

Invitation to Tender

Attachment 2 – How to Bid

RM6309 Management Consultancy Framework Four (MCF4)

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# **How to Make your Bid**

* 1. Your bid must be made by the organisation that will be responsible for providing the goods and/or services if your bid is successful.
  2. You may bid for one or more of the Lots, ensure you read section 3.3 of Attachment 1 - About the Framework.
  3. Your bid must be entered into the eSourcing tool. We can only accept bids that we receive through the eSourcing tool.
  4. If you are bidding as a consortium, please submit your bid in the name of the lead member and follow the instructions when completing the Qualification Envelope, including providing the name of the consortium in Section 1.12.2.
  5. If you are bidding as a single entity on a Lot and as a consortium on another Lot, you will need to set up an additional account in the eSourcing tool. Please submit your bids as follows:
* for your bid as a single entity, please submit your bid in the eSourcing tool in the name of your organisation;
* for your bid as a consortium, please create an additional account in the eSourcing tool in the name of your consortium.

In both cases, when submitting your bid(s) please continue to follow the instructions when completing the Qualification Envelope section 1.8 Group or Consortium Details.

* 1. If you are bidding as a consortium, each consortium member (other than the consortium member responding to the electronic Selection Questionnaire within the eSourcing tool) will be required to complete an Attachment 4a – Information & Declarations\_Consortium. In this attachment, consortium members will respond to part 1 and 2 Selection Questionnaire declarations and some part 3 selection questions in their own right. It is clearly indicated within the electronic Selection Questionnaire (a copy of which can be found at Attachment 2a Selection Questionnaire) when the consortium member completing the electronic Selection Questionnaire should respond on behalf of ALL consortium members for part 3 selection questions.
  2. Upload ONLY those attachments we have asked for. Do not upload any attachments we haven’t asked for.
  3. Make sure you answer every question for the Lot(s) you are bidding for.
  4. You must submit your bid before the bid submission deadline, in section 5 “Timelines for the competition” in Attachment 1 - About the Framework.
  5. You must regularly check for messages in the eSourcing tool throughout the competition. You must log on to the eSourcing tool and access your message inbox for this competition to check for messages.
  6. If anything is unclear, or you are unsure how to complete your bid submission, you can raise a question before the clarification question deadline, via the eSourcing tool. Read section 6 “When and how to ask questions” in Attachment 1 - About the Framework.
  7. We may require you to clarify aspects of your bid in writing and/or provide additional information. Failure to respond within the time required, or to provide an adequate response may result in the rejection of your bid and your exclusion from this competition.

# **Selection Stage**

* 1. At the selection stage, we evaluate Bidders’ technical, professional and financial capabilities. We will ask a range of questions appropriate to the procurement. It is important that you answer these questions accurately.
  2. When responding to part 1 and part 2 Selection Questionnaire declarations, you must respond on behalf of all relevant persons in your organisation as per PCR 2015, regulation 57(2), i.e., members of the administrative, management or supervisory body of your organisation including those with powers of representation, decision or control.
  3. You are required to submit valid COTPA for each of the Service Lines for which you are bidding in response to the Selection Questionnaire Questions 1.26 - Part 3 - Certificate of Technical and Professional Ability. COTPAs will be required for all lots; a minimum and maximum of COTPAs will be required depending on the Lot in which you are bidding for. This is detailed in table A and table B within section 1 of the Attachment 2c - Certificate of Technical and Professional Ability (COTPA) Guidance.
  4. If you are relying on any Key Subcontractors to meet the selection criteria within Part 3 of the Selection Questionnaire, you must tell us. If a Key Subcontractor is being relied on to meet Part 3 selection criteria, you must clearly tell us within Attachment 7 – Key Subcontractor Details which criteria you are relying on them for and you must ensure that each of these applicable Key Subcontractors completes Attachment 4b – Information and Declarations\_Key Subcontractor\_Guarantor and this is submitted via the applicable question within the electronic Selection Questionnaire.
  5. IIf, following financial assessment, we require you to nominate a guarantor, we will contact you and tell you. You are not permitted to nominate a guarantor for Part 3 – Financial Risk Viability Assessment (FVRA) at the point of tender submission. You must undergo the financial assessment within your own right initially. Should we deem it appropriate to offer you the opportunity to nominate a guarantor post-tender submission, we will also require the nominated guarantor to complete Attachment 4b – Information and Declarations\_Key Subcontractor\_Guarantor.

|  |
| --- |

# **Selection Process**

* 1. After the bid submission deadline, we will check all bids to make sure we have received everything we have asked for.
  2. We may ask you to clarify information you provide, if that is necessary. Don’t forget to check for messages in the eSourcing tool throughout the competition on a daily basis. You must log on to the eSourcing tool and access your message inbox for this competition to check for messages.
  3. If your bid is not compliant we will reject your bid and you will be excluded from the competition. We will tell you why your bid is not compliant. However, please note that your bid may be deemed not compliant for specific Lots, but this would not affect other Lots that you are bidding for.
  4. Not all selection questions need guidance as the questions are self-evident. However other questions such as the financial question, require a process to be undertaken before we can assess your response. In those instances, we have told you what we will do in theevaluation guidance.

# **Selection Criteria**

* 1. We may exclude you from the competition (or for specific Lots) at the selection stage if:
* you, or a member of your consortium, receive a ‘fail’ for any of the selection questions;
* you, or a member of your consortium, do not pass the economic and financial standing assessment to the satisfaction of CCS;
* your bid is deemed non-compliant (or for specific Lots);
* any of the information you have provided proves to be false or misleading;
* you have broken any of the competition rules in Attachment 1 About the Framework, or not followed the instructions given in this ITT pack.
  1. If we exclude you from the competition (or for specific Lots) we will tell you and explain why.

# **Selection Questionnaire**

* 1. Please refer to Attachment 2a Selection Questionnaire for reference purposes only. Remember you must complete the questionnaire online in the eSourcing tool (Qualification Envelope).

# **Award Stage**

* 1. If you have successfully passed the selection stage, you will proceed to the award stage.
  2. We have tried to make our award stage as simple as possible, whilst achieving the best possible commercial outcomes.
  3. Your bid must deliver what our Buyers need, at the best possible price you can give.
  4. When completing your bid you must:
* read through the entire ITT pack, including Attachment 9 - Framework Schedule 1 (Specification)carefully, and read more than once;
* read each question, the response guidance, marking scheme, evaluation criteria, and the instructions on response parameters and required format;
* read the contract terms set out at Attachment 9 - Framework Contract Documents;
* if you are unsure, ask questions before the clarification questions deadline See section 5 ‘Timelines for the competition’ and section 6 ‘When and how to ask questions’ in Attachment 1 - About the Framework document;
* allow plenty of time to complete your responses; it always takes longer than you think to submit your bid via the eSourcing tool and to ensure any completion errors are rectified before the bid submission deadline;
* your prices should be in line with the service level you offer in response to the award quality questions.

# **Award Criteria**

* 1. The Award Stage consists of a quality evaluation (see section 9 of this document) and a price evaluation (see section 11 of this document).
  2. The award of this framework will be on the basis of the ‘Most Economically Advantageous Tender’ (MEAT).
  3. In this competition, the weighting for evaluation for each lot is:

| **Lot** | **Quality** | **Social Value** | **Price** |
| --- | --- | --- | --- |
| 1 | 10% | 10% | 80% |
| 2 | 80% | 10% | 10% |
| 3 | 80% | 10% | 10% |
| 4 | 80% | 10% | 10% |
| 5 | 65% | 10% | 25% |
| 6 | 65% | 10% | 25% |
| 7 | 65% | 10% | 25% |
| 8 | 65% | 10% | 25% |
| 9 | 65% | 10% | 25% |
| 10 | 60% | 10% | 30% |

# **Award Process**

* 1. What YOU need to do:
* answer the quality questions 2.1.1 to 2.11.9 of the quality questionnaire in the eSourcing tool in the Technical Envelope, relevant to the Lots for which you are bidding;
* complete the Attachment 3 - Price Matrix for the Lot(s) for which you are bidding;
* upload your completed Attachment 3 - Price Matrix into the eSourcing tool in the Commercial Envelope to question 3.1.2.
  1. What **WE** will do at the award stage:

| 1. | **Compliance Check**  First, we will do a check to make sure that you completed the quality questions and Attachment 3 - Price Matrix in line with our instructions. |
| --- | --- |
| 2. | **Quality Evaluation**  We will give your responses to our evaluation panel. Each evaluator will independently assess your responses to the quality questions using the response guidance and the evaluation criteria. Each evaluator will give a mark and a reason for their mark for each question they are assessing. Each evaluator will enter their marks and reasons into the eSourcing tool. |
| 3. | **Consensus**  Once the evaluators have independently assessed your answers to the questions we will arrange for the evaluators to meet and we will facilitate the discussion. At this consensus meeting, the evaluators will discuss the quality of your answers and discuss their marks and reasons for that mark. The discussion will continue until they reach a consensus regarding the mark, and a reason for that mark, for each question. These final marks will be used to calculate your Quality Score for each Lot you have bid for. |
| 4. | **Moderation**  ​Once the consensus meetings have taken place, the consensus manager(s) will review the consensus marks and reasons for the marks agreed with evaluators for any errors or discrepancies. If any errors or discrepancies are identified, marks may be changed as a result of this moderation exercise. The reasons for revisiting the marks and the outcome of revisiting the marks will be fully recorded. |
| 5. | **Quality Threshold**  **Lot 1: Quality Threshold is not applicable.**  **Lots 2, 3 and 4:**  In Lots 2, 3 and 4, if you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25 (twenty five)) for a quality question within a Lot, your bid will fail and will be excluded from the competition for the applicable Lot(s).  We will tell you that your bid has been excluded from the competition (or Lot) and why.  **Lots 5, 6, 7, 8, 9 and 10 (inclusive):**  If you receive a mark of 0 (zero) for a quality question in Lots 5, 6, 7, 8, 9 and 10 your bid for the applicable Lot(s) will fail and will be excluded from the competition for the applicable Lot(s).  We will tell you that your bid has been excluded from the competition and why. |
| 6. | **Evaluate Pricing**  We will give your pricing to the price evaluation panel, who are different evaluators from those who assess your quality responses.  They will calculate your Price Score using the evaluation criteria in Part D – Price Evaluation. |
| 7. | **Final Score**  Your Quality Score will be added to your Price Score, to create your Final Score as illustrated in Part E Final decision to award. |
| 8. | **Award**  Awards will be made to the successful Bidders following the standstill period, subject to contract. |

# **Quality Evaluation**

* 1. Questions 2.1.1 - 2.1.4 are mandatory questions and will be evaluated PASS / FAIL. If you answer ‘No’ to one or more of these question(s), we will reject your bid and you will be excluded from the competition. We will tell you that your bid has been excluded and why.
  2. Question 2.1.4 is a Social Value question and must be answered if you are bidding on any Lot. If you score a ‘Fail’ for question 2.1.4 we will reject your bid for all of the Lots you have bid for and you will be excluded from the competition for all of the Lots you have bid for. We will tell you that your bid has failed and why.
  3. Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials for example reports or information located on your website.
  4. Each of the quality questions is listed below in the tables included under point 10.2. The questions in sections B to K of the quality questionnaire will be independently assessed by our evaluation panel (where they are not Pass/Fail questions).
  5. When the consensus meeting for each quality question has taken place and the final mark for each question has been agreed by the evaluators, your final mark for each question will be multiplied by that question's weighting to calculate your weighted quality mark for that question.
  6. Each weighted mark for each question for each Lot you have submitted a bid for will then be added together to calculate your Quality Score for the applicable Lot.

# **Award Quality Questionnaire**

* 1. The quality questionnaire is split into 3 sections:
* Section A – Generic Mandatory Questions. These must be answered regardless of which or how many lot(s) you are bidding for.
* Sections B to K – Lot Specific Questions
  1. A summary of all the questions in the quality questionnaire, along with the marking scheme, and weightings for each question is set out below:

|  | | **Marking Scheme** |
| --- | --- | --- |
| **Section A – Generic Mandatory Questions** | | |
| 2.1.1 | Accept Competition Rules | Pass / Fail |
| 2.1.2 | Accept Contract Terms | Pass / Fail |
| 2.1.3 | Compliance with Mandatory Service Requirements Framework Schedule 1: Specification. | Pass / Fail |
| 2.1.4 | Social Value | Pass / Fail  If you Pass, you will score 10% |

|  | | **Marking Scheme** | **MaximumWeighted Score (%)** | **Maximum mark for Lot Specific questions** |
| --- | --- | --- | --- | --- |
| **Section B – Lot 1 Specific Questions** | | | |  |
| 2.2.1 | Specification compliance (Lot 1 Only) | Pass / Fail | **10%** | **Pass** |
| 2.2.2 | Service Lines (Lot 1 Only) | Pass / Fail | **N/A** | **Pass** |
| **Section C – Lot 2 Specific Questions** | | | |  |
| 2.3.1 | Specification compliance (Lot 2 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.3.2 | Service Lines (Lot 2 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.3.3 | Assignment 1 (Lot 2 Only) | 100/75/50/25/0 | **40%** | **100** |
| 2.3.7 | Assignment 2 (Lot 2 Only) | 100/75/50/25/0 | **40%** | **100** |
| **Section D – Lot 3 Specific Questions** | | | |  |
| 2.4.1 | Specification compliance (Lot 3 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.4.2 | Service Lines (Lot 3 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.4.3 | Assignment 1 (Lot 3 Only) | 100/75/50/25/0 | **40%** | **100** |
| 2.4.7 | Assignment 2 (Lot 3 only) | 100/75/50/25/0 | **40%** | **100** |
| **Section E – Lot 4 Specific Questions** | | | |  |
| 2.5.1 | Specification compliance (Lot 4 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.5.2 | Service Lines (Lot 4 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.5.3 | Assignment 1 (Lot 4 Only) | 100/75/50/25/0 | **40%** | **100** |
| 2.5.7 | Assignment 2 (Lot 4 Only) | 100/75/50/25/0 | **40%** | **100** |
| **Section F – Lot 5 Specific Questions** | | | |  |
| 2.6.1 | Specification compliance (Lot 5 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.6.2 | Service Lines (Lot 5 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.6.3 | Component 1 (Lot 5 Only) | 100/66/33/0 | **32.5%** | **100** |
| 2.6.6 | Component 2 (Lot 5 Only) | 100/66/33/0 | **32.5%** | **100** |
| **Section G – Lot 6 Specific Questions** | | | |  |
| 2.7.1 | Specification compliance (Lot 6 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.7.2 | Service Lines (Lot 6 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.7.3 | Component 1 (Lot 6 Only) | 100/66/33/0 | **32.5%** | **100** |
| 2.7.6 | Component 2 (Lot 6 Only) | 100/66/33/0 | **32.5%** | **100** |
| **Section H – Lot 7 Specific Questions** | | | |  |
| 2.8.1 | Specification compliance (Lot 7 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.8.2 | Service Lines (Lot 7 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.8.3 | Component 1 (Lot 7 Only) | 100/66/33/0 | **32.5%** | **100** |
| 2.8.6 | Component 2 (Lot 7 Only) | 100/66/33/0 | **32.5%** | **100** |
| **Section I – Lot 8 Specific Questions** | | | |  |
| 2.9.1 | Specification compliance (Lot 8 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.9.2 | Service Lines (Lot 8 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.9.3 | Component 1 (Lot 8 Only) | 100/66/33/0 | **32.5%** | **100** |
| 2.9.6 | Component 2 (Lot 8 Only) | 100/66/33/0 | **32.5%** | **100** |
| **Section J – Lot 9 Specific Questions** | | | |  |
| 2.10.1 | Specification compliance (Lot 9 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.10.2 | Service Lines (Lot 9 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.10.3 | Component 1 (Lot 9 Only) | 100/66/33/0 | **32.5%** | **100** |
| 2.10.6 | Component 2 (Lot 9 Only) | 100/66/33/0 | **32.5%** | **100** |
| **Section K – Lot 10 Specific Questions** | | | |  |
| 2.11.1 | Primary Capabilities (Lot 10 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.11.2 | Primary Capabilities (Lot 10 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.11.3 | Additional Capabilities (Lot 10 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.11.4 | Sector Specialisms (Lot 10 Only) | Pass / Fail | **N/A** | **Pass** |
| 2.11.5 | Assignment 1 (Lot 10 Only) | 100/66/33/0 | **30%** | **100** |
| 2.11.9 | Assignment 2 (Lot 10 Only) | 100/66/33/0 | **30%** | **100** |

| **Section A – Generic Mandatory Questions** | |
| --- | --- |
| **2.1.1 Accept Competition Rules** | |
| Do you accept the competition rules, as described in the ITT pack Attachment 1 - About the framework, paragraph 9 Competition rules?  Please answer ‘Yes’ or ‘No’  **Yes -** You accept the competition rules, as described in the ITT pack Attachment 1 - About the framework, paragraph 9 Competition rules.  **No** **-** You do not accept the competition rules, as described in the ITT pack Attachment 1 - About the framework, paragraph 9 Competition rules. | |
| **2.1.1 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select either option ‘Yes’ or ‘No’ from the drop down list.  Providing a ‘Yes’ response means you accept the competition rules, as described in the ITT pack Attachment 1 - About the framework, paragraph 9 Competition rules.    If you select ‘No’ to indicate that you do not accept the competition rules (or do not answer the question), as described in the ITT pack Attachment 1 - About the framework, paragraph 9 Competition rules, you will be excluded from further participation in this competition. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have selected option ‘Yes’ confirming that you accept the competition rules, as described in the ITT pack Attachment 1 - About the framework, paragraph 9 Competition rules. |
| Fail | You have selected ‘No’ confirming that you do not accept the competition rules, as described in the ITT pack Attachment 1 - About the framework, paragraph 9 Competition rules. |

| **Section A - Generic Mandatory Questions** | |
| --- | --- |
| **2.1.2 Accept Contract Terms** | |
| Do you accept the contract terms as incorporated in the Framework Award Form?  Please answer ‘Yes’ or ‘No’  **Yes -** You accept the contract terms as incorporated in the Framework Award Form.  **No** **-** You do not accept the contract terms as incorporated in the Framework Award Form. | |
| **2.1.2 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select either option ‘Yes’ or ‘No’ from the drop down list.  Providing a ‘Yes’ response means you accept the contract terms as incorporated in the Framework Award Form.    If you select ‘No’ to indicate that you do not accept the contract terms as incorporated in the Framework Award Form, you will be excluded from further participation in this competition. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have selected option ‘Yes’ confirming that you accept the contract terms as incorporated in the Framework Award Form. |
| Fail | You have selected ‘No’ confirming that you do not accept the contract terms as incorporated in the Framework Award Form. |

| **Section A - Generic Mandatory Questions** | |
| --- | --- |
| **2.1.3 Compliance with Framework Schedule 1 (Specification) All Lots** | |
| For the Lots that you are bidding for you agree that you will unreservedly deliver in full, all of the mandatory service requirements as set out in Framework Schedule 1 (Specification).  Please answer ‘Yes’ or ‘No’.  **YES -** You will unreservedly deliver in full all of the mandatory service requirements, for the Lot(s) for which you are bidding, as set out in Framework Schedule 1 (Specification).  **NO -** You will not, or cannot, deliver in full all of the mandatory service requirements, for the Lot(s) for which you are bidding, as set out in Framework Schedule 1 (Specification). | |
| **2.1.3 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select either option ‘Yes’ or ‘No’ from the drop down list.  Providing a ‘Yes’ response means you will unreservedly deliver in full all of the mandatory service requirements for the Lot(s) for which you are bidding as set out in Framework Schedule 1 (Specification).  If you select ‘No’ to indicate that you will not, or cannot, deliver in full all of the mandatory service requirements for the Lot(s) for which you are bidding as set out in Framework Schedule 1 (Specification) you will be excluded from further participation in this competition. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full all of the mandatory service requirements for the Lot(s) for which you are bidding as set out in Framework Schedule 1 (Specification). |
| Fail | You have selected ‘No’ confirming that you will not, or cannot, deliver in full all of the mandatory service requirements for the Lot(s) for which you are bidding as set out in Framework Schedule 1 (Specification). |

| **Section A – Generic Mandatory Questions** | |
| --- | --- |
| **Social Value - All Lots** | |
| **2.1.4 Requirement:**  If you are awarded a Framework Contract, do you unreservedly agree to the social value obligations at paragraph 3.27 - 3.34 of Framework Schedule 1 (Specification).  **Procurement Policy Note (PPN) 6/20 –** Taking Account of Social Value in the Award of Central Government Contracts. ‘Social Value 'should be explicitly evaluated in all central government procurement, where the requirements are related and proportionate to the subject-matter of the contract, rather than just ‘considered’.  **PPN 06/20 guidance documents can be found at:** [https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts](https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contract)  Please answer ‘Yes’ or ‘No’. | |
| **2.1.4 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select option ‘Yes’ or ‘No’ from the drop down list. Providing a ‘Yes’ response means you unreservedly agree to the social value obligations, as set out in Framework Schedule 1 (Specification).  If you select ‘No’ to indicate that you will not, or cannot, agree to the social value obligations as set out in Framework Schedule 1 (Specification), you will be excluded from further participation in this competition.  **If you select ‘No’ and fail the question your bid will be excluded from the competition.**  If you select ‘Yes’ and pass the question you will be awarded the maximum score of 10% for social value for each lot you are bidding for. | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you unreservedly agree to the Social Value obligations as set out in Framework Schedule 1 (Specification). |
| Fail | You have selected ‘No’ confirming that you will not, or cannot, agree to the Social Value obligations as set out in Framework Schedule 1 (Specification). |

| **Section B – Lot 1 Business Specification Compliance** | |
| --- | --- |
| **2.2.1 Requirement:**  Please answer ‘Yes’ if you are bidding for Lot 1. By answering ‘Yes’ you are confirming that you will unreservedly deliver in full the Service Lines that you provide in your valid COTPAs in response to the Selection Questionnaire question 1.26 as listed in 5.4.1 - 5.4.14 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to the question 2.2.2 below. | |
| **2.2.1 Response Guidance**  This is a Pass/Fail question for Lot 1.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition for this Lot.  You are required to select one option from either ‘Yes’, ‘No’ or ‘Not Applicable’ in the drop down list.  Providing a ‘Yes’ response means you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 1, as set out in Framework Schedule 1 (Specification).  Providing a ‘No’ response means that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 1, as set out in Framework Schedule 1 (Specification), which means you will be excluded from further participation in this competition for this Lot.  Providing a ‘Not Applicable’ response means that you are confirming that you are not bidding for Lot 1 in this competition. | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass  Quality score of 10% | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 1, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 1 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 1, as set out in Framework Schedule 1 (Specification). |

| **Section B - Lot 1 Business Service Lines** | |
| --- | --- |
| **2.2.2 Requirement**  Please confirm, by using the tick boxes available, which of the Service Lines you will deliver in full as detailed in 5.4.1 - 5.4.14 of the Framework Schedule 1 (Specification). In response to the Selection Questionnaire Part 3 you will be required to provide varying numbers of valid COTPAs between a minimum and maximum per Lot. You must ensure that the COTPAs you have provided are for the Service Lines you have selected below.  ***You are required to provide a minimum of seven (7) Service Lines***.   1. Automation 2. Business case development 3. Business consultancy 4. Business policy development and / or appraisal 5. Business processes 6. Business strategy 7. Change management 8. Digital, technology and cyber 9. Innovation, growth and business models 10. Operational planning and /or improvement, including Target Operating Models (TOM) 11. Organisational design and review, Enterprise Resource Planning (ERP) 12. Programme and project management 13. Risk, opportunity and compliance 14. Value for money reviews   Please select the applicable tick boxes against each of the Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.2.1. | |
| **2.2.2 Response Guidance**  If you are bidding for Lot 1, this is a mandatory question.  **You are required to select a minimum of seven (7) Service Lines using the tick boxes available.**  Providing a tick against a Service Line means that you will unreservedly deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 5.4.  Not providing a tick against a Service Line, means that you will not, or cannot, or are unwilling to deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 5.4  If you do not provide a tick against a minimum of seven (7) Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 5.4, you will be excluded from further participation in this competition for this Lot.  ***You must provide valid COPTA’s to include the Service Lines you have selected. If you provide a COTPA that is not valid, CCS reserves the right to remove that Service Line from your submitted response. Please note, if you fall below the minimum number of Service Lines required for this Lot, you will be deemed non-compliant and you will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete Call-Offs on the Service Lines that they have nominated in question and also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against seven (7) or more Service Lines that you have submitted a valid COTPA for, confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 5.4 for Lot 1. |
| Fail | You have not answered the question.  or  You have not provided a tick against seven (7) or more Service Lines, confirming that you will not, or cannot, or are unwilling to deliver at least seven (7) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 5.4.  or  You have not provided a tick against at least seven (7) Service Lines that you have provided a valid COTPA for. |

| **Section C – Lot 2 Strategy and Policy Specification Compliance** | |
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| **2.3.1 Requirement:**  Please answer ‘Yes’ if you are bidding for Lot 2. By answering ‘Yes’ you are confirming that you will unreservedly deliver in full the Service Lines provided in your valid COTPA in response to the Selection Questionnaire question 1.26 as listed in 6.3.1 - 6.3.12 of the Framework Schedule 1 (Specification). You are also required to list these Service Lines in response to question 2.3.2 below. | |
| **2.3.1 Response Guidance**  This is a Pass/Fail question for Lot 2.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition for this Lot.  You are required to select one option from either ‘Yes’, ‘No’ or ‘Not Applicable’ in the drop down list.  Providing a ‘Yes’ response means you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 2, as set out in Framework Schedule 1 (Specification).  Providing a ‘No’ response means that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 2, as set out in Framework Schedule 1 (Specification), which means you will be excluded from further participation in this competition for this Lot.  Providing a ‘Not Applicable’ response means that you are confirming that you are not bidding for Lot 2 in this competition. | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 2, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 2 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 2, as set out in Framework Schedule 1 (Specification). |

| **Section C – Lot 2 Strategy and Policy Service Lines** | |
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| **2.3.2 Requirement**  Please confirm, by using the tick boxes available, which of the Service Lines you will deliver in full as detailed in 6.3.1 - 6.3.12 of the Framework Schedule 1 (Specification).  In response to the Selection Questionnaire Part 3 you will be required to provide varying numbers of valid COTPAs between a minimum and maximum per Lot. You must provide a valid COTPA(s) for all of the mandatory service line requirements.  ***You are required to provide all twelve (12) Service Lines***.  1. Business case development  2. Business process re-engineering  3. Business structure  4. Change management  5. Digital, technology and cyber  6. Future planning  7. Game plan  8. Policy  9. Regulatory advice  10. Social value  11. Strategy  12. Strategic advice  Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.3.1. | |
| **2.3.2 Response Guidance**  If you are bidding for Lot 2, this is a mandatory question.  **You are required to select all twelve (12) Service Lines using the tick boxes available.**  Providing a tick against a Service Line means that you will unreservedly deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 6.3.  Not providing a tick against a Service Line, means that you will not, or cannot, or are unwilling to deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 6.3.  If you do not provide a tick against all twelve (12) Service Lines for this Lot for which you are bidding, as set out in Framework Schedule 1 (Specification) section 6.3, you will be excluded from further participation in this competition for this Lot.  ***You must provide a valid COTPA(s) for all of the mandatory service line requirements. If you provide a COTPA that is not valid, then your bid will be deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete Call-Offs on the Service Lines that they have nominated in question 2.3.2 and also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against all twelve (12) Service Lines confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 6.3 for Lot 2. |
| Fail | You have not answered the question.  or  You have not provided a tick against all twelve (12) Service Lines (that you have provided a valid COTPA for), confirming that you will not, or cannot, or are unwilling to deliver all twelve (12) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 6.3.  or  You have not provided a tick against all least twelve (12) Service Lines. |

| **Section C – Lot 2 Strategy and Policy ~ Assignment Question 1** | |
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| **2.3.3 Requirement:**  CCS requires you to demonstrate your ability to advise on and implement a change in Government policy through a hypothetical assignment, which focuses on the interpretation and embedding of policy within a Government department.  **Assignment:**  The Government department wishes to change a key data and security policy due to the use of advancing technology within the department’s operations. The key policy change will impact a number of business areas within the Government department.  The Government department does not change policy often and therefore there has been very little experience of staff within the Government department developing and implementing a new policy from start to finish.  Due to the gap in experience of policy change and project management within the Government department, support is required from the supplier to ensure that the policy is successfully developed and implemented. | |
| **2.3.3 Response Guidance**  **You must answer this question if you are bidding for Lot 2 and must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe how you would ensure that the development of the new policy is aligned to the objectives of the Government department; and 2. Explain how you would communicate complex policy recommendations to senior stakeholders in the Government department to ensure they have a detailed understanding of the change; and 3. Describe how you would identify and mitigate potential risks associated with the new policy, incorporating lessons learnt from similar projects. Include how you would develop contingency plans to address risks that may arise during implementation; and 4. Describe how you would work with key customer stakeholders to implement the new policy, including how you will support the Government department in monitoring and evaluating the success of its implementation.     Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.3.3, 2.3.4, 2.3.5 and 2.3.6 each box has a character count of 2,000 characters.  If you receive a mark of below 50 ( a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement and assignment.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement and assignment.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25 / Fail** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements and assignment.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |

| **Section C – Lot 2 Strategy and Policy ~ Assignment Question 2** | |
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| **2.3.7 Requirement:**  CCS requires you to demonstrate your ability to deliver robust strategic advice through a hypothetical assignment, which addresses how you would work with a Government department which is facing a new challenge.  **Assignment:**  The scope and remit of a Government department has become too broad, which is resulting in operational inefficiency and not being able to focus on key priorities of the Government. There is a need for the existing department to be separated into two new Government departments to allow for a specialised and tailored approach to the unique needs of different areas and functions.  The existing department is currently under-resourced and does not have sufficient staff in-house with the appropriate skills and expertise to deal with the separation of the department.  The department requires strategic advice and support from external specialists to develop and implement a separation strategy. | |
| **2.3.7 Response Guidance**  **You must answer this question if you are bidding for Lot 2 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Demonstrate how you would advise the customer, including the scoping of roles and matching these to suitable resources, to ensure the two new departments are set up to deliver their objectives with the most suitable organisational structure within six months of contract award; and      1. Describe the processes you would put in place to ensure that you identify any risks and dependencies associated with the separation, and demonstrate how you would propose to mitigate those risks; and      1. Explain how you would provide monitoring and continuous support to the Government departments to ensure successful implementation of the separation strategy, including how you will capture and use lessons learnt from your previous projects to drive efficiencies; and      1. Explain how you would ensure a seamless handover to the two new departments to exit the contract including your approach to knowledge transfer and gradual downsizing of the team of consultants working on the project.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.3.7, 2.3.8, 2.3.9 and 2.3.10. Each box has a character count of 2,000 characters.  If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/75/50/25/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement and assignment.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement and assignment.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25 / Fail** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements and assignment.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |

| **Section D – Lot 3 Complex and Transformation Specification Compliance** | |
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| **2.4.1 Requirement:**  Please answer ‘Yes’ if you are bidding for Lot 3. By answering ‘Yes’ you are confirming that you will unreservedly deliver in full the Service Lines that you provided in your valid COTPAs in response to the Selection Questionnaire question 1.26 as listed in 7.3.1 to 7.3.14 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to the question 2.4.2 below. | |
| **2.4.1 Response Guidance**  This is a Pass/Fail question for Lot 3.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition for this Lot.  You are required to select one option from either ‘Yes’, ‘No’ or ‘Not Applicable’ in the drop down list.  Providing a ‘Yes’ response means you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 3, as set out in Framework Schedule 1 (Specification).  Providing a ‘No’ response means that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 3, as set out in Framework Schedule 1 (Specification), which means you will be excluded from further participation in this competition for this Lot.  Providing a ‘Not Applicable’ response means that you are confirming that you are not bidding for Lot 3 in this competition. | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 3, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 3 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 3, as set out in Framework Schedule 1 (Specification). |

| **Section D – Lot 3 Complex and Transformation Service Lines** | |
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| **2.4.2 Requirement**  Please confirm, by using the tick boxes available, which of the Service Lines you will deliver in full as detailed in 7.3.1 to 7.3.14 of the Framework Schedule 1 (Specification). In response to the Selection Questionnaire Part 3 you will be required to provide varying numbers of valid COTPAs between a minimum and maximum per Lot.  ***You are required to provide all fourteen (14) Service Lines***.   1. Business 2. Change management 3. Complex programmes 4. Delivery partner 5. Digital, technology and cyber 6. Finance 7. HR 8. Organisation design including target operating model 9. Performance transformation 10. Procurement and/or supply chain 11. Programme and project management 12. Strategy and/or policy 13. Supplier side services and delivery 14. Transformation management   Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.4.1. | |
| **2.4.2 Response Guidance**  If you are bidding for Lot 3, this is a mandatory question.  **You are required to select all fourteen (14) Service Lines using the tick boxes available.**  Providing a tick against a Service Line means that you will unreservedly deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 7.3.  Not providing a tick against a Service Line, means that you will not, or cannot, or are unwilling to deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 7.3.  If you do not provide a tick against all fourteen (14) Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 7.3 you will be excluded from further participation in this competition for this Lot.  ***You must provide a valid COTPA(s) for all of the mandatory service line requirements. If you provide a COTPA that is not valid, then your bid will be deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete Call-Offs on the Service Lines that they have nominated in question 2.4.2 and also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against all fourteen (14) or more Service Lines confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 7.3 for Lot 3. |
| Fail | You have not answered the question.  or;  You have not provided a tick against all fourteen (14) Service Lines, confirming that you will not, or cannot, or are unwilling to deliver all fourteen (14) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 7.3.  or  You have not provided a tick against all fourteen (14) Service Lines that you have provided a valid COTPA for. |

| **Section D – Lot 3 Complex and Transformation ~ Assignment Question 1** | |
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| **2.4.3 Requirement:**  CCS requires you to demonstrate your ability to provide strategic advice and strategy implementation on a high-value and high profile transformation project for a Government department through a hypothetical assignment.  **Assignment:**  A Government department is facing budget constraints which requires the department to reduce expenditure and make efficiencies whilst maintaining existing headcount.  The Government department needs to undergo a multi-disciplinary transformation project in order to make efficiencies whilst continuing to deliver its objectives which includes delivery of front line public services.  The Government department has been through a number of historic change programmes which many of the employees have experienced and subsequently may be resistant to change.  The Government department has been in the press in recent years for their lack of efficiency, failure to satisfactorily deliver front line services and calling into question their ability to deliver value for money.  The Government department requires the supplier to develop and implement a transformation strategy that realises the required efficiencies and utilises available technology where appropriate | |
| **2.4.3 Response Guidance**  **You must answer this question if you are bidding for Lot 3 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe how you will implement the strategy you have developed for the transformation project, including how you will manage the required organisational and cultural change; and 2. Explain how you will ensure that the advice and implementation that you provide is sustainable beyond the project’s duration, contributes to long term organisational success and includes focus on technological advancements; and 3. Explain how you would use data driven insights, best practice, industry knowledge and expertise to help inform the decision making of the Government department and provide robust explanations that will withstand political and media scrutiny; and 4. Explain how you will ensure transition from strategic advice to strategy implementation is managed effectively, ensuring that individuals with the relevant skills and experience are assigned to the engagement at the appropriate times throughout the project whilst giving due regard to value for money for the customer.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.4.3, 2.4.4, 2.4.5 and 2.4.6 each box has a character count of 2,000 characters.  If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement and assignment.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement and assignment.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25 / Fail** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements and assignment.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |
| **Marking Scheme** | **Evaluation Criteria** |

| **Section D – Lot 3 Complex and Transformation ~ Assignment Question 2** | |
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| **2.4.7 Requirement:**  CCS requires you to demonstrate your ability to provide complex and transformational advice through a hypothetical assignment.  **Assignment:**  The Government has an initial idea to create a central Data and Digital Function (“DDF”) that employs all data and digital professionals (approximately 15,000 employees) across the 24 ministerial departments which are situated across the whole of the UK. It is proposed that staff will be DDF employees but work on a seconded basis to individual departments.  The programme will be multi-disciplinary and multi-organisation and will require focus on HR, finance, policy and digital. You are required to support the “discovery phase” which will last for 6 months and provide options and recommendations for the “planning phase”. The “planning phase” will start 1 month after the “discovery phase” ends, will last for 12 months and will focus on the strategy development. | |
| **2.4.7 Response Guidance**  **You must answer this question if you are bidding for Lot 3 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe how you would map the current data and digital landscape across each of the ministerial departments and how you would then work with the Government to create a list of suitable options to achieve consistency in the new Function which embraces technology to drive efficiencies; and 2. Explain how you would challenge the Government's preconceived opinion where you have a differing view on how the Function should be created and how you would influence senior stakeholders; and 3. Explain how you will manage the assignment of your staff to the project that could require mobilisation at short notice and flexibility due to gaps in the project whilst approvals are obtained at various stages; and 4. Describe how your recommendations for the “planning phase” will address change management across the multiple departments given the complexity and scale of the changes required to establish the Function.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.4.7, 2.4.8, 2.4.9 and 2.4.10 each box has a character count of 2,000 characters.  If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/75/50/25/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement and assignment.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement and assignment.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25 / Fail** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements and assignment.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |

| **Section E – Lot 4 Finance Specification Compliance** | |
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| **2.5.1 Requirement:**  Please answer ‘Yes’ if you are bidding for Lot 4. By answering ‘Yes’ you are confirming that you will unreservedly deliver in full the Service Lines that you provided in your valid COTPAs for in response to the Selection Questionnaire question 1.26 for as listed in 8.3.1 - 8.3.20 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to question 2.5.2 below. | |
| **2.5.1 Response Guidance**  This is a Pass/Fail question for Lot 4.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition for this Lot.  You are required to select one option from either ‘Yes’, ‘No’ or ‘Not Applicable’ in the drop down list.  Providing a ‘Yes’ response means you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 4, as set out in Framework Schedule 1 (Specification).  Providing a ‘No’ response means that you will not, or cannot, or are not prepared to deliver in full all the Service Lines that you have provided in your valid COTPAs for Lot 4, as set out in Framework Schedule 1 (Specification), which means you will be excluded from further participation in this competition for this Lot.  Providing a ‘Not Applicable’ response means that you are confirming that you are not bidding for Lot 4 in this competition. | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 4, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 4 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 4, as set out in Framework Schedule 1 (Specification). |

| **Section E - Lot 4 Finance Service Lines** | |
| --- | --- |
| **2.5.2 Requirement**  Please confirm, by using the tick box available, the Service Lines in 8.3.1 - 8.3.20 of the Framework Schedule 1 (Specification) you will deliver in full. You must provide a valid COTPA for every Service Line that you have selected.    ***You are required to provide a minimum of eight (8) Service Lines.***   1. Asset finance 2. Asset management including valuation, sales and disposals 3. Business analysis 4. Capital fundraising, derivatives and hedging 5. Cash management 6. Cost benefit reviews, studies, analysis and evaluation 7. Developing and assessing project proposals 8. Economic analysis 9. Financial accounting and/or reporting 10. Financial due diligence 11. Financial performance review and viability studies 12. Financing public projects and negotiations 13. Forecasting and budgeting 14. Investment, financial advice and market services 15. Mergers, acquisitions and divestment 16. Payment structure advice and risk 17. Pensions 18. Regulation and statutory requirements 19. Risk management 20. Tax including value added tax (VAT)   Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.5.1. | |
| **2.5.2 Response Guidance**  If you are bidding for Lot 3, this is a mandatory question.  **You are required to select a minimum of eight (8) Service Lines using**  **the tick boxes available.**  Providing a tick against a Service Line means that you will unreservedly deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 8.3.  Not providing a tick against a Service Line, means that you will  not, or cannot, or are unwilling to deliver in full these Service Lines for  this Lot for which you are bidding as set out in Framework Schedule 1  (Specification) section 8.3.  If you do not provide a tick against eight (8) or more Service  Lines for this Lot for which you are bidding as set out in Framework Schedule 1  (Specification) section 8.3 you will be excluded from further participation in  this competition for this Lot.  ***You must provide valid COPTA’s to include the Service Lines you***  ***have selected. If you provide a COTPA that is not valid, then your bid will be deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete  Call-Offs on the Service Lines that they have nominated in question 2.5.2 and  also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have selected option ‘Yes’ for eight (8) or more Service Lines confirming that you will unreservedly deliver these Service Lines as set out in Framework Schedule 1 (Specification) section 8.3 for Lot 4. |
| Fail | You have not answered the question.  or;  You have not provided a tick against eight (8) or more Service Lines, confirming that you will not, or cannot, or are unwilling to deliver at least eight (8) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 8.3.  or  You have not provided a tick against at least eight (8) Service Lines that you have provided a valid COTPA for. |

| **Section E – Lot 4 Finance ~ Assignment Question 1** | |
| --- | --- |
| **2.5.3 Requirement:**  CCS requires you to demonstrate how you would provide financial advice to a Government department on proposals to bring a private body back in-house to the public sector through a hypothetical assignment.  **Assignment:**  A once publicly owned private body is failing to deliver effective services to the public which is resulting in adverse media and political attention.The Government department that is closest aligned to the industry and that would be responsible for the private body is tasked with analysing the financial implications of the potential nationalisation.  The Government department does not have the necessary technical ability to consider the financial and regulatory information to inform the recommendations. The stakeholders working on the task have very limited, if any, financial background and capacity therefore the supplier is required to support the Government department with the provision of robust financial advice that will withstand ministerial, media and public scrutiny. | |
| **2.5.3 Response Guidance**  **You must answer this question if you are bidding for Lot 4 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe how you would undertake a financial analysis on the proposal to bring the private body back in-house, ensuring identification of benefits and mitigation of financial risks; and 2. Demonstrate how you will communicate to the Government any regulatory considerations and obligations that the Government will be responsible for; and 3. How would you ensure that your organisation gains a deep understanding of the Government’s unique financial challenges and objectives surrounding the proposal and how you will communicate complex financial information and insights in a clear and concise manner to non financial stakeholders; and 4. Describe the processes and procedures that you would apply to ensure transparency and accountability in your financial advice.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.5.3, 2.5.4, 2.5.5 and 2.5.6 each box has a character count of 2,000 characters.  If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/75/50/25/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement and assignment.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement and assignment.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25 / Fail** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements and assignment.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |

| **Section E – Lot 4 Finance ~ Assignment Question 2** | |
| --- | --- |
| **2.5.7 Requirement:**  CCS requires you to demonstrate your ability to support a local authority through a hypothetical assignment, which addresses how you would provide financial advice for a project that they are undertaking.  **Assignment:**  A local authority is undertaking a project that aims to regenerate an urban area through economic development initiatives.  The local authority seeks to improve housing, attract and retain businesses in the area and develop local infrastructure as part of the project. The local authority requires expert financial advice to support its regeneration efforts and strategy. | |
| **2.5.7 Response Guidance**  **You must answer this question if you are bidding for Lot 4 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement, your response must clearly:   1. Explain how you would conduct a financial impact assessment and what key indicators and methodologies you would use to measure the potential finance benefits of the project; and 2. Describe how you will identify and mitigate financial risk for the project and how these will be continually managed with the local authority, including what contingency plans you would recommend to address financial risks; and 3. Demonstrate how you would approach a funding and investment strategy that considers multiple different funding initiatives, including how you would identify and secure funding sources. The strategy should consider the cost, benefit and risks of each initiative; and 4. Explain how you would work with key stakeholders within the local authority to ensure that the financial advice and strategy provided is aligned to the project’s objectives, regulatory requirements and to ensure you develop an understanding of and meet the local authority’s required internal standards and internal approval processes.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.5.7, 2.5.8, 2.5.9 and 2.5.10 each box has a character count of 2,000 characters.  If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/75/50/25/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement and assignment.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement and assignment.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25 / Fail** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements and assignment.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |

| **Section F – Lot 5 HR Specification Compliance** | |
| --- | --- |
| **2.6.1 Requirement:**  Please answer ‘Yes’ if you are bidding for Lot 5. By answering ‘Yes’ you are confirming that you will unreservedly deliver in full the Service Lines that you provided in your valid COTPAs for in response to the Selection Questionnaire question 1.26 for as listed in 9.3.1 - 9.3.9 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to question 2.6.2 below. | |
| **2.6.1 Response Guidance**  This is a Pass/Fail question for Lot 5.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition for this Lot.  You are required to select one option from either ‘Yes’, ‘No’ or ‘Not Applicable’ in the drop-down list.  Providing a ‘Yes’ response means you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 5, as set out in Framework Schedule 1 (Specification).  Providing a ‘No’ response means that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 5, as set out in Framework Schedule 1 (Specification), which means you will be excluded from further participation in this competition for this Lot.  Providing a ‘Not Applicable’ response means that you are confirming that you are not bidding for Lot 5 in this competition. | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 5, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 5 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 5, as set out in Framework Schedule 1 (Specification). |

| **Section F - Lot 5 HR Service Lines** | |
| --- | --- |
| **2.6.2 Requirement**  Please confirm, by using the tick box available, which of the Service Lines you will deliver in full as detailed in 9.3.1 - 9.3.9 of the Framework Schedule 1 (Specification).  In response to the Selection Questionnaire Part 3 you will be required to provide varying numbers of valid COTPAs between a minimum and maximum per Lot. You must ensure that the COTPAs you have provided are for the Service Lines you have selected below.  ***You are required to provide a minimum of four (4) Service Lines.***   1. Capability development 2. Cultural transformation 3. Equality, diversity and inclusion 4. HR functions, process and design 5. HR policy and strategy 6. Organisational design and/or workforce planning 7. People and performance 8. Recruitment, retention and employee value proposition 9. Training and development   Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.6.1. | |
| **2.6.2 Response Guidance**  If you are bidding for Lot 5, this is a mandatory question.  **You are required to select a minimum of four (4) Service Lines using**  **the tick boxes available.**  Providing a tick against a Service Line means that you will  unreservedly deliver in full these Service Lines for this Lot for which you are  bidding as set out in Framework Schedule 1 (Specification) section 9.3.  Not providing a tick against a Service Line, means that you will  not, or cannot, or are unwilling to deliver in full these Service Lines for  this Lot for which you are bidding as set out in Framework Schedule 1  (Specification) section 9.3.  If you do not provide a tick against a minimum of four (4) Service  Lines for this Lot for which you are bidding as set out in Framework Schedule 1  (Specification) section 9.3 you will be excluded from further participation in  this competition for this Lot.  ***You must provide valid COPTA’s to include the Service Lines you***  ***have selected. If you provide a COTPA that is not valid, then your bid will be***  ***deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete  Call-Offs on the Service Lines that they have nominated in question 2.6.2 and  also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against a minimum of four (4) or more Service Lines that you have submitted a valid COTPA for, confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 9.3 for Lot 5. |
| Fail | You have not answered the question.  or;  You have not provided a tick against a minimum of four (4) or more Service Lines, confirming that you will not, or cannot, or are unwilling to deliver at least four (4) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 9.3.  or  You have not provided a tick against at least four (4) Service Lines that you have provided a valid COTPA for. |

| **Section F – Lot 5 HR ~ Question 1** | |
| --- | --- |
| **2.6.3 Requirement:**  CCS requires you to describe how you will advise a customer on the impact and implementation of a HR policy change. | |
| **2.6.3 Response Guidance**  **You must answer this question if you are bidding for Lot 5 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Explain how you will source and analyse data to demonstrate data driven decision making and recommendations that accurately reflects the impact of the HR policy change; and 2. Describe how you will work with the organisation to manage cultural change, develop processes to manage the new policy and metrics to measure its success; and 3. Describe how you will identify the most appropriate grades of consultants and ensure that they have the appropriate expertise for successful delivery of the project.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.6.3, 2.6.4 and 2.6.5 each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking scheme 100/66/33/0** | |
| **Marking scheme** | **Evaluation criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance. |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance. |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance. |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance.  **OR**  A response has not been provided to this question. |

| **Section F – Lot 5 HR ~ Question 2** | |
| --- | --- |
| **2.6.6 Requirement:**  CCS requires you to describe how you will work with a public sector organisation to develop a suite of new HR work processes. | |
| **2.6.6 Response Guidance**  **You must answer this question if you are bidding for Lot 5 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Explain how you would analyse existing work processes and develop the new work processes to ensure alignment with existing internal policy, adherence to regulatory and legal requirements and avoid conflict with the public sector organisation’s other internal processes; and 2. Demonstrate how you would ensure that the development and implementation of the work processes is successfully project managed; and 3. Describe how you would capture lessons learnt from the project to drive continuous improvement for future engagements.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.6.6, 2.6.7 and 2.6.8 each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking scheme 100/66/33/0** | |
| **Marking scheme** | **Evaluation criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section G – Lot 6 Procurement and Supply Chain Specification Compliance** | |
| --- | --- |
| **2.7.1 Requirement:**  You are required to confirm that you will unreservedly deliver in full the Service Lines that you provided a valid COTPAs in response to the Selection Questionnaire question 1.26 for as listed in 10.3.1 - 10.3.12 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to question 2.7.2 below. | |
| **2.7.1 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select option ‘Yes’ or ‘No’ from the drop down list. Providing a ‘Yes’ response means you will unreservedly deliver in full the Deliverables for Lot 6, as set out in Framework Schedule 1 (Specification).  If you select ‘No’ (or do not answer the question) to indicate that you will not, or cannot, deliver in full all Deliverables for Lot 6, as set out in Framework Schedule 1 (Specification), you will be excluded from further participation in this competition.  **If you select ‘No’ (or do not answer the question) and fail the question your bid will be excluded from the competition.** | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 6, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 6 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 6, as set out in Framework Schedule 1 (Specification). |

| **Section G - Lot 6 Procurement and Supply Chain Service Lines** | |
| --- | --- |
| **2.7.2 Requirement**  Please confirm, by using the tick box available, the Service Lines in 10.3.1 - 10.3.12 of the Framework Schedule 1 (Specification) you will deliver in full. You must provide a valid COTPA for every Service Line that you have selected.  ***You are required to provide a minimum of eight (8) Service Lines.***   1. Category management 2. Commercial review and benchmarking 3. Contract and/or supplier management 4. Cost reduction 5. Financial advice 6. Game theory 7. Operations, supply chain and logistics 8. Outsourcing and insourcing 9. Procurement process including P2P 10. Procurement regulation 11. Sourcing 12. Tender development and analysis   Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.7.1. | |
| **2.7.2 Response Guidance**  This is a Pass/Fail question.  You are required to select either option ‘Yes’ or ‘No’ from the drop down list.  If you cannot or are unwilling to select ‘Yes’ to at least eight (8) of the above Service Lines, you will be disqualified from further participation in this Lot.  Providing a ‘Yes’ to these Service Lines that you have selected means you will unreservedly deliver these Service Lines as set out in Framework Schedule 1 (Specification) section 10.3 for Lot 6.  If you select ‘No’ (or do not answer the question) to indicate that you will not, or cannot, deliver in full a minimum of eight (8) Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 10.3, you will be excluded from further participation in this Lot.  You must provide valid COPTA’s to include the Service Lines you have selected. If you provide a COTPA that is not valid, CCS reserves the right to remove that Service Line from your response.  For the avoidance of doubt, bidders will only be able to complete Call-Offs on the Service Lines that they have nominated in question 2.7.2 and also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against eight (8) or more Service Lines that you have submitted a valid COTPA for, confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 10.3 for Lot 6. |
| Fail | You have not answered the question.  or;  You have not provided a tick against eight (8) or more Service Lines, confirming that you will not, or cannot, or are unwilling to deliver at least eight (8) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 10.3.  or  You have not provided a tick against at least eight (8) Service Lines that you have provided a valid COTPA for. |

| **Section G – Lot 6 Procurement and Supply Chain ~ Question 1** | |
| --- | --- |
| **2.7.3 Requirement:**  CCS requires you to describe how you will provide strategic procurement expertise to customers. | |
| **2.7.3 Response Guidance**  **All Bidders of Lot 6 must answer this question.**  **You must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Explain how you would work with the customer to identify the needs of the organisation, develop their statement of requirements and develop procurement strategies that are compliant with applicable public sector procurement regulations, policies and delivers best value for money; and 2. Describe how you would support the customer with the delivery of a procurement including optimising processes to streamline workflows, reduce inefficiencies and improve cost-effectiveness; and 3. Demonstrate how you would upskill the customer throughout the procurement process and contract management to ensure knowledge transfer has taken place and the customer has the capability to manage the contract and undertake future procurement activity beyond the expiry of the engagement.   You must answer this question if you are bidding for Lot 6, you must insert your response into the text fields in the eSourcing tool.  Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.7.3, 2.7.4 and 2.7.5. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section G – Lot 6 Procurement and Supply Chain ~ Question 2** | |
| --- | --- |
| **2.7.6 Requirement:**  CCS requires you to describe how you will support a customer in understanding their supply chains to identify critical dependencies and potential efficiencies. | |
| **2.7.6 Response Guidance**  **All Bidders of Lot 6 must answer this question.**  **You must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe the techniques and methodologies you would utilise to gain visibility and transparency of the customers supply chain and how you will ensure that the assessment is complete and accurate; and 2. Explain how you would identify and mitigate potential risks and dependencies within the customer's supply chain to ensure resilience in the supply chain and business continuity; and 3. Demonstrate how you would identify opportunities for cost savings in the supply chain, create a strategy to realise those opportunities and implement the strategy to deliver cost savings for the customer.   You must answer this question if you are bidding for Lot 6, you must insert your response into the text fields in the eSourcing tool.  Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.7.6, 2.7.7 and 2.7.8. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section H – Lot 7 Health, Social Care and Community Specification Compliance** | |
| --- | --- |
| **2.8.1 Requirement:**  You are required to confirm that you will unreservedly deliver in full the Service Lines that you provided in your valid COTPA in response to the Selection Questionnaire question 1.26 for as listed in 11.3.1 - 11.3.20 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to question 2.8.2 below. | |
| **2.8.1 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select option ‘Yes’ or ‘No’ from the drop down list. Providing a ‘Yes’ response means you will unreservedly deliver in full the Deliverables for Lot 7, as set out in Framework Schedule 1 (Specification).  If you select ‘No’ (or do not answer the question) to indicate that you will not, or cannot, deliver in full all Deliverables for Lot 7, as set out in Framework Schedule 1 (Specification), you will be excluded from further participation in this competition.  **If you select ‘No’ (or do not answer the question) and fail the question your bid will be excluded from the competition.**  I | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 7, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 7 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 7, as set out in Framework Schedule 1 (Specification). |

| **Section H - Lot 7 Health, Social Care and Community Service Lines** | |
| --- | --- |
| **2.8.2 Requirement**  Please confirm, by using the tick box available, the Service Lines in 11.3.1 - 11.3.20 of the Framework Schedule 1 (Specification) you will deliver in full. You must provide a valid COTPA for every Service Line that you have selected.  ***You are required to provide a minimum of five (5) Service Lines.***   1. Alternative delivery models 2. Business case development 3. Capability development 4. Community services 5. Digital, technology and cyber 6. Emergency services 7. Healthcare operational review, improvement and/or modelling 8. Healthcare transformation, change and delivery 9. Housing 10. Mental healthcare 11. Not for profit 12. Planning for health, social care and community 13. Programme and project management 14. Public service improvement review 15. Regeneration 16. Security and welfare 17. Social care and safeguarding 18. Social mobility and levelling up 19. Sport, leisure and culture 20. Strategy and or policy   Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.8.1. | |
| **2.8.2 Response Guidance**  This is a Pass/Fail question.  You are required to select either option ‘Yes’ or ‘No’ from the drop down list.  If you cannot or are unwilling to select ‘Yes’ to a minimum of five (5) of the above Service Lines, you will be disqualified from further participation in this Lot.  Providing a ‘Yes’ to these Service Lines that you have selected means you will unreservedly deliver these Service Lines as set out in Framework Schedule 1 (Specification) section 11.3 for Lot 7.  If you select ‘No’ (or do not answer the question) to indicate that you will not, or cannot, deliver in full a minimum of five (5) Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 11.3, you will be excluded from further participation in this Lot.  You must provide a valid COTPA for every Service Line that you have selected. If you provide a COTPA that is not valid, CCS reserves the right to remove that Service Line from your response.  For the avoidance of doubt, bidders will only be able to complete Call-Offs on the Service Lines that they have nominated in question 2.8.2 and also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against five (5) or more Service Lines that you have submitted a valid COTPA for confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 11.3 for Lot 7. |
| Fail | You have not answered the question.  or;  You have not provided a tick against five (5) or more Service Lines, confirming that you will not, or cannot, or are unwilling to deliver at least five (5) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 11.3.  or  You have not provided a tick against at least five (5) Service Lines that you have provided a valid COTPA for. |

| **Section H – Lot 7 Health, Social Care and Community ~ Question 1** | |
| --- | --- |
| **2.8.3 Requirement:**  CCS requires you to demonstrate how you will advise a customer on the development of a strategy to address capacity challenges within the scope of one of the following sectors: health, social care or community. | |
| **2.8.3 Response Guidance**  **You must answer this question if you are bidding for Lot 7 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Demonstrate how you would keep informed of, and up-to-date with, relevant legislative and policy changes impacting the strategy development and how you would avoid conflict with those changes in your recommendations; and 2. Demonstrate how you would apply your knowledge of the sector to assist the customer’s implementation of the strategy; and 3. Explain how you will develop robust metrics to monitor and measure the success of the strategy with particular consideration to the customer’s delivery of front line services.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.8.3, 2.8.4 and 2.8.5. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section H – Lot 7 Health, Social Care and Community ~ Question 2** | |
| --- | --- |
| **2.8.6 Requirement:**  CCS requires you to demonstrate how you will ensure consistency of advice and delivery across multiple customers with common sector requirements in the health, social care or community sectors. | |
| **2.8.6 Response Guidance**  **You must answer this question if you are bidding for Lot 7 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Demonstrate how you will identify and deploy individuals with appropriate sector expertise for the project and how you would ensure effective working relationships are formed between the customer and supplier; and 2. Describe how you will work with stakeholders with potentially different views and objectives to ensure that you deliver consistent advice across the multiple customers; and 3. Explain how you will capture lessons learnt and incorporate these into future projects to ensure value for money for the public sector.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.8.6, 2.8.7 and 2.8.8. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section I – Lot 8 Infrastructure Specification Compliance** | |
| --- | --- |
| **2.9.1 Requirement:**  You are required to confirm that you will unreservedly deliver in full the Service Lines that you provided in your valid COTPA in response to the Selection Questionnaire question 1.26 for as listed in 12.3.1 - 12.3.13 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to question 2.9.2 below. | |
| **2.9.1 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select option ‘Yes’ or ‘No’ from the drop down list. Providing a ‘Yes’ response means you will unreservedly deliver in full the Deliverables for Lot 8, as set out in Framework Schedule 1 (Specification).  If you select ‘No’ (or do not answer the question) to indicate that you will not, or cannot, deliver in full all Deliverables for Lot 8, as set out in Framework Schedule 1 (Specification), you will be excluded from further participation in this competition.  **If you select ‘No’ (or do not answer the question) and fail the question your bid will be excluded from the competition.** | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 8, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 8 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 8, as set out in Framework Schedule 1 (Specification). |

| **Section I - Lot 8 Infrastructure Service Lines** | |
| --- | --- |
| **2.9.2 Requirement**  Please confirm, by using the tick box available, which of the Service Lines you will deliver in full as detailed in 12.3.1 - 12.3.13 of the Framework Schedule 1 (Specification). In response to the Selection Questionnaire Part 3 you will be required to provide varying numbers of valid COTPAs between a minimum and maximum per Lot. You must ensure that the COTPAs you have provided cover the Service Lines you have selected below.  ***You are required to provide a minimum of four (4) Service Lines.***   1. Aerospace 2. Automotive 3. Aviation 4. Communications and technology infrastructure 5. Defence 6. Highways 7. Nuclear 8. Ports and shipping 9. Public transport 10. Rail 11. Smart infrastructure 12. Towns, cities and rural areas 13. Travel, transportation and logistics   Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.9.1. | |
| **2.9.2 Response Guidance**  If you are bidding for Lot 8, this is a mandatory question.  **You are required to select a minimum of four (4) Service Lines using**  **the tick boxes available.**  Providing a tick against a Service Line means that you will  unreservedly deliver in full these Service Lines for this Lot for which you are  bidding as set out in Framework Schedule 1 (Specification) section 12.3.  Not providing a tick against a Service Line, means that you will  not, or cannot, or are unwilling to deliver in full these Service Lines for  this Lot for which you are bidding as set out in Framework Schedule 1  (Specification) section 12.3.  If you do not provide a tick against four (4) or more Service  Lines for this Lot for which you are bidding as set out in Framework Schedule 1  (Specification) section 12.3 you will be excluded from further participation in  this competition for this Lot.  ***You must provide valid COPTA’s to include the Service Lines you***  ***have selected. If you provide a COTPA that is not valid, then your bid will be***  ***deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete  Call-Offs on the Service Lines that they have nominated in question 2.9.2 and  also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against four (4) or more Service Lines that you have submitted a valid COTPA for, confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 12.3 for Lot 8. |
| Fail | You have not answered the question.  or;  You have not provided a tick against four (4) or more Service Lines, confirming that you will not, or cannot, or are unwilling to deliver at least four (4) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 12.3.  or  You have not provided a tick against at least four (4) Service Lines that you have provided a valid COTPA for. |

| **Section I – Lot 8 Infrastructure ~ Question 1** | |
| --- | --- |
| **2.9.3 Requirement:**  CCS requires you to demonstrate how you will support a customer to develop a feasibility study to explore the continued viability of a large infrastructure project. | |
| **2.9.3 Response Guidance**  **You must answer this question if you are bidding for Lot 8 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe how you would integrate stakeholder engagement into the development of the feasibility study and how you will ensure that stakeholder needs and concerns are addressed as well as regulatory requirements; and 2. Explain how you would consider any opportunity that there is to leverage technology and innovation to enhance the efficiency, safety and sustainability of the infrastructure project when considering its feasibility; and 3. Demonstrate how you would give consideration to cost effectiveness, technical and environmental factors in your options analysis.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.9.3, 2.9.4 and 2.9.5. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section I – Lot 8 Infrastructure ~ Question 2** | |
| --- | --- |
| **2.9.6 Requirement:**  CCS requires you to demonstrate how you will support a customer in developing an impact assessment for a new piece of infrastructure regulation which is expected to come into force in the next 6 months . | |
| **2.9.6 Response Guidance**  **You must answer this question if you are bidding for Lot 8 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe how you would undertake an impact assessment that gives consideration to economic, environmental and social implications of the new piece of regulation; and 2. Explain how you would monitor and evaluate any new pieces of information that emerge about the new regulation to ensure that your impact assessment is relevant and inclusive of latest amendments; and 3. Explain how you would gather feedback from affected stakeholders including ministers, senior civil servants and the media to ensure it is built into the impact assessment.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.9.6, 2.9.7 and 2.9.8. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section J – Lot 9 Environment and Sustainability Specification Compliance** | |
| --- | --- |
| **2.10.1 Requirement:**  You are required to confirm that you will unreservedly deliver in full the Service Lines that you provided in your valid COTPA in response to the Selection Questionnaire question 1.26 for as listed in 13.3.1 - 13.3.18 of the Framework Schedule 1 (Specification). You are also required to select these Service Lines in response to question 2.10.2 below. | |
| **2.10.1 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select option ‘Yes’ or ‘No’ from the drop down list. Providing a ‘Yes’ response means you will unreservedly deliver in full the Deliverables for Lot 9, as set out in Framework Schedule 1 (Specification).  If you select ‘No’ (or do not answer the question) to indicate that you will not, or cannot, deliver in full all Deliverables for Lot 9, as set out in Framework Schedule 1 (Specification), you will be excluded from further participation in this competition.  **If you select ‘No’ (or do not answer the question) and fail the question your bid will be excluded from the competition.** | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 9, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 9 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 9, as set out in Framework Schedule 1 (Specification). |

| **Section J - Lot 9 Environment and Sustainability Service Lines** | |
| --- | --- |
| **2.10.2 Requirement**  Please confirm, by using the tick box available, which of the Service Lines you will deliver in full as detailed in 13.3.1 - 13.3.18 of the Framework Schedule 1 (Specification).  In response to the Selection Questionnaire Part 3 you will be required to provide varying numbers of valid COTPAs between a minimum and maximum per Lot. You must ensure that the COTPAs you have provided are for the Service Lines you have selected below.  ***You are required to provide a minimum of four (4) Service Lines.***     1. Air quality 2. Carbon net zero and/or carbon management (including reporting) 3. Climate change adaptation and/or mitigation 4. Coastal 5. Contaminated land and water 6. Due diligence 7. Environmental planning and protection 8. Environmental, social and governance (ESG) 9. Feasibility studies and/or impact assessment 10. Life sciences 11. Monitoring environmental indicators 12. Natural capital 13. Natural resource management 14. Policy development and/or implementation 15. Pollution control (including noise) 16. Regulatory compliance 17. Sustainability 18. Waste management   Please select the applicable tick boxes against each Service Line that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.10.1. | |
| **2.10.2 Response Guidance**  If you are bidding for Lot 9, this is a mandatory question.  **You are required to select a minimum of four (4) Service Lines using**  **the tick boxes available.**  Providing a tick against a Service Line means that you will  unreservedly deliver in full these Service Lines for this Lot for which you are  bidding as set out in Framework Schedule 1 (Specification) section 13.3.  Not providing a tick against a Service Line, means that you will not, or cannot, or are unwilling to deliver in full these Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 13.3.  If you do not provide a tick against four (4) or more Service Lines for this Lot for which you are bidding as set out in Framework Schedule 1(Specification) section 13.3 you will be excluded from further participation in this competition for this Lot.  ***You must provide valid COPTA’s to include the Service Lines you have selected. If you provide a COTPA that is not valid, then your bid will be deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete  Call-Offs on the Service Lines that they have nominated in question 2.10.2 and  also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against four (4) or more Service Lines that you have submitted a valid COTPA for, confirming that you will unreservedly deliver in full these Service Lines as set out in Framework Schedule 1 (Specification) section 13.3 for Lot 9. |
| Fail | You have not answered the question.  or;  You have not provided a tick against four (4) or more Service Lines, confirming that you will not, or cannot, or are unwilling to deliver at least four (4) of these Service Lines for this Lot as set out in Framework Schedule 1 (Specification) section 13.3  or  You have not provided a tick against at least four (4) Service Lines that you have provided a valid COTPA for. |

| **Section J – Lot 9 Environment and Sustainability ~ Question 1** | |
| --- | --- |
| **2.10.3 Requirement:**  CCS requires you to demonstrate how you would support a customer in developing their long-term environmental strategy, in alignment with relevant key Government policies and regulations. | |
| **2.10.3 Response Guidance**  **You must answer this question if you are bidding for Lot 9 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Demonstrate how you would stay informed of new technology, emerging trends and best practice in relation to sustainability and how you would incorporate this into the strategy; and 2. Explain the methodologies and tools that you would use to assess ~~access~~ and measure the environmental impact of an organisation and how you would use this to develop an~~d~~ actionable environmental strategy; and 3. Describe how you would approach stakeholder engagement to ensure that you have buy-in from, and collaboration with, all relevant parties.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.10.3, 2.10.4 and 2.10.5. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section J – Lot 9 Environment and Sustainability ~ Question 2** | |
| --- | --- |
| **2.10.6 Requirement:**  CCS requires you to demonstrate how you will identify a customer’s environmental risks and propose possible mitigations to increase the customer’s resilience to the changing environment. | |
| **2.10.6 Response Guidance**  **You must answer this question if you are bidding for Lot 9 and you must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Explain how you would develop a tailored risk mitigation strategy to address identified environmental risks giving consideration to the specific needs and circumstances of the customer; and 2. Explain how you would develop and promote sustainability practices within the customer organisation ensuring effective adoption and integration of those practices into operations, culture and long-term strategic planning; and 3. Describe how you would adapt and work with the customer in the event of a sudden change to environmental conditions during an engagement that requires you to be flexible and re-prioritise relevant sustainability initiatives.   Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.  Your response should be limited to, and focused on, each of the component parts of the question posed (a to c). You must not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 6,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.10.6, 2.10.7 and 2.10.8. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/66/33/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | The response has fully addressed all 3 of the component parts (a – c) of the response guidance |
| **66** | The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance |
| **33** | The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance |
| **0 / Fail** | The response has **NOT** fully addressed any of the 3 component parts (a – c) of the response guidance  **OR**  A response has not been provided to this question. |

| **Section K – Lot 10 Restructuring and insolvency Primary Capabilities** | |
| --- | --- |
| **2.11.1 Requirement:**  You are required to confirm that you will unreservedly deliver in full all seven (7) Primary Capabilities that you provided in your valid COTPA in response to the Selection Questionnaire question 1.26 as listed in 14.2.1 - 14.2.7 of the Framework Schedule 1 (Specification). You are also required to select these Primary Capabilities in response to question 2.11.2 below. | |
| **2.11.1 Response Guidance**  This is a Pass/Fail question.  If you cannot or are unwilling to select ‘Yes’ to this question, you will be disqualified from further participation in this competition.  You are required to select option ‘Yes’ or ‘No’ from the drop down list. Providing a ‘Yes’ response means you will unreservedly deliver in full the Primary Capabilities for Lot 10, as set out in Framework Schedule 1 (Specification).  If you select ‘No’ (or do not answer the question) to indicate that you will not, or cannot, deliver in full all Deliverables for Lot 10, as set out in Framework Schedule 1 (Specification), you will be excluded from further participation in this competition.  **If you select ‘No’ (or do not answer the question) and fail the question your bid will be excluded from the competition.** | |
| **Marking Scheme Pass / Fail** | |
| **Marking Scheme** | **Evaluation Criteria** |
| Pass | You have selected option ‘Yes’ confirming that you will unreservedly deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 10, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 2 in this competition. |
| Fail | You have selected option ‘No’ confirming that you will not, or cannot, or are not prepared to deliver in full the Service Lines that you have provided in your valid COTPAs for Lot 10, as set out in Framework Schedule 1 (Specification). |

| **Section K - Lot 10 Restructuring and insolvency Primary Capabilities** | |
| --- | --- |
| **2.11.2 Requirement**  Please confirm, by using the tick box available, which of the Primary Capabilities you will deliver in full as detailed in 14.2.1 - 14.2.7 of the Framework Schedule 1 (Specification).  In response to the Selection Questionnaire Part 3 you will be required to provide varying numbers of valid COTPAs between a minimum and maximum per Lot. You must ensure that the COTPAs you have provided cover the Primary Capabilities you have selected below.  ***You are required to provide all seven (7) Primary Capabilities;***   1. Accelerated Mergers and Acquisitions 2. Business review 3. Cash-flow review 4. Distressed debt restructuring 5. General restructuring advice 6. Insolvency contingency planning 7. Options analysis   Please select the applicable tick boxes against each Primary Capability that you will deliver in full.  Please note that you will see this question if you selected ‘Yes’ in answer to question 2.11.1. | |
| **2.11.2 Response Guidance**  If you are bidding for Lot 10, this is a mandatory question.  **You are required to select all seven (7) Primary Capabilities using the tick boxes available.**  Providing a tick against a Primary Capability means that you will unreservedly deliver in full these capabilities for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 14.2.  Not providing a tick against a Primary Capability, means that you will not, or cannot, or are unwilling to deliver in full these Primary Capabilities for this Lot for which you are bidding as set out in Framework Schedule 1 (Specification) section 14.2.  If you do not provide a tick against all seven (7) Primary Capabilities for this Lot for which you are bidding as set out in Framework Schedule 1(Specification) section 14.2 you will be excluded from further participation in this competition for this Lot.  ***You must provide valid COPTA’s to include all of the Primary Capabilities you have selected, ensuring these have been demonstrated against at least one (1) Sector Specialism, as set out in Framework Schedule 1 (Specification). If you provide a COTPA that is not valid, then your bid will be deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, bidders will only be able to complete Call-Offs on the Service Lines that they have nominated in question 2.11.2 and also have a valid COTPA. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have provided a tick against all seven (7) Primary Capabilities confirming that you will unreservedly deliver these Primary Capabilities as set out in Framework Schedule 1 (Specification) section 14.2.1 - 14.2.7 |
| Fail | You have not answered the question  or  You have not provided a tick against all seven (7) Primary Capabilities, confirming that you will not, or cannot, or are unwilling to deliver all seven (7) Primary Capabilities for this Lot, as set out in Framework Schedule 1 (Specification) section 14.2 for Lot 10.  or  Some of or all of the seven (7) Primary Capabilities are not supported by a submitted valid COTPA. |

| **Section K - Lot 10 Restructuring and insolvency Additional Capabilities** | |
| --- | --- |
| **2.11.3 Requirement**  Please confirm, by using the tick box available, which of the Additional Capabilities you can evidence the ability to deliver, as detailed in 14.3.1 - 14.3.6 of the Framework Schedule 1 (Specification).  These additional capabilities require specialist expertise not covered by the Primary Capabilities in clauses 14.2.1 - 14.2.7.  In response to the Selection Questionnaire Part 3 you will be required to evidence the ability to deliver these capabilities on valid COTPAs. You must ensure that the COTPAs you have provided are for the Additional Capabilities you have selected below.  ***You are required to select from the six (6) Additional Capabilities;***   1. Capital markets advice 2. Economic consulting (Market Economy Operator Principle - “MEOP”) 3. International insolvency advice 4. Pensions advisory 5. Restructuring tax advice 6. Special administration regimes   Please select the applicable tick boxes against each Additional Capabilities that you will deliver in full.  The Additional Capabilities above should evidence your capability against the Sector Specialisms, as set out in Framework Schedule 1 (Specification) section 14.4.1 - 14.4.16. | |
| **2.11.3 Response Guidance**  If you are bidding for Lot 10, this is not a mandatory question.  ***You are required to select from the six (6) Additional Capabilities***  Providing a tick against these Additional Capabilities means you have the specialist expertise to deliver these capabilities as set out in Framework Schedule 1 (Specification) section 14.3 for Lot 10.  Not providing a tick against these Additional Capabilities means that you do not have the specialist expertise to deliver these.  ***You must have submitted valid COPTA’s to include the Additional Capabilities ensuring these have been demonstrated against at least one (1) Sector Specialism, as set out in Framework Schedule 1 (Specification). If you provide a COTPA that is not valid, then your bid will be deemed non-compliant and will be excluded from participating in this Lot.*** | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have selected option ‘Yes’ for one (1) or more of the Additional Capabilities confirming that you have the specialist expertise to deliver these capabilities as set out in Framework Schedule 1 (Specification) section 14.3.1 - 14.3.6 and submitted a valid COPTA to support this. |
| Fail | You have answered ‘Yes’ for one (1) or more of the Additional Capabilities as set out in Framework Schedule 1 (Specification) section 14.3 for Lot 10 but have not evidenced your specialist expertise to deliver the capabilities on your submitted COTPA.  or  You have not provided a COTPA to support your specialist expertise to deliver the capabilities as set out in Framework Schedule 1 (Specification) section 14.3 for Lot 10. |

| **Section K - Lot 10 Restructuring and insolvency Sector Specialisms** | |
| --- | --- |
| **2.11.4 Requirement**  Please confirm, by using the tick box available, which of the Sector Specialisms you have evidenced in your submitted COTPA(s), as detailed in 14.3.1 - 14.3.6 of the Framework Schedule 1 (Specification).  ***You are required to select a minimum of one (1) Sector Specialisms:***  ***Sector Specialisms:***   1. Advanced manufacturing, which includes aerospace manufacturing, automotive manufacturing, computers and electrical equipment manufacturing, machinery and equipment manufacturing, shipbuilding, chemicals manufacturing, and space 2. Aviation 3. Business services, which includes outsourcing, professional services, recruitment services and facilities management 4. Construction 5. Consumer, which includes retail, consumer goods, tourism, hospitality and leisure 6. Defence 7. Education 8. Energy, which includes electricity, gas markets, civil nuclear, oil and gas and refined petroleum products manufacturing 9. Financial services 10. Health and social care 11. Heavy industry, which includes agri-tech, cement manufacturing, composites, construction material, ceramics, plastics manufacturing, rail manufacturing, paper manufacturing, mining, steel manufacturing, fabricated metal products manufacturing and other energy intensive industries 12. Local authorities 13. Sports and leisure 14. Technology, media and telecoms 15. Transport (excluding aviation) which includes maritime and ports, road haulage and logistics, rail, warehousing and storage, and postal and courier services 16. Utilities | |
| **2.11.4 Response Guidance**  If you are bidding for Lot 10, this is a mandatory question.    **You are required to select a minimum of one (1) Sector Specialisms:**  Providing a tick against these Sector Specialisms means you have the specialist expertise to deliver in these specialisms as set out in Framework Schedule 1 (Specification) section 14.4 for Lot 10.  ***You must have submitted valid COPTA’s to include the Sector Specialisms as set out in Framework Schedule 1 (Specification). If you provide a COTPA that is not valid, then your bid will be deemed non-compliant and will be excluded from participating in this Lot.***  For the avoidance of doubt, the Bidder and the Customer will agree and set out in the Call-Off Contract which Sector specialism will apply to their engagement. | |
| **Marking Scheme** | **Evaluation Guidance** |
| Pass | You have selected option ‘Yes’ confirming that you have the specialist expertise to deliver in these Sector Specialisms for the Primary and Additional Capabilities you have provided in your valid COTPA(s) for Lot 10, as set out in Framework Schedule 1 (Specification), or;  You have selected option ‘Not Applicable’ confirming that you are not bidding for Lot 2 in this competition. |
| Fail | You have selected option ‘Yes’ but have not demonstrated your specialist expertise to deliver in these Sector Specialisms for the Primary and Additional Capabilities you have provided in your COTPA(s) for Lot 10, as set out in Framework Schedule 1 (Specification). |

| **Section K – Lot 10 Restructuring and insolvency ~ Assignment Question 1** | |
| --- | --- |
| **2.11.5 Requirement:**  CCS requires you to demonstrate your ability to deliver robust advice through a hypothetical situation, which addresses how you would work with a Government department (“the department”) which is facing a challenge in a critical supply chain.  **Assignment:**  The department contracts with a critical supplier. A subcontractor provides support services to the critical supplier. Without these support services the critical supplier would not be able to provide its services to the department.  The department has become aware that the subcontractor is in financial distress. As the department does not contract directly with the subcontractor, the department doesn’t have the usual contractual levers to obtain the necessary financial information from the subcontractor to fully assess the extent of the problem.  The critical supplier has limited financial information on the subcontractor but has contacted them at the department’s request. The subcontractor has acknowledged they are in financial distress and agreed to a meeting with the department to discuss their financial situation.  The department does not have sufficient staff in-house, with the appropriate skills and expertise to deal with this matter. However, it’s considering building some capability over the short to medium term. The department therefore requires urgent advice and support from external advisors to understand the extent of the problem and to develop an appropriate contingency plan. | |
| **2.11.5 Response Guidance**  **All Bidders of Lot 10 must answer this question.**  **You must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe how you will quickly identify and assign the most appropriate members of staff within your organisation and ensure that they have the appropriate expertise for successful delivery of the project; and 2. Explain and demonstrate how you would share knowledge and experience with the department to support building capability and continuous improvement; and 3. Detail what systems and processes you would utilise to provide insights into the subcontractor’s financial position ahead of the meeting and to identify any wider supply chain risks; and 4. Considering the various stakeholder priorities, explain how this would shape your advice to the department.   You must answer this question if you are bidding for Lot 10, you must insert your response into the text fields in the eSourcing tool.  Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.11.5, 2.11.6, 2.11.7 and 2.11.8. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/75/50/25/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement and assignment.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement and assignment.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25 / Fail** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements and assignment.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |

| **Section K – Lot 10 Restructuring and insolvency ~ Assignment Question 2** | |
| --- | --- |
| **2.11.9 Requirement:**  CCS requires you to demonstrate your ability to deliver robust advice through a hypothetical situation, which addresses how you would work with a Government Department (“the department”) which is dealing with a company whose failure would create a significant economic shock.  **Assignment:**  The department has become aware that one of their suppliers is in financial difficulties and that they have engaged advisors to consider options and provide advice on insolvency and restructuring. Their supplier is not a critical supplier to the Government, but the loss of this company would create a significant economic shock to a local community and wider supply chains and result in a loss of productive capacity in an industry that is already under stress*.*  The department has engaged you to provide advice on how they can respond to that supplier and to consider its options. | |
| **2.11.9 Response Guidance**  **All Bidders of Lot 10 must answer this question.**  **You must insert your response into the text fields in the eSourcing tool.**  In order to satisfy the requirement you must clearly:   1. Describe your approach and methodology to ensure that the potential loss of this supplier across Government is understood; and 2. Explain how you would project manage this assignment and engage across Government and with other advisors to ensure work and associated costs are not duplicated and assignment milestones are met; and 3. Describe how you would incorporate industry best practice into the delivery of your insolvency and restructuring advice to the Government department; 4. Explain how you would present your findings to a cross Government audience during and on conclusion of the assignment.   You must answer this question if you are bidding for Lot 10, you must insert your response into the text fields in the eSourcing tool.  Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and assignment and not past experience.  Your response should not make generalised statements or give irrelevant information.  Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.  Maximum character count 8,000 characters including spaces and punctuation.  You must not exceed the character count within the eSourcing tool. Responses must include spaces between words. No attachments or hyperlinks to external content are permitted; any additional documents or hyperlinks submitted will be ignored in the evaluation of this question.  You are required to insert your response to this question in the technical envelope in boxes 2.11.9, 2.11.10, 2.11.11 and 2.11.12. Each box has a character count of 2,000 characters.  If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot. | |
| **Marking Scheme 100/75/50/25/0** | |
| **Marking Scheme** | **Evaluation Criteria** |
| **100** | A VERY GOOD ANSWER  Comprehensive, unambiguous and detailed relevant evidence has been provided to address the requirement and assignment.  This evidence fully and clearly demonstrates how your approach will meet all of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **very high level of confidence.** |
| **75** | A GOOD ANSWER  A good level of relevant evidence has been provided to address the requirement, assignment and all component parts of the response guidance.  This evidence sufficiently demonstrates how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **good level of confidence.** |
| **50** | PARTIALLY-ADDRESSED ANSWER  The response is relevant to the question and satisfies some of the requirement, assignment and component parts of the response guidance.  This evidence partially demonstrates how your approach will meet some, but not all, of the requirements and deliver on the assignment.  The evidence provides the evaluator with a **satisfactory level of confidence** that the response has the potential to meet some of the assignment requirements. |
| **25** | A POOR ANSWER  The response provides limited relevant evidence to address the question requirements, assignment and component parts of the response guidance.  This response does not sufficiently demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with a **poor level of confidence**. |
| **0 / Fail** | AN UNACCEPTABLE ANSWER  An unacceptable response of no relevance and/or no evidence has been provided to address the requirement and assignment.  The lack of relevant evidence means the response does not demonstrate how your approach will meet the requirements and deliver on the assignment.  The evidence provides the evaluator with **no confidence.**  OR  No response has been provided. |

# **Price Questionnaire and Evaluation**

* 1. This section 11 contains information on how to complete the Attachment 3 - Price Matrix and the price evaluation process.

| **Response Guidance**  You must complete Attachment 3 - Price Matrix, in line with the guidance in Attachment 2 - how to bid, paragraphs 11 and 12 and the instructions contained within the Attachment 3 - Price Matrix and attach to the question below | | |
| --- | --- | --- |
| **Question Number** | **Question** | **Your Response** |
| 3.1.2 | Upload to this question your completed Attachment 3 - Price Matrix  Please name the file [Price\_companyname] | Attachment |

* 1. How to complete your Attachment 3 - Price Matrix:
     1. Read and understand the instructions in Attachment 3 Price Matrix, and in this section, before submitting your prices.
     2. You must not alter, amend or change the format or layout of the Attachment 3 - Price Matrix in any way. You must not insert or attach any comments into any of the tabs. Any such alteration, amendment, change or additional information will be disregarded and your bid may be deemed to be non-compliant.
     3. Your prices should compare with the quality of your offer.
  2. You must download Attachment 3 - Price Matrix (from the Attachment area of the eSourcing tool) and complete the relevant tab(s) for the Lot(s) for which you are submitting a bid. For the avoidance of doubt any pricing being entered into Attachment 3 - Price Matrix that does not correspond to that selected in the Selection Questionnaire 1.15 will be disregarded.
  3. For all Lots, framework maximum day rates must be:
* inclusive of all profit and overheads
* exclusive of value added tax
* entered using British pounds sterling
* based on an eight-hour Work Day
* inclusive of expenses to the Buyer(s) location at which the Services are principally to be performed. The location will be confirmed by the Buyer(s) in the Further Competition Procedure
* inclusive of the Management Charge of 1% which shall be paid by the Supplier to CCS
  1. Grade definitions can be found in the ‘Grades’ tab of Attachment 3 - Price Matrix.
  2. A framework maximum day rate must be provided for each of the six grades across both sets of rates for the Lot(s) you are bidding for. This information will form the pricing evaluation. If you do not insert an applicable price this will result in your bid being deemed non-compliant, and will be excluded from further participation in this procurement.
  3. Zero bids for day rates are not permitted. If you submit a zero bid for a day rate, this will result in your bid being deemed non-compliant for that Lot or Lots that you submitted a zero bid in and you will be excluded from any Lots where this occurs.
  4. The prices submitted will be the maximum payable under this Framework Contract. Framework maximum day rates may be lowered during a Further Competition Procedure. Refer to Framework Schedule 3 - Framework Prices.
  5. There are two different sets of framework maximum day rates for each Lot as set out in Attachment 3 - Price Matix. For Lots 1-9 they are advice and delivery. For Lot 10 they are complex and non-complex.
  6. A framework maximum day rate must be provided for each of the six grades across both sets of rates for the Lot you are bidding for.
     1. **For Lots 1-9:**
* the first set is advice rates (cells B7, C7, D7, E7, F7 and G7), these will be evaluated in accordance with Paragraph 11.17, 11.18 and 11.19 of Attachment 2 How to bid and will form the framework maximum day rates which can be charged for advice.
* the second set is delivery rates (cells B10, C10, D10, E10, F10 and G10), these will not be evaluated but will form the framework maximum day rates which can be charged for delivery
* each grade for the delivery rates must be equal to or lower than the equivalent grade for the advice rates
  + 1. **For Lot 10:**
* the first set is complex rates (cells B7, C7, D7, E7, F7 and G7), these will be evaluated in accordance with Paragraph 11.20 of Attachment 2 How to bid and will form the framework maximum day rates which can be charged for complex work.
* the second set is non-complex rates (cells C10, D10, E10, F10 and G10), these will also be evaluated in accordance with Paragraph 11 of Attachment 2 How to bid and will form the framework maximum day rates which can be charged for non-complex work.
* each grade for the non-complex rates must be equal to or lower than the grades for the complex rates
  1. Where a framework maximum day rate is required, you must enter a figure in multiples of £10, for example, £500. No decimal places are permitted. The following examples are ***not*** permitted: £505, £501.50 and £552.00.
  2. You must ensure that you adhere to the national living wage when submitting your framework maximum day rates in Attachment 3 - Price Matrix. This needs to be considered when calculating your framework maximum day rates.
  3. Attachment 3 - Price Matrix must be completed in grade order as stated below:

● Partner / Managing Director

● Managing Consultant / Director

● Principal Consultant / Associate Director

● Senior Consultant / Manager / Project Lead

● Consultant / Senior Analyst

● Analyst / Junior Consultant

* 1. You must ensure that the framework maximum day rate for each grade is between a minimum of 10% lower and a maximum of 50% lower than the grade above.
     1. For example, if the framework maximum day rate for a Partner / Managing Director grade is priced at £2,000, the Managing Consultant / Director grade must be between £1,800 (10% minimum) and £1,000 (50% maximum). If you enter a framework maximum day rate outside of these parameters, the sheet will highlight an error and you will be required to submit a price with the required parameters. Any completed price matrix where this has been avoided in any way (see 11.2.2), will be deemed to be non-compliant and may be excluded from this procurement.
* Partner / Managing Director - you must enter the framework maximum day rate for this grade first

● Managing Consultant / Director - must be between a minimum of 10% lower and a maximum of 50% lower than the Partner / Managing Director

● Principal Consultant / Associate Director - must be between a minimum of 10% lower and a maximum of 50% lower than the Managing Consultant / Director

● Senior Consultant / Manager / Project Lead - must be between a minimum of 10% lower and a maximum of 50% lower than the Principal Consultant / Associate Director

● Consultant / Senior Analyst - must be between a minimum of 10% lower and a maximum of 50% lower than the Senior Consultant / Manager / Project Lead

● Analyst / Junior Consultant - must be between a minimum of 10% lower and a maximum of 50% lower than the Consultant / Senior Analyst

* 1. **Pricing Evaluation Process**
     1. For the purposes of the price evaluation, the median is the number halfway between the framework maximum day rates for advice submitted for the Principal Consultant / Associate Director grade and the Senior Consultant / Manager / Project Lead grade.
     2. After completing Attachment 3 Price Matrix you must:

● Rename the file to include your organisation's trading name as a suffix to the original file name provided i.e. (yourorganisationname\_Price Matrix]

● Upload your completed Attachment 3 - Price Matrix in response to question 3.1.2 via the e-Sourcing tool prior to the Bid submission deadline.

* + 1. In order for your pricing to be included and scored for the lots you are bidding for, you will need to have scored higher than all of the mandatory thresholds published for that lot. For full details, please refer to section 8.2, section 5.

* 1. **Tied ranking guidance for Ranking Groups (applies to all lot pricing evaluations)**
     1. If two or more Bidders are ranked in an equal position in the ranking group for their median price by Bidder, the Bidder that is in the next position will be ranked according to their overall position in the ranked list. For example, if two Bidders are ranked in equal 1st place, the next Bidder is ranked in 3rd place, not 2nd place. This is illustrated by using the Lot 5 criteria in the table below:

| **Bidder:** | **Median price by Bidder** | **Ranking Group** | **Price Score** | **Rank** |
| --- | --- | --- | --- | --- |
| Bidder A | £600 | 1-7 | 25 | 1= |
| Bidder B | £600 | 1-7 | 25 | 1= |
| Bidder C | £650 | 1-7 | 25 | 3 |
| Bidder D | £660 | 1-7 | 25 | 4 |
| Bidder E | £670 | 1-7 | 25 | 5 |
| Bidder F | £680 | 1-7 | 25 | 6 |
| Bidder G | £700 | 1-7 | 25 | 7= |
| Bidder H | £700 | 1-7 | 25 | 7= |
| Bidder I | £700 | 1-7 | 25 | 7= |
| Bidder J | £740 | 8-15 | 22 | 10 |
| Bidder K | £750 | 8-15 | 22 | 11 |
| Bidder L | £770 | 8-15 | 22 | 12= |
| Bidder M | £770 | 8-15 | 22 | 12= |
| Bidder N | £800 | 8-15 | 22 | 14 |
| Bidder O | £810 | 8-15 | 22 | 15 |

* + 1. If any of these Bidders are ‘tied’ in last place within a ranking group, then the following ranking group will commence after the Bidders tied last place. For example, in Lot 5 if there were three Bidders tied in 7th place (in ranking group 1-7), then the next ranking group would start at 10 (instead of 8) but would still end in 15th position, unless there was another ‘tied’ situation.
    2. The tied ranking guidance in paragraphs 11.16.1 and 11.6.2 will apply to all Lots.
  1. **Price evaluation process for Lot 1**
     1. In Lot 1 the price weighting is 80%. Therefore, the maximum price score available in Lot 1 is 80.
     2. CCS will calculate the median of the framework maximum day rates for advice for the 6 grades Bidders have submitted (cells B7-G7 of Attachment 3 - Price Matrix), to produce the “median price by Bidder”.
     3. CCS will then rank all Bidders from lowest to highest, according to their “median price by Bidder” this means the Bidder with the lowest median price is ranked 1st. Therefore, they would fall into the ranking group 1-15 and score 80 for price. A Bidder who is ranked 20th would fall into the ranking group 16-30 and score 70 for price.
     4. CCS will then allocate a price score to each Bidder according to their ranking group, in line with the table below:

| Ranking Group | Price Score |
| --- | --- |
| 1-15 | 80 |
| 16-30 | 70 |
| 31-45 | 60 |
| 46-60 | 50 |
| 61-70 | 40 |
| 71-80 | 30 |
| 81-90 | 20 |
| 91+ | 10 |

An example of how four (4) Bidders’ price scores will be calculated is provided below:

| **Grade** | **Bidder A** | **Bidder B** | **Bidder C** | **Bidder D** |
| --- | --- | --- | --- | --- |
| **Partner / Managing Director** | £1,600 | £1,400 | £1,500 | £2,300 |
| **Managing Consultant / Director** | £1,300 | £1,100 | £1,250 | £1,700 |
| **Principal Consultant / Associate Director** | £1,100 | £900 | £1,000 | £1,300 |
| **Senior Consultant / Manager / Project Lead** | £750 | £700 | £800 | £1,000 |
| **Consultant / Senior Analyst** | £600 | £600 | £500 | £600 |
| **Analyst / Junior Consultant** | £420 | £400 | £350 | £450 |
| **Median price by Bidder** | £925 | £800 | £900 | £1,150 |
| **Rank** | 32 | 5 | 24 | 55 |
| **Price score** | 60 | 80 | 70 | 50 |

* 1. **Price evaluation process for Lots 2, 3 and 4**
     1. In Lots 2, 3 and 4 the price weighting is 10%. The maximum price score available in Lots 2, 3 and 4 is 10.
     2. CCS will calculate the median of the framework maximum day rates for advice for the 6 grades Bidders have submitted (cells B7-G7 of Attachment 3 - Price Matrix), to produce the “median price by Bidder”.
     3. CCS will then rank all Bidders from lowest to highest, according to their “median price by Bidder, this means the Bidder with the lowest median price by Bidder is ranked 1st. Therefore, they would fall into the ranking group 1-10 and score 10 for price. A Bidder who is ranked 20th would fall into the ranking group 11-20 and score 8 for price.
     4. CCS will then allocate a price score to each Bidder according to their ranking group, in line with the table below:

| Ranking Group | Price Score |
| --- | --- |
| 1-10 | 10 |
| 11-20 | 8 |
| 21-30 | 6 |
| 31+ | 4 |

An example of how four (4) Bidders’ price scores will be calculated is provided below:

| **Grade** | **Bidder A** | **Bidder B** | **Bidder C** | **Bidder**  **D** |
| --- | --- | --- | --- | --- |
| **Partner / Managing Director** | £1,600 | £1,400 | £1,500 | £2,300 |
| **Managing Consultant / Director** | £1,300 | £1,100 | £1,250 | £1,700 |
| **Principal Consultant / Associate Director** | £1,100 | £900 | £1,000 | £1,300 |
| **Senior Consultant / Manager / Project Lead** | £750 | £700 | £800 | £1,000 |
| **Consultant / Senior Analyst** | £600 | £600 | £500 | £600 |
| **Analyst / Junior Consultant** | £420 | £400 | £350 | £450 |
| **Median price by Bidder** | £925 | £800 | £900 | £1,150 |
| **Rank** | 16 | 5 | 13 | 40 |
| **Price score** | 8 | 10 | 8 | 4 |

* 1. **Price evaluation process for Lots 5, 6, 7, 8 and 9**
     1. In Lots 5, 6, 7, 8 and 9 the price weighting is 25%. The maximum price score available in Lots 5, 6, 7, 8, and 9 is 25.
     2. CCS will calculate the median of the framework maximum day rates for advice for the 6 grades Bidders have submitted (cells B7-G7 of Attachment 3 - Price Matrix), to produce the “median price by Bidder”.
     3. CCS will then rank all Bidders from lowest to highest, according to their “median price by Bidder”, this means the Bidder with the lowest median price by Bidder is ranked 1st. Therefore, they would fall into the ranking group 1-7 and score 25 for price. A Bidder who is ranked 20th would fall into the ranking group 16-23 and score 19 for price.
     4. CCS will then allocate a price score to each Bidder according to their ranking group, in line with the table below:

| **Ranking group** | **Price score** |
| --- | --- |
| 1-7 | 25 |
| 8-15 | 22 |
| 16-23 | 19 |
| 24-31 | 16 |
| 32-39 | 13 |
| 40-47 | 10 |
| 48-55 | 7 |
| 56+ | 4 |

An example of how four Bidders’ price scores will be calculated is provided below:

| **Grade** | **Bidder A** | **Bidder B** | **Bidder C** | **Bidder D** |
| --- | --- | --- | --- | --- |
| **Partner / Managing Director** | £1,600 | £1,400 | £1,500 | £2,300 |
| **Managing Consultant / Director** | £1,300 | £1,100 | £1,250 | £1,700 |
| **Principal Consultant / Associate Director** | £1,100 | £900 | £1,000 | £1,300 |
| **Senior Consultant / Manager / Project Lead** | £750 | £700 | £800 | £1,000 |
| **Consultant / Senior Analyst** | £600 | £600 | £500 | £600 |
| **Analyst / Junior Consultant** | £420 | £400 | £350 | £450 |
| **Median price by Bidder** | £925 | £800 | £900 | £1,150 |
| **Rank** | 16 | 5 | 13 | 40 |
| **Price score** | 19 | 25 | 22 | 10 |

* 1. **Price evaluation process Lot 10**

The total price score allocated is 30%. This total price score will comprise of 20 available marks for the complex price score and 10 available marks for the non-complex price score.

* + 1. **Lot 10 Complex price score**
    2. CCS will calculate the median of the complex price score for the 6 grades Bidders have submitted (cells B7-G7 of Attachment 3 - Price Matrix), as detailed in paragraphs 4.9 and 4.10 of Framework Schedule 1 (Specification), to produce the “median complex price by Bidder”.
    3. CCS will then rank all Bidders from lowest to highest, according to their “median complex price by Bidder”, this means the Bidder with the lowest median complex price is ranked 1st. Therefore, they would fall into the ranking group 1-4 and score 20 for price. A Bidder, who is ranked 20th would fall into the ranking group 17-20 and score 4 for price.
    4. CCS will then allocate a complex price score to each Bidder according to their ranking group, in line with the table below:

| Ranking Group | Price Score |
| --- | --- |
| 1-4 | 20 |
| 5-8 | 16 |
| 9-12 | 12 |
| 13-16 | 8 |
| 17-20 | 4 |
| 21+ | 2 |

An example of how four (4) Bidders’ price scores will be calculated is provided below:

| **Complex price scores** | **Bidder A** | **Bidder B** | **Bidder C** | **Bidder D** |
| --- | --- | --- | --- | --- |
| **Partner / Managing Director** | £1,160 | £1,160 | £2,000 | £2,250 |
| **Managing Consultant / Director** | £860 | £860 | £1,450 | £1,790 |
| **Principal Consultant / Associate Director** | £650 | £650 | £1,000 | £1,360 |
| **Senior Consultant / Manager / Project Lead** | £560 | £560 | £900 | £1,050 |
| **Consultant / Senior Analyst** | £500 | £500 | £780 | £900 |
| **Analyst / Junior Consultant** | £350 | £350 | £500 | £670 |
| **Median complex price by Bidder** | £605 | £605 | £950 | £1,205 |
| **Rank** | 5 | 5 | 20 | 26 |
| **Price score** | 16 | 16 | 4 | 2 |

* 1. **Lot 10 Non-complex price score**
     1. CCS will calculate the median of the non-complex price score for the 6 grades Bidders have submitted (cells B10-G10 of Attachment 3 - Price Matrix), as detailed in paragraphs 4.9 of Framework Schedule 1 (Specification), to produce the “median non-complex price by Bidder”.
     2. CCS will then rank all Bidders from lowest to highest, according to their “median non-complex price by Bidder” i.e. the Bidder with the lowest median non-complex price is ranked 1st Therefore, they would fall into the ranking group 1-4 and score 10 for price. A Bidder, who is ranked 20th would fall into the ranking group 17-20 and score 2 for price.
     3. CCS will then allocate a non-complex price score to each Bidder according to their ranking group, in line with the table below:

| Ranking Group | Price Score |
| --- | --- |
| 1-4 | 10 |
| 5-8 | 8 |
| 9-12 | 6 |
| 13-16 | 4 |
| 17-20 | 2 |
| 21+ | 1 |

An example of how four (4) Bidders’ price scores will be calculated is provided below:

| **Non-complex price score** | **Bidder A** | **Bidder B** | **Bidder C** | **Bidder D** |
| --- | --- | --- | --- | --- |
| **Partner / Managing Director** | £1,050 | £1,050 | £1,750 | £2,100 |
| **Managing Consultant / Director** | £800 | £800 | £1,330 | £1,600 |
| **Principal Consultant / Associate Director** | £610 | £610 | £920 | £1,180 |
| **Senior Consultant / Manager / Project Lead** | £510 | £510 | £810 | £900 |
| **Consultant / Senior Analyst** | £420 | £420 | £680 | £810 |
| **Analyst / Junior Consultant** | £330 | £330 | £410 | £650 |
| **Median non-complex price by Bidder** | £560 | £560 | £865 | £1,040 |
| **Rank** | 3 | 3 | 19 | 25 |
| **Non-complex price score** | 10 | 10 | 2 | 1 |

* 1. **Lot 10 Total price score**
     1. The complex price score and the non-complex price score will then be added together to calculate the Bidders total price score.
     2. Based on the above examples, the four Bidders would achieve the following total price score.

| **Price score** | **Bidder A** | **Bidder B** | **Bidder C** | **Bidder D** |
| --- | --- | --- | --- | --- |
| **Complex** | 16 | 16 | 4 | 2 |
| **Non-complex** | 10 | 10 | 2 | 1 |
| **Total price score** | 26 | 26 | 6 | 3 |

* 1. **Abnormally low tenders**
     1. Where we consider any of the framework maximum day rates you have submitted to have no correlation with the quality of your offer or to be abnormally low we will ask you to explain the framework maximum day rates you have submitted (as required in regulation 69 of the Public Contract Regulations 2015).
     2. If your explanation is not acceptable, we will reject your bid and exclude you from this competition. We will inform you if your bid has been excluded and why.

# **Final Decision to Award**

* 1. How we will calculate your Final Score for each Lot you are bidding for
  2. We will add your Quality Score to your Price Score to calculate your Final Score.

Example:

| **Lot** | **Bidder** | **Quality score** | **Social Value** | **Price score** | **Final score** |
| --- | --- | --- | --- | --- | --- |
| (Maximum score available 10) | (Maximum score available 10) | (Maximum score available 80) | (Maximum score available 100) |
| Lot 1 | Bidder A | 10 | 10 | 80 | 100 |
| Bidder B | 10 | 10 | 60 | 80 |
| Bidder C | 5 | 5 | 40 | 50 |
| **Lot** | **Bidder** | **Quality score** | **Social Value** | **Price score** | **Final score** |
| (Maximum score available 80) | (Maximum score available 10) | (Maximum score available 10) | (Maximum score available 100) |
| Lots 2-4 | Bidder A | 80 | 10 | 10 | 100 |
| Bidder B | 70 | 10 | 5 | 85 |
| Bidder C | 60 | 5 | 5 | 70 |
| **Lot** | **Bidder** | **Quality score** | **Social Value** | **Price score** | **Final score** |
| (Maximum score available 65) | (Maximum score available 10) | (Maximum score available 25) | (Maximum score available 100) |
| Lot 5-9 | Bidder A | 65 | 10 | 25 | 100 |
| Bidder B | 55 | 10 | 15 | 80 |
| Bidder C | 35 | 5 | 10 | 45 |
| **Lot** | **Bidder** | **Quality score** | **Social Value** | **Price score** | **Final score** |
| (Maximum score available 60) | (Maximum score available 10) | (Maximum score available 30) | (Maximum score available 100) |
| Lot 10 | Bidder A | 60 | 10 | 30 | 100 |
| Bidder B | 50 | 10 | 25 | 85 |
| Bidder C | 30 | 10 | 15 | 55 |

* 1. We will then rank all Final Scores from highest to lowest.
  2. We will offer the number of Bidders a Framework Contract as set out in section 3.1 of Attachment 1 – About the Framework.
  3. The maximum number of Bidders for Lot 1 of this framework may increase where two (2) or more Bidders have tied scores in last position only.
  4. **Reserved Rights**

We also reserve the right to award a Framework Contract for a Lot to any Bidders whose Final Score is within 3% of the last position for the applicable Lot.

**Example:**

If the Bidder in 70th place, last position for Lot 1, has a Final Score of 60.00

The calculation we will use is:

Lot 1 - 70th place Bidder’s Final Score is 60.00

3% of 60.00 = 1.80.

The calculation will be rounded to two decimal places in excel.

60.00 - 1.80 = 58.20

So, any Bidder whose Final Score is 58.20 or above will be awarded a Lot 1 place on the framework.

The above process will be followed for each Lot, to identify any Bidders whose Final Score falls within 3% of the final score of the Bidder in the final awarded place for that Lot.

* 1. **Intention to Award**

We will tell you if you have been successful or unsuccessful via the eSourcing tool. We will send Intention to Award letters to all Bidders who are still in the competition i.e. who have not been excluded.

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. We cannot provide advice to unsuccessful Bidders on the steps they should take and they should seek independent legal advice, if required.

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 Framework Contract with successful Bidders for the Lot(s) that have not been challenged.

Following the standstill period, and if there are no challenges to our decision, successful Bidders will be formally awarded a Framework Contract subject to signatures.

* 1. **Framework Contract**

You must sign and return the Framework Contract within 10 days of being asked. If you do not sign and return, we will withdraw our offer of a Framework Contract.

The conclusion of a Framework Contract is subject to the provision of due ‘certificates, statements and other means of proof’ where Bidders have, to this point, relied on self-certification.

If you have bid as a consortium, the conclusion of a Framework Contract is subject to the provision of due ‘certificates, statements and other means of proof’ from EACH member of the consortium.

This means:

* Cyber Essentials Basic Certificate
* Employer (Compulsory) Liability Insurance = £5,000,000
* Public Liability Insurance = £5,000,000
* Professional Indemnity Insurance = £5,000,000

You are required to send the documentary evidence of the above to no later than the date provided in the Intention to Award letter. Failure to do so may mean that we will withdraw our offer of a Framework Contract.