75.00	30%
		6.2	25%	66.00	16.50		33.00	8.25		100.00	25.00	
Approach Total					91.50	27.45		57.75	17.25		100.00	30.00
Technical Envelope Total		100%				81.30			55.65			87.60
Technical Envelope Weighted Total						48.78			33.41			52.25

## 7. Commercial Envelope Evaluation

7.1. This section contains information on how to complete Attachment 3 - Price Schedule and the commercial evaluation process.

### 7.2. How to complete your Attachment 3 – Price Schedule

- 7.2.1. Read and understand the instructions in the Attachment 3 - Price Schedule, and in this section before submitting your prices.
- 7.2.2. Your prices should compare with your Technical submission.
- 7.2.3. Your prices must be sustainable and inclusive of all costs for example your operating costs and profit.
- 7.2.4. Your prices are to exclude VAT.
- 7.2.5. The currency is British pounds sterling, up to two decimal places.
- 7.2.6. The percentages submitted shall be up to two decimal places.
- 7.2.7. Pricing will be based on:
- 7.2.8. Eight (8) hour Working Day (excluding breaks);
- 7.2.9. We will investigate where we consider your bid to be abnormal.
- 7.2.10. The prices submitted shall not exceed any existing commercial agreement rates.
- 7.2.11. You must download and complete the Attachment 3 – Price Schedule. Further detail may be provided within the Attachment 3 – Price Schedule.
- 7.2.12. When you have completed your Attachment 3 - Price Schedule, you must upload this into the e-Sourcing Suite in the Commercial Envelope. If you do not upload your Attachment 3 – Price Schedule your bid may be rejected from this competition.
- 7.2.13. Do not alter, amend or change the format or layout of the Attachment 3 – Price Schedule.

### 7.3. Commercial Evaluation Process

7.3.1. Throughout the Framework contract, and supplier communications surrounding the competition, it is a clear expectation that:

- The quoted rates include normal expenses associated with working from the stated location. Hence the reason for a "national" rate to travel to wherever and a "home" rate to work from the Suppliers base (or virtually);
- The Framework rates are a maximum rate; and
- It is anticipated that Bidders will compete financially, as well as technically during Call-Off Competition.

7.3.2 In order to facilitate this competition, the Call-Off competition, provides bidders mechanisms to adjust their Framework level pricing:

- **ACR1** : General discounts, specific to each location, applicable to the framework held rates as a whole, which affect the whole of the Bidders originally submitted rate card;
- **ACR2** : Based on the general discounts from ACR1, the Bidder has the ability to manually adjust individual rates (still below the original Framework rate) to reflect nuances associated with specific roles/locations. This manually adjusted version of the rate card becomes the rate card which will apply to the Call-Off (the '**Call-Off Specific Rate Card**');)
- **ACR3** : The ability to add specific exceptional premiums to specific technologies for which skills may be in short supply and which may require an uplift in order to secure. The Bidder is required to evidence the rationale for such uplifts. Uplifts identified at point of bid will be treated as part of the Bidders offer. Uplifts requested during the Call-Off itself will be subject to Buyer approval (via formal Change Control). These will be known as "**Specific Technical Uplifts**".
- **ACR4** : The cumulative base price (excluding contingencies for risk), for all initial Statements of Work (SOW). The Buyer will provide a best estimate of the roles and man-days for each Statement of Work, from the Buyers perspective. However, **the**

**Bidder should treat such estimates for information only,**

especially if the SOW is to be priced on a fixed price basis, The Bidder is required to respond to the SOW with it's own estimate of the roles, grades and man-hours the SOW. Provided not above the Call-Off Specific Rate Card (taking into consideration Specific Technical Uplifts), the Bidder may adjust rates for individual roles required by the SOW;

- **ACR5** : the cumulative risk amount which, when added to the cumulative base price (ACR4), provide the total "capped" basis for the initial SOWs. Such risks / allowances are intended to be reflected in the form of additional effort (versus being a mark-up to underlying rates). The Bidder is reminded that, even under Fixed Price SOWs, the Bidder is required to provide such an estimate and that, as part of execution, the Bidder is required to maintain open book transparency on actual roles/mandays/rates in order to help improve the accuracy of future calculations.

The way in which these mechanisms are evaluated, and contribute to the whole commercial evaluation, is described below.

**Blended Location Rates for Statements of Work**

The underlying principle is that the rate charged should reflect the location of primary delivery. The COVID pandemic has highlighted the practicality of working virtually for much of the time, if not all of it. Managing invoicing, checking and payments based on continuously monitoring whether work is being done virtually (from "home") or from the designated target location is seen as impractical.

Therefore, the Buyer has made the decision to implement the principle of a location "blended rate" for each individual SOW

For each SOW the Buyer will declare the anticipated split for the locations involved, and the Bidder is required to quote a blended rate for this split. For example, a SOW may declare that the base location for delivery will be Leeds but that, on average, 3



days a week may be able to be undertaken from "home" (assuming lesser than the Leeds rate) in which case the rate would, simplistically be calculated as 40% \* Leeds Rate plus 60% home rate.

This is the model supported by the Rates Calculator associated with this evaluation (with the ability of the Bidder to manually over-ride calculated figures).

Should the proportional split by location change materially during the course of executing the SOW, either party may request a variation against the SOW to reflect such a change (a formal change against the contract will not be required). The variation against the SOW will obviously need to be agreed by both parties and neither party is expected to be unreasonable with respect to reaching such agreement.

### **Price evaluation process**

As noted above there are various inputs to the price evaluation, but ultimately they result in two separately evaluated components:

- C1 – Call-Off Specific Rate Cards (and contributors to this) – Rate based; and
- C2 – Initial Statement/s of Work – Cost based

Since the first is rate based and the second is cost based each of these will be scored separately within the commercial model from 1 to 100 and the scores combined, using the relative weighting of rates to costs to arrive at a cumulative score.

This allows for Bidders to potentially have higher rates but be able to deliver SOWs at potentially lower costs as a result of higher quality / greater productivity within the submitted teams.

The calculation of each of these components will be based on the same underlying model.

### **Pre-qualification**

We will check you have completed all the yellow cells within the Pricing Matrix.

Failure to insert an applicable price may result in your bid being deemed non-compliant and may be rejected from this competition. Remember zero or negative prices will not be accepted.

The price evaluation will be undertaken separately to the quality evaluation process. The price evaluation for each component will be evaluated using the methodology below (note that "price" means combined rate for the rate based evaluation and cost for the cost for the SOWs):

$$\text{Score} = \frac{\text{Bidder Total Combined Price} - \text{Lowest Total Combined Price of all the bidder.}}{\text{Highest Total Combined Price of all the Bidder} - \text{Lowest Total Combined Price of all the bidder.}} \times 100 = \% \text{ of maximum mark of 100, rounded to 2 (Two) decimal places.}$$

The maximum mark achievable for C1 and C2 will each be 100.

The mark achieved in response to question each will entitle the bidder to receive a mark which will be a percentage of the maximum mark available for this question.

The price mark is generated by using the formula shown above to compare against all compliant bidder's Total Combined Price which is generated by adding together all of the Combined Prices for question (as shown in the rate card tab of Attachment 3 Pricing Matrix). Using this, the price evaluation will be conducted for each bidder. The "price" (rate/cost) for each part will be weighted and combined to form the overall commercial score.

#### Abnormally low tenders

Where the Buyer considers any of the prices the Bidders has submitted to have no correlation with the quality of the Bidder's offer or to be **abnormally low** the Buyer reserves the right to ask the Bidder to explain the prices the Bidder has submitted (as required in regulation 69 of the Regulations).

If the Bidder's explanation is not acceptable, the Buyer will reject your bid and exclude the Bidder from this competition, informing the Bidder if the bid has been excluded and why.

## **C1 – Call-Off Specific Rate Cards**

This covers ACR1 through ACR3 as described in the introduction. For the benefit of both parties the inputs required by each are detailed below:

### **Tab 1. Buyer Inputs**

**BUY1A** The Buyer is required to identify specific locations, other than Leeds or London, which may be required under the Call-Off Contract. For the purposes of illustration, Exeter, will be used to illustrate the logic. This is stated to allow the Bidder to declare which rate card "national" or "home" which applies.

**BUY2** For each identified location, the Buyer is required to identify the approximate proportion of time, over the lifetime of the call-off, the Buyer expects the Bidder to spend at each location (in minimum increments of 10%). For example, 20% (one day a week out of Exeter), one day a week in Leeds (20%) and the rest of the time virtually from "home" (60%). From an evaluation perspective, this split impacts the weighting of each location in calculating average rates for the Framework and Call-Off.

**BUY3A** The Bidder is required to give an indication of the proportion of roles it has specifically identified within the Call-Off specific rate card (4. Call-Off Specific Rate Card) versus those the Buyer may need in the future which it does not yet know about. From an evaluation perspective, this simply affects the weighting of the average rate calculated based on overall rate discount to the framework pricing (ACR1) versus that calculated on the specifically identified roles.

**BUY3B** The model provides for two simplistic phases of the Call-Off, the initial period and the remainder. The Buyer can enter different resource profiles for each phase. This mainly applies to the situation where the initial work under the call-off is very different to that required for the remaining period. An example would be where the initial work focusses in discovery / digital definition type activities (typically requiring one mix of skills), but where the rest is predominantly build type activity. The percentage under BUY3B provides the ability for the Buyer to identify the relative weighting of these two phases when it comes to calculating the average Call-Off Specific rate. Note that for a Call-Off focussed on DevOps, for example, it is not anticipated that there will be a significant difference in roles across the two phases.

**BUY3C** The final percentage in this table relates to the proportion of costs specifically identified within the initial SOWs compared with the overall Call-Off requirement. Because they are more detailed and specific, the SOWs are expected to be more accurate than the overall Call-Off profile provided by the Buyer as part of filling in 4. Call-Off Specific Rate Card. The percentage under BUY3C allows for the relative weighting of the rate card relatively to the SOW pricing to be stated. To use three examples:

- Initial SOW focussed on discovery, remainder of work yet to be defined in any detailed way. In this situation, the Call-Off specific rate card is likely to drive the majority of cost over the life-time of the Call-Off, compared with the initial SOW. Under this situation the initial SOW/s should probably account for, maybe, 20% of the total commercial price evaluation;
- Initial SOW is a fixed price SOW for the whole duration of the Call-Off (it is not intended for there to be any more SOWs). Under this circumstance, whilst the Call-Off Specific Rate card may still be required to cover variations, the SOW should probably account for approaching 100% of the total commercial evaluation;
- There is an initial SOW for a more or less fixed DevOps team. However, the buyer has built into the Call-Off flexibility to handle unforeseen moderate developmental increments which will require an additional SOW to execute. This might suggest a weighting on the initial SOW/s of 75% to cover the "known" plannable DevOps team, but with 25% held in reserve via the Call-Off Specific rate card for the purposes of covering the unforeseen development activity.

**BUY3D** The relative weighting of the cumulative sum of the Net SOW Prices, compared with the cumulative sum of the Net SOW caps can be adjusted in order to favour those Bidders with a narrow Cap (i.e., greater confidence in delivering the SOWs at Net cost, excluding Cap). The default figure of 50% treats both the same. A value of 100% would mean the evaluation is purely based on the Net Cost excluding cap.



**BUY4** Will be covered below when Buyer inputs to Tab 4. Call-Off Specific Rate Card will be described in more detail.

**BUY5** The Bidder can include details for up to 10 initial Statements of Work or Location Models as part of this model. BUY5 simply states the number of these.

**BUY6** The Buyer is able to customise the percentage split across different locations for the purposes of arriving at blended rates. By default, this is set to the same split as that provided under BUY2 for the Call-Off as a whole. The purpose of allowing for this is to, for example, each to have a different base location (e.g., one centred out of Exeter, one centred out of London and one out of Leeds). These percentages are used to calculate initial blended rates for each SOW.

**BUY7** The Buyer can also adjust the relative weighting of each SOW making up the total SOW value. This allows greater weighting to be placed on those SOWs which the Buyer has greater confidence in the definition.

**BUY8** The Buyer inputs to the SOWs (Tab 6. SOWS and beyond) will be covered in more detail when this tab is discussed.

**BUY9** In order to complete the scores for each supplier, the commercial model relies on scoring relative to the lowest and highest bids for both the rates and the SOWs. Although on the first tab in the worksheet, these inputs will be described under the summary tab at the end.

### ***Tab 2. High Level Bidder Inputs***

**ACQ5** The Bidder is required to identify which Rate Card will apply to those non-Leeds/London locations identified by the Buyer under Buyer1A (either the home rate – if the Buyer will service the requirement out of a local office, or the national rate if the Buyer will require to include travel and accommodation expenses to service the location). To continue the example, let's suppose Exeter attracts the Bidders national rate.

**ACQ6** If the Bidder is proposing to service some future requirement from one of more offshore locations, the Bidder should state the offshore Locations here. This is just for information. Offshore rates are an added benefit, once in Call-Off is in place. As was the case within the competition to join the Framework, will not be taken into consideration for commercial evaluation purposes.

**ACQ7** The table under ACQ7 is used to capture any general discounts the Bidder wishes to apply against rates held by CCS (initially from the competition to join the Framework). The updated percentage row on this table reflects the revised National versus Home split arising out of the input to ACQ5.

The Bidder can state different discounts for different location rate cards.

Should the Bidder wish to offer discounts against the Offshore locations they may be entered under OPT7A, OPT7B and OPT7C.

**ACQ7X** The table at the bottom of the tab contains the revised national / home splits because of applying the Rate Cards which the Bidder has identified as being associated with each location under ACQ5. This table summarises the pricing split based on the various Location Models and is used to calculate the blended rates for each SOW.

**ACQ8** Is provided for the Bidder to provide the Framework level rates held by CSS. Initially, this should be a simple copy and paste from the rates as bid under the Framework competition. Explained in more detail under Tab 3. Framework Pricing, the tab is used to:

- calculate the impact of applying discounts from ACQ7 to the original rates;
- calculate blended framework rates for the Call-Off as a whole as well as individual SOWs;
- calculate the average Framework rate to be used for evaluation purposes (see ACR1 above)

**ACQ9** Is used to produce the Call-Off Specific Rate card. Described in more detail under Tab 4. Call-Off Specific Rate Card, this tab is used to:

- provide the Buyer the ability to provide a best guess of the role profile which applies to the Call-Off, taking into account possible differences between the initial and remainder phases;
- allow the Bidder to manually overwrite discounted Framework rates calculated under ACQ8 above;
- calculate blended Call-Off Rates for the purposes of estimating the cost of any premiums (Tab 5. Specific Technology Uplifts);
- calculate blended individual SOW rates; and



- calculate blended framework rates for the Call-Off as a whole as well as individual SOWs;
- calculate the average Call-Off rate to be used for evaluation purposes (see ACR2 above)

**ACQ10** Described in more detail under Tab 5. Specific Technology Uplifts, the tab is used to:

- Provide the Bidder with the opportunity to highlight specific technologies which may command a premium;
- Link the technology to roles and state the amount of the premium as a percentage uplift to Call-Off rates;
- Estimate an approximate percentage uplift needed across the Call-Off as a whole (which affects commercial evaluation [see ACR3]).

Whilst it may be difficult to forecast with high accuracy, and such premiums should only apply with justification, Bidders are also encouraged to be realistic about where such premiums will apply, since any increase over the estimated percentage during the lifetime of the Call-Off will require formal Change Control (and therefore justification).

**ACQ11** Described in more detail under Tab. 6 SOWs onwards, each SOW tab provides the following:

- The mechanism by which the Buyer outlines its initial view of the individual resources estimated to be needed to deliver each SOW. This is used to provide an initial budget for each SOW;
- The Bidder to provide its own view of the nature of the roles and effort required to deliver each SOW, names of proposed individuals, whether technology premiums apply, and information linked to HMRC IR35 processing;
- The total "net" estimated cost of each SOW (see ACR4) which, when aggregated will be used for commercial evaluation purposes;
- The ability for the Bidder to include a list of reasonable outstanding assumptions applicable to the SOW. **This list should not be extensive. The Bidder is required to resolve material uncertainties as part of the bid clarification process.**

- A risk premium ("cap") to consider the fact that remaining assumptions may be incorrect. This will also be factored into evaluation (see ACR5).

### ***Tab 3. Framework Pricing***

#### **Bidder Inputs**

The Bidder is required to complete columns ACQ1, ACQ2, ACQ3 and ACQ4 from the day rates held by CSS (initially submitted as part of the Bidders Framework offer).

The Bidder should also include any optional offshore rates (OPT1, OPT2, OPT3) held by CCS.

#### **Calculations**

##### **Discounted Framework Rate**

The tab firstly calculates the discounted Framework rate by applying the discounts supplied under ACQ7 to the original rate card:

$$[\text{Discounted Location Rate}] = [\text{Original Location Rate}] * (1 - [\text{Location Discount}])$$

##### **Average Framework Day Rate (ACR1)**

The average rate is calculated in an identical way to how it was calculated in the original call for competition to join the Framework with the following two adjustments:

- The [Location Weighting] applied to the calculation has now been customised to reflect the Call-Off (reflecting the derivation under ACQ7). In the original framework competition, the location profile was evenly distributed; and
- The [Discounted Rate] s are used instead of the original rates.

The role profile is identical to that used for the Framework competition.

$$[\text{Evaluated Cost}] = [\text{Quantity}] *$$

$$\text{SUM} ([\text{Discounted Location Rate}] * [\text{Location Weighting}])$$

$$[\text{Average Framework Day Rate}] = \text{SUM} ([\text{Evaluated Cost}]) / \text{SUM} ([\text{Quantity}])$$

##### **Framework Blended Rates (now not used)**

Hidden within the tab are calculations for [Blended Framework Rates] for the call-off as a whole and for each Location Model based on the original framework pricing:

$$[\text{Blended Framework Rate}] = \text{SUM} ([\text{Original Location Rate}] * [\text{Location Weighting}])$$

**Tab 4. Call-Off Specific Rate Card****Buyer Inputs**

The Buyer is required to provide a best estimate of the roles which are forecast to be used across the Call-Off to focus on those which are important. The Buyer should complete BUY4A (Initial roles) and BUY4B for this purpose.

The relative weighting of the initial period relative to the remaining period is derived from BUY3B.

By default, the number of roles for the remaining period is automatically set to be the same as the initial period but the Buyer has the option to manually override this. If it is possible that some of the roles could be offshored in the future, the Buyer should highlight these under BUY4C.

This role profile affects the average price used (ACR2) for the purposes of evaluation.

**Bidder Inputs**

The Bidder can manually overwrite day rates for any role listed (ACQ9A, ACQ9B, ACQ9C and ACQ9D).

By default, the discounted framework rate is carried forward from Tab 3. Framework Pricing.

The maximum the day rate can be set to is the submitted Framework day rate (from 3. Framework Pricing).

For ease of focussing on those roles which will contribute to evaluation, the roles which the Buyer has identified as being required are highlighted.

Even if set to the same value, if a Bidder overwrites the default, the rate will also be highlighted. The Bidder is not permitted to set the Call-Off Specific rate to a rate higher than that provided for the Framework for the same role (the latter is the non-discounted, not the discounted rate).

Since this tab will ultimately form the agreed Call-Off Specific Rate Card any rate may be overwritten – not just those which have been highlighted.

The Bidder may also overwrite the default discounted offshore day rates in columns OPT9A, OPT9B and OPT9C. However, note that these rates will not be used for evaluation purposes.

CalculationsTotal Roles (hidden)

The total roles take into account the proportion of initial roles compared with remaining roles (this is rounded to the nearest whole number):

$$[\text{Total Roles}] = [\text{Initial Period Qty}] * [\text{Initial Period Proportion}] \\ + [\text{Remaining Period Qty}] * [\text{Remaining Period Proportion}]$$

Average Blended Rate

The average blended rate considers the Call-Off specific split across locations originating from Tab 2. High Level Bidder Inputs (ACQ7).

$$[\text{Average Blended Rate}] = \text{SUM} ([\text{Call-Off Rate}] * [\text{Location Weighting}])$$

Calculated Evaluated Cost

For those roles which the Buyer has identified as being required (BUY4A or BUY4B) the following calculation is performed:

$$[\text{Calculated Evaluated Cost}] = [\text{Total Roles}] * [\text{Average Blended Rate}]$$

Total Combined Score (ACR2)

The average Call-Off Specific Rate is calculated as follows:

$$[\text{Total Combined Score}] = \text{SUM} ([\text{Calculated Evaluated Cost}]) / \text{SUM}([\text{Total Roles}])$$

Thus, the average Call-Off Specific Rate differs from the Average Framework Rate in the following ways:

- It takes into account the Call-Off Specific rates as supplied within this tab (whether manually overridden or not);
- The evaluation only considers the roles identified by the Buyer (and this, in turn, is based on the split between initial and remaining roles).
- As was the case in the Framework average rate calculation, it reflects the location weightings specified at the Call-Off level by the Buyer.

In so doing, the focus of the evaluation is on those roles and locations which the Buyer deems to be important for the Call-Off.

Blended Call Off and Location Model Rates (hidden)

Blended rates, calculated as described above for the Average Blended Rate, are calculated for each Location Model taking into consideration each Location Model specific location split.

### ***Tab 5. Specific Technology Updates***

#### **Bidder Inputs**

##### **Premium Technologies List (ACQ10A)**

The Bidder is firstly required to identify any Premium Technologies that it can justify as requiring a percentage uplift over and above the normal rate card.

This table is used to populate list boxes elsewhere in the model

The Bidder's attention is drawn to C3.1 Specific Technology Uplifts which the Bidder should complete to provide the evidence justifying a premium. This number is also

##### **Premium Rate Table**

For each premium technology, the Bidder is required to:

- identify the role (ACQ10B);
- link the premium technology to the role (ACQ10C);
- identify approximately how many of the call-off roles may be affected (ACQ10D); and
- state the percentage uplift to apply (ACQ10E)

To help the Bidder, the full quantity of roles identified by the Buyer within the Call-Off Specific Rate card (BUY4A and BUY4B), is available within the table (along with the Blended Call-Off Rate).

#### **Calculations**

For each role/technology combination the Gross Uplift is calculated:

$$[\text{Gross Uplift}] = [\text{Blended Call-Off Rate}] * [\text{Approx Roles Affected}] * [\text{Percent Uplift}]$$

The estimated uplift across all roles (ACR3) is calculated as:

$$[\text{Estimated Uplift}] = \text{SUM} ([\text{Gross Uplifts}]) / [\text{Call-Off Total Evaluated Cost}]$$

With the latter taken from Tab 4. Call-Off Specific Rate Card:

$$[\text{Call-Off Total Evaluated Cost}] = \text{SUM} ([\text{Calculated Evaluated Cost}])$$

The percentage uplift (ACR3) will be used as part of the Commercial evaluation.



## C2 – Initial Statement/s of Work

The model allows for up to 10 initial SOWs (although normally between one and two is anticipated).

### **Tab SOWxx**

The Buyer should copy the SOW Template as a new sheet and rename it to SOWxx. The Buyer can add as many SOWs as you like (although the number of distinct Location Models is limited to 10). Multiple SOWs can link to the same Location Model.

### **Buyer Inputs**

There are a couple of Buyer inputs needed at the top of the SOW worksheet.

**BUY8A** Enter the number of the SOW (useful if the worksheet is printed off)

**BUY8B** The Location Profile provides the mechanism to link the SOW to a specific Location Model. Make sure a Location Model is populated on the tab for High Level Buyer Inputs. Blended rates will be based on the model selected.

**BUY8C** Used mainly for estimating the split of costs across different financial years, the Buyer should enter the target SOW start date. Some hidden calculations work out approximately the split between financial years for each role.

For each role, the Buyer anticipates as requiring for the SOW, the Buyer provides:

**BUY8D** The DDaT role (from the available pick list)

**BUY8E** An indicative proposed start week relative to the agreed SOW start date

**BUY8F** The Buyers estimate of the number of man days. Note that the maximum duration of SOW is set to one year (220 working days). It is expected that SOWs be renewed on an annual basis as a maximum (typically aligning with financial year boundaries).

**BUY8G** The Buyer may add specific skills in this column. This is used to highlight where the desired role may not fit cleanly with the default DDaT roles or to highlight to the Bidder if specific skills are needed.

The model will automatically bring in the original Blended Framework Rate for the role and provide the Estimate based on this rate. This is for initial estimating purposes for the Buyer.

Note that, since the SOW template is ultimately used to identify individuals and provide information pertinent to handling of HMRC IR35 tax matters, **it is strictly one role per row**. i.e., if the Buyer estimates a need for two Senior Data Engineer 4s, for example, two rows should be created.

At the bottom of the list of roles there are a couple of other Buyer Inputs. These are primarily used for Buyer estimating purposes.

**BUY8H** This is used to add a contingency on the calculated estimated for feeding into the value of the SOW for governance purposes.

**BUY8I** The worksheet makes an attempt to calculate spend by financial year. By entering a percentage in the Revenue box, the worksheet will calculate the split of Revenue and Capital across financial years (as an estimate).

### Bidder Inputs

The Buyer's view is provided as a means of being transparent about how the Buyer has initially estimated for the SOW. **This input is purely indicative**, based on the Buyer's history / understanding at the time.

**The Bidder has total freedom to adjust roles and Man-days to reflect, for example, a different mix of seniority, capabilities and or productivity. Equally, availability of the relevant capability at the planned time of commencement may affect roles the Bidder provides.**

To this end, the Bidder is required to provide:

**ACQ11A** The Bidders proposed DDaT role (from the available pick list)

**ACQ11B** The mandays the Bidder is proposing

**ACQ11C** The name of the proposed individual. The Bidder is encouraged to provide names wherever possible since this provides confidence to the Buyer that the Bidder can mobilise a team. Key roles should be named.

**ACQ11D** The Bidders day rate for the role. By default, this will be set to the Blended Call-Off Rate (considering the location split across the SOW0. However, provided not above the Call-Off Specific Rate Card, the Bidder may manually adjust this up or down.

**ACQ11E** Any Technology Premium which may be applicable. Technologies which attract a premium must be listed within tab 5. Specific Technology Uplifts and

be allocated to the Role being proposed by the Bidder. (The Premium will automatically be brought forward from the Premium table. If #N/A is shown it means that the mapping has not been completed and the premium will be assumed to be zero)

**ACQ11F** The Employment Status. This data is required for HMRC IR35 determination purposes.

**ACQ11G** At the bottom of the worksheet, a table to list assumptions. The Bidder should reduce the number of assumptions to the absolute minimum via the bid clarification process. As noted under C3.2 Bidder Assumptions, the cumulative view of these assumptions requires to be summarised and the Bidder may "normalise" bids or, potential reject, bids if the assumptions provide low confidence in the Bidder.

**ACQ11H** The Bidder is required to convert any outstanding assumptions into a Risk Premium (Cap) applicable to the SOW. The Net Cost plus Cap provides the Fixed Price (if this is the pricing model chosen for the SOW) or the Capped Time and Materials Cost if applicable. Note that the Buyer may request Fixed Prices and/or estimates for any identified Milestones, however, such fixed milestones are still to be underpinned by an estimate of the roles required to deliver them.

### Calculations

#### Blended Location Rate

The Blended Location rate is look-up from 4. Call-Off Specific Rate Card for the identified roles utilising the mix of locations specified for the SOW. This is primarily used by the Buyer for estimating the cost of the SOW prior to knowing the successful Bidder.

#### Estimate

The Estimate is simply:  $[\text{Man-Days}] * [\text{Blended Location Rate}]$

#### Location Blended SOW Rate

This is the calculated blended rate for the locations specified against the SOW based on the agreed Call-Off Specific Rate (from 4. Call-Off Specific Rate Card) for the role identified by the Bidder (as opposed to what the Buyer suggests). It is there to inform the Bidder what the calculated cost would be

**ACQ11D Day Rate (by Supplier)**

Initially set to the [Location Blended SOW Rate] above, this may be overwritten by the Bidder, specifically for the Statement of Work. This rate becomes the agreed rate for the SOW (but it must be below the Call-Off Specific Rate for London, if London is one of the locations, otherwise below the National / Leeds rates if London not specified).

**Premium**

The Premium is looked up from 5. Specific Technology Uplifts based on a combination of the Bidder provided role and identified Technology. If #N/A it means the role/technology combination has not been listed in the Specific Technology Uplifts table.

**Gross Rate**

The Gross Rate = [ACQ11D Day Rate (by Supplier)] \* (1 + [Premium])

**Cost (Days \* Rate)**

The Cost is simply [ACQ11B Man-Days] \* [Gross Rate]  
i.e., The cost of the role as specified by the Bidder.

**[ACR4 Net Cost]**

This is simply the SUM ([Cost (Days \* Rate)]) for the SOW

**[ACR5 Total SOW Cost]**

The Total SOW Cost is simply [ACR4 Net Cost] \* (1 + [ACQ11H Risk Premium (Cap)])

**Summary Tab**

In general, the Summary Tab should be fairly self-explanatory.

Most of the calculations are relatively simple and are described on the tab itself.



However, in order to complete the scoring for both the rates and the SOWs, scores from other bidders (the lowest and highest for both C1 and C2) need to be brought into the model.

The relevant data to provide (if the lowest or the highest) is highlighted in light red with a comment "Use for Min/Max".

#### Buyer Inputs

The Buyer inputs the minimum and maximum from the other bidders as follows. (By default the worksheet assumes that the current Bidder is both the lowest and the highest but these cells can be manually overwritten).

**BUY9A** Enter the Combined Rate Card Score (C1) from the Bidder who scored the lowest.

**BUY9B** Enter the Combined Rate Card Score (C1) from the Bidder who scored the highest.

The model will then convert the actual Combined Rate Card Score for the specific Bidder to a figure out of 100 with the lowest Bidder scoring 100 and the highest scoring 0.

**BUY9C** Enter the Weighted Price (C2) from the Bidder who bid the lowest for all SOWs.

**BUY9D** Enter the Weighted Price (C2) from the Bidder who bid the highest for all SOWs.

The model will then convert the actual Weighted Price for all SOWs for the specific Bidder to a figure out of 100 with the lowest Bidder scoring 100 and the highest scoring 0.

The final calculation, at the bottom of the tab, then combines these two to arrive at a combined commercial score, taking into account the relative weighting of the score for rates compared with that attributed to the SOWs.

This is fairly clearly explained on the tab itself.

- 7.3.2. Commercial scores shall be calculated using pricing submitted as part of a compliant bid only and using the following process:
- 7.3.3. We will check you have completed the Attachment 3 – Price Schedule as instructed.
- 7.3.4. Failure to complete the Attachment 3 - Price Schedule as instructed may result in your bid being deemed non-compliant and it may be rejected from this competition.
- 7.3.5. The commercial evaluation will be undertaken separately to the technical evaluation process.
- 7.3.6. The commercial evaluation will be undertaken against each pricing tab/question detailed within Attachment 3 – Price Schedule.
- 7.3.7. The Bidder with the lowest price for each question will be awarded the maximum score available for that question.
- 7.3.8. All other Bidders will get a score relative to the lowest total price for that question, calculated using the formula below
- 7.3.9. Price evaluation process

As noted above there are various inputs to the price evaluation, but ultimately they result in two separately evaluated components:

C1 – Call-Off Specific Rate Cards (and contributors to this) – Rate based; and

C2 – Initial Statement/s of Work – Cost based

Since the first is rate based and the second is cost based each of these will be scored separately within the commercial model from 1 to 100 and the scores combined, using the relative weighting of rates to costs to arrive at a cumulative score.

This allows for Bidders to potentially have higher rates but be able to deliver SOWs at potentially lower costs as a result of higher quality / greater productivity within the submitted teams.

The calculation of each of these components will be based on the same underlying model.

- 7.3.10. 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.
- 7.3.11. 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				Bidder C			
				Bid Submitted	Lowest Bid Submitted	Score	Weighted Question Score	Bid Submitted	Lowest Bid Submitted	Score	Weighted Question Score	Bid Submitted	Lowest Bid Submitted	Score	Weighted Question Score
7.1 Case	100%	7.1	100%	£217,000.00	£217,000.00	100.00	100.00	£132,000.00	£211,000.00	50.00	50.00	£242,000.00	£217,000.00	40.00	40.00
Commercial Envelope Total							100.00				50.00				40.00
Commercial Envelope Weighted Total @ 40%							40.00				20.00				16.00

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

## 8. Final Decision to Award

- 8.1. We will add your technical score to your commercial score to calculate your final score.
- 8.2. 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 highest score for the question 8.2, followed by question 7.1, followed by question 8.1, followed by question 9.1 (listed in order of importance), will be deemed the winner and awarded the Contract.
- 8.3. 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. 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 C – EXAMPLE ONLY:**

Envelope	Envelope Weighting	Bidder A	Bidder B	Bidder C
		Total Weighted Score	Total Weighted Score	Total Weighted Score
Technical	60%	48.78	33.41	52.25
Commercial	40%	40.00	20.09	16.01
<b>Total Bid Score</b>	<b>100%</b>	<b>88.78</b>	<b>53.50</b>	<b>68.26</b>
<b>Rank</b>		<b>1</b>	<b>3</b>	<b>2</b>

- 8.4. The bidder with the highest final score, where the bid is deemed compliant, will be awarded the contract, where approved by the Contracting Authority. However, if this is a 2 Stage Evaluation the final scores up to this point will act as a gateway to Stage 2 as outlined in "What we will do".

## 9. Further Information

- 9.1. All communications will be conducted via the e-sourcing suite, including notification of outcome.
- 9.2. We will send Intention to Award letters to all Potential Bidders. At this stage, a Standstill Period of ten (10) calendar days will start, the term Standstill Period is set out in Regulation 87(2) of the Regulations. During this time, you can ask questions that relate to our decision to award.
- 9.3. If during standstill we do receive a substantive challenge to our decision to award and the challenge is for a certain Lot, we reserve the right, to conclude a contract with the successful bidder for the Lot(s) that have not been challenged.
- 9.4. Following the standstill period, and if there are no challenges to our decision, successful bidders will be formally awarded a contract.



- 9.5. The conclusion of a contract is subject to the provision of due 'certificates, statements and other means of proof' where Potential Bidders have, to this point, relied on self-certification.

FINAL

























