

DFE Procurement – Further Competition (through RM1502/L4.1)

Supplier notice

Please note that responses to this Further Competition exercise need to be made electronically through the CCS e-Sourcing Suite. Further guidance on this process can be found in via RFx attachments page within this electronic tender.

Title	Wakefield City Academies Trust: external financial expertise to facilitate smooth transition of individual academies and closure of the Trust
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Contract Manager	
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Requirements

Background

Wakefield City Academies Trust (WCAT) consists of 21 academies across Lancashire and West Yorkshire (LWY) and East Midlands and Humber (EMH). The Trust Board has passed a resolution to re-broker its 21 academies to other trusts and to wind up the Trust.

A dedicated project team in the Department for Education is supporting this rebrokerage and closure project. The Department is seeking to secure external financial and insolvency expertise to provide additional capacity to the Trust for the rebrokering of all of its academies and the closure of the Trust and to support the Department to facilitate this. This support is required to start with immediate effect (see below for timescales). The project requires committed and significant resource to allow a smooth closure of the Trust.

Detailed Requirements

The Services

1. Project deliverables

The Department invites bids for professional resource from the ConsultancyOne Framework RM1502 Lot 4.1 Corporate Finance and Financial Strategy. It is essential that the resource has accounting and insolvency practitioner experience and an understanding of education funding in order to provide financial oversight and expertise on a high profile project. The project will focus on providing hands-on practical support as well as specialist advice to the Department, together with supporting the Trust.

The project should deliver:

- i. Financial information to support the closure process, including the re-brokering of the trust's 21 academies and the wind up of the trust
- ii. Highlight of areas of potential short-term risk and provide advice regarding mitigations
- iii. Robust advice and recommendations to the Department, including advice on insolvency
- iv. Regular reporting to the Department

The right supplier will be able to quickly develop an understanding of the Department's requirements and the needs of the academy trust.

Project scope

The scope of this project extends to the whole Department and its agencies, as well as to the multi-academy trust and its individual academies. This will be explained to the supplier when appointed.

In order to assist the Department and the Trust to assess and implement the orderly closure of the Trust, and the transition into the winding-up process, the scope of work would include the following:

Cash flow

- Assess the Trust's cash flow forecast to understand the quantum and timing of any funding support required during the period up to the closure of the Trust.

Assets & Liabilities

- Review the Trust balance sheet to understand:
 - Assets:
 - Identify the assets of the Trust and consider disposal strategy and value.
 - Liabilities:
 - Review employment contracts and calculate and keep under review the redundancy cost associated with closure;
 - Review any property leases and consider the cost to surrender i.e. period until any break clause can be executed or whether the landlord may accept a one-off payment to terminate the lease;
 - Review operating leases and calculate any associated termination costs;
 - Review ongoing contracts (i.e. maintenance contracts), including the trust's suppliers, contractors and sub-contractors, calculate termination costs and understand notice provisions;
 - Review Local Government Pension Scheme Section 75 correspondence with the Pension Scheme Administrator and Scheme Actuary to determine the extent of any shortfall;
 - Quantify other creditors (trade, HMRC, grants) and how they unwind through the Trust's cash-flow forecast; and
 - Consider any tax implications of the disposal of assets and any associated cost.

Transition and Wind up plan

- Prepare and agree a transition and wind up plan for the Trust to include:
 - Financial information to support the transfer process of the 21 academies and the winding up of the Trust;
 - Work with the Trustees to place the Trust into a winding up process;
 - A brief description of the potential benefits and challenges of any suggested approach;
 - Review the Trust's Articles of Association to understand the legal structure and statutory requirements associated with closure and winding up;
 - An asset disposal strategy for tangible assets and any debts due to the Trust;
 - Security arrangements to protect the Trust's and academies' buildings and assets post closure;
 - A cash-flow forecast for the closure of the Trust to identify the funding requirement associated with closure prior to asset disposals being completed;
 - A next steps plan outlining the key milestones to enable the closure of the Trust, identifying roles and responsibilities;
 - Where requested, prepare commentary in relation to statutory and practical requirements relevant to the preparation of the declaration of solvency. This must be made up to the latest convenient date and must be sworn by all, or a majority, of the directors of the Trust in the 5 weeks prior to the passing of the resolution to place the Trust into members' voluntary liquidation;
 - Where requested, prepare commentary in relation to statutory and practical requirements relevant to the passing of resolutions to place the Trust into liquidation and appoint liquidators. Subject to any limitation in the Trust's articles, these resolutions may be passed either at formal meetings or by written resolution;
 - Prepare the necessary statutory documents required for the liquidation, including those

to be filed at Companies House and those to be advertised as appropriate.

2. Considerations

The following departmental constraints should be considered:

- The work should recognise, and options assume, the normal constraints placed on Government departments.
- All Departmental arm's length bodies must periodically be reviewed through a process defined by the Cabinet Office, and the DfE has agreed a schedule of reviews throughout this Parliament. A copy of this schedule will be provided to the successful bidder.

The following principles should be borne in mind:

- The process will be led by a team headed at Deputy Director level in the Department, and the role of the external consultants will be to support and work with the internal DfE team;
- Close engagement with the Department's senior team, especially at the early stages, will be essential;

Senior DfE stakeholders and members of the MAT will wish to be consulted on the proposed approach for wind-up of the trust and the final agreement

Timescales

We would like the project to start w/c 13 October (until October 2018) and expect the main analytical phase to complete and to deliver options and recommendations for the Department to consider over a set regular timeframe (this level of detail to be agreed).

The successful bidder will be requested to supply a project plan for the delivery of this work, including advice, recommendations and implementation, and work alongside a Department Project Manager and Department project team.

Place

The work will be taking place at the MAT and its individual academies. There will be occasional visits to the DfE sites (Manchester or Sheffield) – the majority of the checkpoint meetings are expected to be undertaken by conference calls.

Data Handling

The Data Handling clauses for this requirement are as per the draft Call Off Agreement.

Attachments

The following documents should be read in conjunction with this Requirement:

DOCUMENT 1 – Instructions and Information on Tendering Procedures
DOCUMENT 2 – Further Competition
DOCUMENT 3 – Draft Call Off Agreement
ANNEX 1 – Tender Declarations

Evaluation Process and criteria

All responses received will be evaluated against the evaluation criteria and scoring methodology as stated within this Further Competition.

The evaluation criteria for each of the questions, within each evaluation section, are detailed below along with the weighting to be applied.

Section	Evaluation Criteria	Potential Max Score	Weighting	Potential Max Weighted Score
Proposed Approach	Q1. Explain the approach to achieve necessary outcomes within required timescales and budget.	5	7	35
	Q2. Who is on your proposed team and what do they bring to the project	5	4	20
	Q3. Demonstrating previous experience of role assessment or of commercial role evaluation	5	3	15
	Total Potential Score (a)			70
Cost Score	Pricing (b) Include a detailed fixed price breakdown, cost assumptions, areas of price subject to fluctuation or variation due to assumptions or work volumes			30
Total Score	(a) + (b)			100

Responses will be scored on a 4 point scale and evaluators will use this to assign a score to each evaluation question response.

Suppliers should note the following evaluation conditions:

- i. If a supplier fails to achieve a score of 3 in Question 1, then the whole tender response will be discarded on bid quality grounds, prior to the evaluation of price.
- ii. If a supplier scores a 0 in either of Questions 2 and 3, then the whole tender response will be discarded on bid quality grounds, prior to the evaluation of price.
- iii. For all tenders that have not been disregarded as above, Pricing (Question 4) will be assessed by the following method:
 - i) The lowest accepted priced tender will be given a score of 100. The other scores will be allocated on a sliding percentage scale from this based on the following formula:

$$\text{Bidders' score} = 100 - (((\text{bidders' price} - \text{lowest price}) / \text{lowest price}) * 100)$$

e.g. the lowest price is £75,000. If the next lowest price is £80,000 then this will be calculated as $100 - (£5,000 / £75,000 * 100) = 93.3$ (rounded to nearest whole number decimal place) and so forth, to a minimum score of zero.

- ii) The score will then be adjusted to reflect it being 30% of the overall score – so following on from the above, the calculation would be $(30/100) \times 93.3 = 28.0$ (rounded to nearest 1 decimal place)

Please also note that the Authority expressly reserves the right to:

- clarify costing models and assumptions for prices quoted
- clarify information provided in a response and may seek independent advice to validate information declared or to assist in the evaluation
- cancel the Further Competition process and reject all quotations at any time prior to award of a contract without incurring any liability

Evaluation Section 1: Technical Requirements	Total Section Weighting: 70%
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Please provide an answer for each question explicitly. References to answers in other questions/sections may not be considered, and could result in a lower score being applied.

Evaluators cannot take into account previous knowledge of your delivery unless it is included in your quotation, therefore please be explicit about outcomes you have delivered and provide clear evidence and examples of your skills and experience.

Only upload the information requested and where directed to do so. Any additional documentation will not be evaluated.

Q1. Explain the approach to taking forward the required project work (section 3) and deliver the required outputs (section 2) to meet the required timeframe (section 5).

Your response should include (but not be limited to):

- An anticipated delivery plan. The plan should provide clarity on the intended project stages, key delivery activity, milestones and resources that will be allocated to each stage. If the plan is significantly different to that indicated in section 3, rationale for a different approach should be provided.
- A description of the methods and tools that will be used to undertake the assessment, analysis and reporting activity.
- A statement to explain and justify the delivery plan and methods/tools that will be used. This should include any rationale to explain how the approach will deliver the required outputs, whilst keeping to time and budget limitations, focussing on the wind up of the Trust.
- A description of the approach you will take to drive forward and govern delivery of the services, but with appropriate oversight for monitoring, providing steers and challenge, and managing approvals/escalation as required.
- The approach to quality assuring the work as it is delivered and, in particular, the final recommendation reports delivered to the Department.
- A record of any assumptions and dependencies that have influenced your delivery and resourcing approach.
- Confirmation of compliance with organisational data security standards.

Your response should be limited to a maximum of 1500 words. All words provided over this word count will not be considered.

Note: a project plan showing work stream, date, milestones and allocated resource can be provided as a separate appendix. Words that are clearly for the purpose of presenting the plan will not count towards the word count. Words that explain or justify the plan will count towards the word count.

Supplier response:

Evaluation criteria – scoring will be applied as follows:

- 0 Non-Compliant – Question not answered or totally inadequate response. Fails to demonstrate a logical delivery approach and does not provide assurance that the project work will be delivered in required timescales or to quality required.
- 1 Weak - The response provides a summary delivery plan to explain how the supplier will approach the project and progress to completion. However, the plan is limited in its clarity and does not provide assurance that all suitable steps for delivery have been considered. There are general statements provided to explain how different aspects of the project will be managed (e.g. around knowledge building, driving delivery, quality assurance), but these are limited, generic and provide limited assurance over successful delivery. The approach to resourcing does not provide assurance that different stages of the project will be suitably resourced or managed - with no justification to support the position.
- 3 Meets Requirements - The response is satisfactory and provides sufficient assurance that the project will be delivered and managed in a timely manner and to the quality required. The plan sets out a high level delivery approach and this provides assurance that a sensible/suitable delivery approach will be adopted. The allocation of resources at various stages appear sensible, with justification for the approach provided – although the resource may not be the same as those with experience noted in response to Questions 2 and/or 3. The methods and tools proposed appear sensible, with some justification/rationale that provides assurance these will support effective delivery. Statements concerning the approach to project delivery (e.g. around knowledge building, driving delivery, quality assurance) have been provided and these provide adequate assurance

	<p>over successful delivery. Basic assumptions and dependencies are noted, although some are considered to transfer inappropriate risk to the customer.</p> <p>5 Excellent – The response provides comprehensive assurance that the project will be effectively delivered and managed on a timely basis. The delivery plan is sufficiently detailed and provides assurance that all project steps have been considered, identifying key work streams, milestones and resources – this is supported with a strong justification for the approach backed up by previous experience. The methods and tools that have been recommended will clearly support delivery and are transferable for the department to use longer term. The statements concerning the approach to project delivery (e.g. around knowledge building, driving delivery, quality assurance) provide increased assurance that the supplier will drive and take ownership for delivery of the services. An approach to governance and working with the Contract Manager has been proposed that is sensible and provides further assurance that timely and quality outputs will be delivered. Assumptions and dependencies are relevant and clearly link to delivery of this project – with limited concern about inappropriate transfer of risk to the customer.</p> <p><i>NB. A minimum score of 2 is required for this question. Failure to score at least 2 for this question will result in the entire response being discarded.</i></p> <p>Note: The Price justification supplied will be considered when evaluating this section, with evaluation considering the value for money provided by the proposals.</p>
	<p>Q2. Who is on your proposed team and what do they bring to the project?</p> <p>Please provide information about the resource you will provide for this project. The information should include:</p> <ul style="list-style-type: none"> • A brief summary to explain the make-up of the team, with an explanation as to why this approach is being proposed, how the team is organised (using a chart if needed) and how this structure will ensure delivery within the required timescales. <p>Your response should be limited to a maximum of 500 words. All words provided over this word count will not be considered.</p> <ul style="list-style-type: none"> • CVs (in an appendix) for each member of the project team, demonstrating expertise and achievements, qualifications and highlighting specific relevant experience or qualifications, specifically around the winding up of trusts/companies, preferably in the education sector. <p>Each CV should be limited to two sides of A4 in Arial font 11. Information over two sides of A4 will not be considered. CV's are exclusive of the word count.</p> <p>Supplier response (summary of the proposed make-up of the team):</p>

	<p>Evaluation criteria – scoring will be applied as follows:</p> <p>0 Non-Compliant – Question not answered or totally inadequate response. Fails to demonstrate a competent/coherent team and/or relevant experience.</p> <p>1 Weak - The team has some experience in delivering services of the nature required, although the track record is limited and there are some limitations relating to the scale and scope of the noted experience. The explanation for the proposed make-up of the team does not provide assurance that the team will be suitably set-up and managed to deliver the required outputs in the timescales needed.</p> <p>3 Meets Requirements - The team demonstrates satisfactory experience in delivering services of the nature required, with a proven track record of successful delivery evident. The explanation for the make-up of the team provides assurance they understand the level of resources needed to ensure successful delivery of the services required. However, whilst there is assurance over skills and capacity and capability to deliver, it is clear that the majority of the noted resource are not those that delivered the work in response to Question 3 and/or the scale their project challenges and successes appear limited.</p> <p>5 Excellent – The team demonstrates a high level of experience in delivering the services required, being clearly aligned to the scope of the project work as described, including around the winding up of trusts/companies. There is evidence of driving these projects forward to achieve significant successes for the customer against challenging timescales. There is evidence of the ability to bring innovations from wider public and private sector projects to inform excellent service delivery. The explanation for the make-up of the team provides increased confidence that the team will be appropriately skilled, resourced and managed to ensure successful delivery of outcomes in the timescales required. Further assurance is provided due to most of the team delivering the projects noted in response to Question 3.</p> <p>Note: The Price justification supplied will be considered when evaluating this section, with evaluation considering the value for money provided by the proposals.</p>
	<p>Q3. Demonstrating previous experience.</p> <p>Please provide information, by way of examples, about the relevant experience that your company has in delivering work similar to the services required as noted at section 3 of this document, particularly around the winding up of trusts/companies. This can be one example that relates to all aspects of the required services, or a range of examples (to a maximum of 3 examples). The information should include, but not be limited to:</p> <ul style="list-style-type: none"> • Setting the scene, explaining the scope of the work, the outputs to be delivered/outcomes to be achieved, timescales and scale/importance of the work.

- Highlight similarities of requirement, methodology and/or operational landscape.
- Confirm whether this work was in the public or private sector. If public sector, did private sector experience inform delivery of outcomes?
- Resources that were used to deliver the work, and how they worked with the customer and the wider stakeholders engaged in delivery.
- Key challenges/issues that were overcome
- Key successes that were achieved.

Your response should be limited to a maximum of 750 words. All words provided over this word count will not be considered. Any examples over 3 examples will not be considered.

Supplier response:

Evaluation criteria – scoring will be applied as follows:

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| 0 | Non-Compliant – Question not answered or totally inadequate response. |
| 1 | Weak - The response provides limited evidence of the supplier delivering similar types of services to those required. There is some evidence of meeting timescales, working effectively with customers and achieving outcomes. However, the examples do not relate to the specifics of the services required and are clearly limited in their scale, challenge and success. |
| 3 | Meets Requirements - The response provides satisfactory evidence of the supplier delivering services similar to the services that are required. The examples provide evidence of an effective delivery approach, meeting key milestones, engaging effectively with stakeholders and the customer, and management of risks/issues, which have supported the achievement of outcomes. However, whilst there is assurance the supplier possesses the general delivery experience, the examples are somewhat limited in terms of scale, challenge and successes achieved. |
| 5 | Excellent – The response provides full confidence of the supplier’s previous experience to deliver the services as described in the tender documentation. The examples clearly align to the services as described, with the scale of delivery and timescales to be achieved clearly challenging. The successes achieved evidently had a significant benefit for the customer and this has been informed by an effective approach to resourcing and driving forward delivery. The examples show the supplier has delivered these successes in the public sector, with evidence of the outcomes being informed by broader private sector experience. Assurance is provided as the people involved in delivering these projects are those put forward for this work. |

Evaluation Section2: Cost Scoring		Section Weighting: 30%
<p>Q4: Pricing</p> <p>Suppliers must include a table setting out the proposed pricing approach.</p> <p>The table must include details of the hours/days per week, grade, rate, weekly cost and overall cost for each consultant who would be engaged in delivering all necessary outputs, and any discounts that may be applied.</p> <p>Suppliers should provide a short (300 word) summary to explain the pricing approach being adopted. This should provide justification for the pricing proposals, underlying assumptions and how they provide value for money. Please note that this information is to support your tender and will NOT be scored individually.</p>		
<p>Evaluation criteria as above</p> <p><i>The Price payable must comply, as a maximum, with the Crown Commercial Service Rate Card for this framework ConsultancyOne Framework RM1502 Lot 4.1 Corporate Finance and Financial Strategy.</i></p>		
Evaluation Section3: Further information		Section Weighting: 0%
Ref	Question	
7.1	Is VAT to be charged in addition to your net price?	
7.2	Are you classed as a Small or Medium Enterprise (SME)?	
7.3	Please attach a completed PDF copy of 'ANNEX 1 Tender Declarations'	
Timelines		
Deadline for submitting your RFQ response		
Notification to bidders of result		
Contract start date		
Contract expiry date		
Terms & Conditions		
Please see the draft call-off order form (Document 3)		
Contract Management		
<p>It is envisaged that, as a minimum, there will be an initial launch and delivery development meeting. This would be followed by regular checkpoint meetings with the Department. The initial launch meeting will be used to refine and agree the final approach to be reflected in the subsequently signed contractual agreement.</p> <p>Each deliverable will need to be approved and a decision taken by the Department prior to moving to the next stage.</p> <p>The successful supplier will be required to register on the DfE's e-procurement and contract management system, Redimo 2.</p>		

Additional Information

Payment

Payments will be made by BACS transfer following receipt of a valid invoice.

The invoice detail should clearly specify which services from the pricing schedule are being charged for.

The successful tenderer should provide details of discounts for prompt payment.

VAT

Tenderers are required to indicate whether or not VAT will be charged.

Where the contract price agreed between the Department and contractor is inclusive of any VAT, further amounts will not be paid by the Department should a vatable supply claim be made at any later stage.

Where the overall contract price is exclusive of VAT, the Department will pay any VAT incurred at the prevailing rate (currently 20%). If the VAT rate changes the Department will pay any VAT incurred at the new rate.

It is the responsibility of tenderers to check their VAT position with HMRC before submitting a bid.

Queries and Guidance

Queries

Any queries in respect of this Specification should be raised via the CCS e-Sourcing Suite.

Technical

Responses to this Specification need to be submitted electronically through CCS e-Sourcing Suite by providing one PDF document including responses to all questions above and providing as part of your submission. Further guidance on this process can be found within the RFx attachments page within this electronic tender and in system guidance documents available to download via the CCS website.

Bidders experiencing technical difficulties should contact the CCS system support line on advisory.services@crownccommercial.gov.uk.