

28 September 2023

Dear Sir / Madam

Invitation to Tender Reference 709155457

1. Royal Navy, as part of Ministry of Defence are running a further tender competition for Establishing Clyde Mission Delivery Group, under Crown Commercial Services framework RM6187 Lot 3. You are invited to tender in accordance with the attached documentation.
2. The [Statement of Requirements/Specification](#) details what is required.
3. The Pricing Table details what prices are required. The total budget is up to a maximum of £1,200,000 (excluding VAT).
A maximum of £600,000 for the first 6 months delivery of core services.
An additional 6-month option period for up to a maximum of £600,000.
4. Tenders will be evaluated in accordance with the [Tender Evaluation Criteria](#). This details how tenders will be assessed, scored and compared, including assessment of the Commercial, Financial and Technical responses in all submitted tenders.
5. The resulting contract will be based on the framework Terms & Conditions, including the Draft Order Form. As this is not a negotiated procurement, the Terms & Conditions cannot be amended following contract award.
6. You may raise questions about the tender and the requirement via the CCS eSourcing Suite. The deadline for asking questions is 04 October 2023. Please note that any questions raised, and the answers provided, may be shared with other interested suppliers. Any questions about the Terms & Conditions must be raised during this period, as the terms cannot be amended following contract award.
7. You must submit your Tender via the CCS eSourcing Suite by 10:00 on 13 October 2023. You should allow sufficient time for submission as late tenders will not be accepted. Tender responses should answer all evaluation questions, include all completed documents and provide all requested prices.
8. The following documentation should be submitted:
 - A Tenderers Response Form providing answers to all evaluation questions, the prices and signed documents.
 - A completed Social Value Commitments Form.
 - A completed Pricing Table.

- A copy of the email confirming the Cyber Risk level has been met.
9. The anticipated date for the contract award decision is 25 October 2023. Please note that this is an indicative date and may change.

Yours faithfully

Katie Goble
Commercial Manager

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1. Glossary

Agent	means Crown Commercial Service
Authority or Contracting Authority	means the Secretary of State for Defence of the United Kingdom of Great Britain and Northern Ireland, (referred to in this document as "the Authority"), acting as part of the Crown – also known as Ministry of Defence
Contract	means the contractually-binding terms and conditions set out in this ITT to be entered into between the Authority and the successful Tenderer at the conclusion of this Procurement;
eSourcing Suite	means the online tender management and administration system used by the Authority;
Evaluation Score	means the score achieved by a Tender at the conclusion of the Evaluation process;
Regulations	means the Public Contracts Regulations 2015 (http://www.legislation.gov.uk/ukxi/2015/102/contents/made)
Services	means the deliverables (goods and/or services) that may be provided by Suppliers, as set out in the Statement of Requirements/Specification;
Technical Evaluation	means the qualitative evaluation of a Tender undertaken during the Evaluation process;
Technical Score	means the score awarded to a Tenderer at the conclusion of the Technical Evaluation process;
Tender or Bid	means the Tenderer's formal offer in response to the Invitation to Tender;
Tender Submission Deadline	means the time and date set for the latest uploading of Tenders.
Tenderer or Supplier	means a framework supplier submitting a proposal to this Procurement;
You or Your	means mean the tenderers organisation, or the organisation the tenderers represent
We, Us or Ours	means the Authority or Ministry of Defence

2. Introduction

2.1 This Procurement will establish a contract for the purchase of Services described in the Statement of Requirements/Specification.

2.2 The resulting Contract will be for 6 months with an option to extend for a further 6 months.

2.3 The maximum contract value is up to £1,200,000 (ex VAT).

2.4 This resulting Contract will be between the successful Supplier and the Authority. This is a call off contract and as such the Authority cannot guarantee volumes of work.

2.5 This tender is being conducted under the Crown Commercial Service Management Consultancy Framework Three (MCF3) Framework Agreement (reference RM6187 - Lot 3) and it's Terms and Conditions will govern any resultant Contract.

2.6 Only those suppliers on the stated framework and lot can submit a tender in response to this requirement.

2.7 The Authority is managing this Procurement in accordance with the Public Contracts Regulations 2015.

3. Terms of Participation

3.1 You must comply with the rules in this Bid Pack and any other instructions given by us. You must also ensure members of your consortium (if relevant), group companies, subcontractors or advisers comply.

3.2 You may Submit one bid.

3.3 Your bid must remain valid for 90 days after the bid submission deadline.

3.4 You must submit your bid in English and through the eSourcing Suite only.

3.5 You are able to bid with named subcontractors to deliver parts of the requirements. You must tell us about any changes to subcontractors or you may be excluded from this competition.

3.6 We may make enquiries. For example, where you either submit a bid:

- In your own name and or as a subcontractor and or as a member of a consortium connected with a separate bid.
- In your own name which is similar to a separate bid from another bidder within your group of companies.

This is so we can be sure that your involvement doesn't cause:

- Potential or actual conflicts of interest.
- Supplier capacity problems.
- Restrictions or distortions in competition.

3.7 We may require you to amend or withdraw all or part of your bid if, in our reasonable opinion, any of the above issues have arisen or may arise.

3.8 Only you or, as applicable, your subcontractors (as set out in your bid) or consortium members (if relevant) can provide services through the contract.

3.9 You must not attempt to influence the contract award process. For example, you must not ever directly or indirectly:

- Collude with others over the content and submission of bids. However, you may work in good faith with a proposed partner, supplier, consortium member (if relevant) or provider of finance.
- Canvass our staff or advisors about this competition.
- Try to get information from any of our and/or Contracting Authority staff or advisors about another bidder or bid.

3.10 You must ensure that no conflicts of interest exist between you and us / Contracting Authority. If you do not tell us about a known conflict, we may exclude you from the competition. We may also exclude you if a conflict cannot be dealt with in any other way.

3.11 You must keep the contents of this Bid Pack confidential (including the fact that you have received it). This obligation does not apply to anything you have to do to submit a bid or comply with a legal obligation.

3.12 You must not publicise the deliverables or the award of any contract unless the Contracting Authority has given written consent. For example, you are not allowed to make statements to the media about any bid or its contents.

3.13 We reserve the right to:

- Waive or change the requirements of this Bid Pack without notice.
- Verify information, seek clarification or require evidence or further information about your bid
- Withdraw this Bid Pack at any time, or re-invite bids on the same or alternative basis.
- Choose not to award any contract or Lot as a result of the competition.
- Choose to award different Lots at different times.
- Make any changes to the timetable, structure or content of the competition.

3.14 We reserve the right to exclude you if:

- You submit a non-compliant bid.
- Your bid contains false or misleading information.
- You fail to tell us of any change in the contracting arrangements between bid submission and award.
- You fix or adjust any element of the Tender by agreement or arrangement with any other person.
- The change in the contracting arrangements would result in a breach of procurement law.
- For any other reason provided in this Bid Pack.

- For any reason set out in the Public Contracts Regulations 2015.

3.15 If a misrepresentation by you induces the Contracting Authority to enter into a contract with you, you may be excluded from bidding for contracts for three years, under regulation 57(8)(h)(i) of the PCR 2015 or sued by the Contracting Authority for damages, the Contracting Authority may rescind the contract under the Misrepresentation Act 1967.

3.16 If fraud, or fraudulent intent, can be proved, you may be prosecuted and convicted of the offence of fraud by false representation under s.2 of the Fraud Act 2006, which can carry a sentence of up to 10 years or a fine (or both).

3.17 If there is a conviction, then your organisation must be excluded from procurement for five years under reg. 57(1) of the PCR 2015 (subject to self-cleaning).

3.18 We will not pay your bid costs for any reason.

3.19 The Contracting Authority will not be liable:

- Where parts of the Bid Pack are not accurate, adequate or complete.
- For any written or verbal communications.

3.20 You must carry out your own due diligence and rely on your own enquiries.

3.21 This Bid Pack is not a commitment by the Contracting Authority to enter into a contract.

3.22 The Bid Pack remains our property. You must use the Bid Pack only for this competition.

3.23 You allow us to copy, amend and reproduce your bid so we can:

- Run the competition.
- Comply with law and guidance.
- Carry out our business.

3.24 Our advisors, subcontractors and other government bodies can use your bid for the same purposes.

3.25 We will not share any information from your bid which you have identified as being confidential or commercially sensitive with third parties, other than stakeholders in the competition. We may however share this information, but only in line with the Regulations, the Freedom of Information Act 2000 (FOIA) or any other law as applicable.

4. Further Competition Timetable

4.1 The timetable below are intended timelines but, for a range of reasons, dates can change. We will tell you if and when timelines change.

Stage	Date and Time	Responsibility	Submit to:
Invitation to Tenderers Conference	Not Applicable to this procurement		
Date for confirmation of attendance at Tenderers Conference	Not Applicable to this procurement		
Final date for Clarification Questions	04 October 2023	Tenderers	CCS eSourcing Suite
Final Date for Requests for Extension to return date	04 October 2023	Tenderers	CCS eSourcing Suite
Authority issues Final Clarification Answers	10 October 2023	Authority	All Tenderers

Tender Return	13 October 2023	Tenderers	CCS eSourcing Suite
Tender Evaluation Commences	16 October 2023	Authority	N/A

5. **Completing and Submitting a Tender**

5.1 To participate in this competitive tendering exercise, Tenderers are required to submit a Tender which fully complies with the instructions in this Bid Pack.

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

5.3 You must enter your bid into the e-Sourcing Suite. Only bids received through the e-Sourcing Suite will be accepted.

5.4 Make sure you answer every question. Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials e.g. reports located on your website.

5.5 Tenderers are strongly advised to read through all documentation first to ensure they understand how to submit a fully compliant Tender.

5.6 It is the Tenderer's responsibility to ensure that a fully compliant Tender is submitted.

5.7 Tenderers must ensure that they are using the latest versions of this document, as the documentation may be updated from time to time.

5.8 For technical guidance on how to complete questions and text fields, and how to upload any requested attachments please see CCS Supplier Guidance
<https://crowncommercialservice.bravosolution.co.uk/web/login.html>

5.9 Should any exclusions, assumptions, dependencies or caveats apply to your Tender or any of the goods and/or services that you would provide when delivering the requirements, these should be clearly indicated in the relevant areas of the Tender.

5.10 Submit your bid before the Bid Submission Deadline.

5.11 Press the Submit Response button when your bid is ready, otherwise we will not be able to see it.

6. **Questions and Clarifications**

6.1 If you have any questions you need to ask them as soon as possible after the procurement event is published as there is a deadline for submitting clarifications questions. This gives you the chance to check that you understand everything before you submit your bid.

6.2 You need to send your questions through the eSourcing Suite. This is the only way we can communicate with bidders. Ensure your question is specific and clear and does not include your identity. This is because we publish all the questions and our responses to all bidders.

6.3 If you feel that a particular question should not be published, you must tell us why when you ask the question. We will decide whether or not to publish the question and response.

6.4 You can ask us questions about the competition but please do not attempt to 'negotiate' the terms. All contract awards will be subject to the terms and conditions identified in this Tender.

6.5 The Authority reserves the right to contact Tenderers at any time for clarification on all or any part of their Tender during this Procurement and which is likely to require a prompt response.

7. Tender Evaluation Summary

7.1 The Tender evaluation will assess the Most Economically Advantageous Tender (MEAT) to The Authority based on the following calculation:

Highest Total Evaluation Score from the following evaluation elements:

Commercial Qualification – Pass/Fail only and not included in the total Evaluation Score.

Financial Price Score – Worth 50% of the total Evaluation Score.

Technical Quality Score – Worth 50% of the total Evaluation Score.

7.2 The Technical Score will be added to the Financial Score to determine the “Evaluation Score” for each Tenderer. This will be calculated on a Technical/Financial split of 50%/50%.

Example calculation, for information purposes only and based on financial score worth 50% and Technical score worth 50% - figures for this procurement may differ.

In this example, Tenderer B has the highest total evaluation score and is the winning tenderer.

Tenderer	Technical Score (maximum 50)	Financial Score (maximum 50)	Evaluation Score (maximum 100)
Tenderer A	35	50	85
Tenderer B	45	45	90
Tenderer C	40	25	65

7.3 Any Tender which is considered non-compliant for any Commercial, Financial or Technical element or criteria will be excluded from the competition and not receive an Evaluation Score. If a tender is considered non-compliant in either the Commercial or Financial evaluations that tender may be excluded from the Technical evaluations and not receive any Technical scores or feedback.

7.4 Scores will be rounded to two decimal places.

7.5 In the event that multiple Tenderers achieve the exact same highest Evaluation Score, then the Tenderer with the lowest Total Price will be considered to be the Winning Tenderer. In the event that multiple Tenderers achieve the exact same highest Evaluation Score and have the exact same lowest Total Price, then The Authority reserves the right to request those, and only those, Tenderers to submit final and best Total Prices, with the lowest final and best Total Price considered to be the Winning Tenderer.

7.6 Tenderers must provide relevant answers and all requested documentation in response to all commercial qualification, financial and technical criteria/questions. Responses should remain as concise as possible and any supporting information should be relevant to the response.

Responses must be:

a. Word processed

- i. Page size – UK standard A4 (210mm x 297mm)
- ii. Page margins – 25.4mm on each top, bottom, left, right
- iii. Font – “Arial”
- iv. Font size – 12.0
- v. Line spacing – 1.0
- vi. Maximum number of pages – 13 sides of A4 paper. Responses submitted against individual evaluation criteria are not to exceed one side of A4, except for Criterion 3 (in Table 10.10 below), where tenderers may use one side of A4 paper per project team member CV. This will allow for:

- Covering page – one page
- Evaluation Criterion 1: Approach outline – one page
- Evaluation Criterion 2: Utility demonstration – one page
- Evaluation Criterion 3: Proposed project team – up to one page per team member
- Evaluation Criterion 4: Evidence of experience and expertise – one page
- Evaluation Criterion 5: Perceived success criteria and potential risks – one page
- Evaluation Criterion 6: Social Value - MAC 3.3 – Maximum 750 words
- Evaluation Criterion 7: Social Value - MAC 4.2 – Maximum 750 words
- Evaluation Criterion 6: Social Value - MAC 3.3 – Maximum 750 words

7.7 Tenders will be evaluated based on the contents of their Tender response only. Tenderers should submit only one priced proposal. Technical Evaluation will be undertaken independently from Commercial and Financial Evaluations. Technical evaluators will have no knowledge of associated prices. Tenderers should ensure that there are no prices shown within any responses to, or supporting documents for, for technical criteria.

8. Commercial Qualification Evaluation Criteria

8.1 The Commercial Qualification Evaluation will assess if all tendering and contractual requirements have been provided.

8.2 A Tender will be considered non-compliant if:

- the Tender was not received by the due date and time.
- the full set of requirements cannot be delivered.
- any required delivery dates cannot be met.
- all Framework Terms & Conditions and have not been accepted.
- all required MOD Terms & Conditions and have not been accepted.
- any other required documentation was not submitted.
- any prices have been included in the technical responses and this is considered to have affected the evaluation process.
- the Social Value Commitments form does not include at least one commitment for each of the three Social Value criteria/themes.

8.3 The Authority reserves the right to undertake due diligence checks and/or financial health checks of Tenderers as part of the Commercial Evaluation. If any of these checks raises concerns around the Tenderer or If a Parent Company or Bank guarantee is requested and is not provided, The Authority will consider the Tenderer non-compliant. If these checks are undertaken on the Winning Supplier during the standstill period prior to formal contract award, the Authority reserves the right to award the Contract to the next best placed Supplier or to cancel or re-run the procurement.

9. Financial Price Evaluation Criteria

9.1 Tenderers are required to complete the Pricing Table.

9.2 The Financial Evaluation will assess the Total Price the Tenderer has offered to deliver all the requirements set out in the Statement of Requirements/Specification.

9.3 Prices should be provided for each item listed in the Pricing Table. This shall be the total maximum cost for the provision of all goods and/or services listed, as detailed in the Statement of Requirement, for the quantities quoted and for the full maximum duration of the requirement, including any optional goods/services and/or periods. All prices submitted must be excluding VAT.

9.4 The Total Price figure that will be used in the evaluation of Tenders shall be the total figure that is calculated from the prices Tenderers have provided for each item listed in the Pricing Table, for the full maximum duration of the requirement, including any optional goods/services and periods.

9.5 Tenderers are notified that when the contract is in place, payments for goods and/or services will be made after the goods and/or services have been fully delivered. For example, payment for purchase of an item will be made after it has been delivered and installed or payment for annual maintenance of a piece of equipment will be made at the end of the contract year during which the maintenance was undertaken.

9.6 Where estimated Authority usage figures are shown on the Schedule of Requirements, the Total Price figure shall not be a guarantee of quantities required or payments to be made under any resulting Contract. The quantity of each item is for evaluation purposes only and, whilst this may give an indication of numbers or proportions of each type of services that may be required, quantities required under the contract may be higher or lower based on Authority requirements during the contract period. The contract value will be a limit of liability under which the Authority shall be entitled to purchase the services listed at the firm rates set.

9.7 A Tender will be considered non-compliant if:

- the Total Price is greater than the total available funding of £600,000 for the initial 6-month contract period.
- Annex A shows an incorrect Total Price as the Total Price calculation is above the available funding.
- the Tender does not indicate a Total Price.
- the Tender has not provided prices for all items in the Schedule of Requirements/Pricing Table.
- the Tender requires the Authority to provide additional resource (other than any identified in the Statement of Requirements), therefore the pricing does not cover all requirements.

9.8 The Tenderer with the lowest total price (provided the tender is fully compliant) shall be awarded the maximum Financial Score available. The remaining Tenderers shall be awarded a percentage of the maximum Financial Score available, based on their price relative to the lowest price submitted.

9.9 The calculation used is the following:

$$\frac{\text{Lowest Price from a compliant Tender}}{\text{Tenderers price}} \times \text{maximum Financial Score available}$$

Example calculation, for information purposes only and based on maximum Financial score of 50% and Technical score of 50% - figures for this procurement may differ.

Tenderer	Price Submitted	Score Calculation	Maximum Score Available	Financial Score Awarded
Tenderer A	£1,000	$(£1,000 / £1,000) \times 50$	50	50
Tenderer B	£1,100	$(£1,000 / £1,100) \times 50$	50	45
Tenderer C	£2,000	$(£1,000 / £2,000) \times 50$	50	25

10. Technical Quality Evaluation Criteria

10.1 The Technical Evaluation will assess the Tender response to establish the level of confidence The Authority has that the Tenderer will be able meet and deliver all the requirements detailed in the Statement of Requirements/Specification.

10.2 The response to each criteria will be given points in accordance with the table below:

Criterion A will be scored in accordance with the following:

Pass	Fail
<p>In The Authority's opinion the Tenderers response to the requirements or criteria being assessed: clearly details how the requirements or criteria will be met in full and sufficient evidence has been provided, where applicable.</p> <p>clearly shows that any required volumes, timescales, standards or support will be met, where applicable.</p>	<p>In The Authority's opinion the Tenderers response to the requirements or criteria being assessed: does not clearly detail how the requirement or criteria will be met in full and sufficient evidence has not been provided, where applicable.</p> <p>does not clearly show that any required volumes, timescales, standards or support will be met, where applicable.</p>

Criteria 1 to 8 will be scored in accordance with the following:

100 – High Confidence	70 – Good Confidence	30 – Moderate Confidence	0 – Low Confidence
<p>In The Authority's opinion the Tenderers response to the requirements or criteria being assessed: addresses and demonstrates a thorough understanding of all elements of the requirement or criteria, where applicable.</p> <p>provides a comprehensive, unambiguous and thorough explanation of how all of the requirement or criteria will be delivered, where applicable.</p> <p>details a thorough explanation of how the full volumes and timescales of the requirement or criteria will be met, where applicable.</p> <p>provides comprehensive details showing how all of the requirement or criteria will be managed with sufficient resource allocated and support provided for the full duration, where applicable.</p> <p>comprehensively details how the requirement or criteria will be assured and how all quality or standards expected will be met in full, where applicable. has comprehensively considered risks to delivery of the requirement or criteria and thoroughly explained how they will be eliminated or mitigated, where applicable.</p>	<p>In The Authority's opinion the Tenderers response to the requirements or criteria being assessed: addresses and demonstrates a sufficient understanding of most of the requirement or criteria, where applicable.</p> <p>provides sufficient detail and explanation of how most of the requirement or criteria will be delivered, where applicable.</p> <p>shows sufficient ability to meet most of the volumes and timescales for the requirement or criteria, where applicable.</p> <p>provides sufficient information to show how most of the requirement or criteria will be managed with adequate resource allocated and support provided, where applicable.</p> <p>sufficiently details how most of the requirement or criteria will be assured and quality or standards expected will be met, where applicable.</p> <p>has considered risks to delivery of the requirement or criteria and adequately indicated how most will be eliminated or mitigated, where applicable.</p>	<p>In The Authority's opinion the Tenderers response to the requirements or criteria being assessed: addresses and demonstrates an understanding of some of the elements of the requirement or criteria, where applicable.</p> <p>is weak in some areas and does not fully detail or explain how some elements of the requirement or criteria will be delivered, where applicable.</p> <p>indicates that some of the volumes or timescales for the requirement or criteria will be met but may be lacking detail in some areas, where applicable.</p> <p>provides details of how some of the requirement or criteria will be managed but leaves concerns about the resource and support provided, where applicable.</p> <p>provides details of how some of the requirement or criteria will be assured but leaves doubt about quality or standards, where applicable. has considered risks to some of the requirement or criteria but leaves concerns that there are risks that have not been considered or may not be mitigated, where applicable.</p>	<p>In The Authority's opinion the Tenderers response to the requirements or criteria being assessed: does not address or demonstrate an understanding of most or all of the requirement or criteria, where applicable.</p> <p>does not demonstrate the ability to deliver most or all of the requirement or criteria, where applicable.</p> <p>does not show that most or all of the volumes or timescales of the requirement or criteria will be met, where applicable.</p> <p>does not provide details of how most or all of the requirement or criteria will be managed or that the required resource and support will be provided, where applicable.</p> <p>does not demonstrate that most or all of the required standards or quality will be met, where applicable.</p> <p>has identified and addressed few or no risks to delivery, where applicable.</p>

10.3 The points achieved will be multiplied by the corresponding weighting to provide an overall criteria mark.

10.4 When the mark for each question has been determined they will be added together to provide a total mark for the Technical Evaluation.

10.5 The evaluators are considered to be Subject Matter Experts (SME) on the Statement of Requirements/Specification. If an individual criteria is evaluated by more than the one SME, The Authority will review the points allocated by the individual evaluators before facilitating a group consensus meeting. During the meeting, evaluators will discuss their independent points until they reach a consensus regarding the points that should be attributed to each Tenderers answer to the questions.

10.6 Evaluators will assess each question individually and will not be expected to search for answers. Where a Tenderers answer to any technical criteria question is covered within a separately attached document, the text answer to that criteria question must clearly indicate the relevant part of the supporting document in which the answer can be found. Any documents that have not been referenced will be discounted during evaluation.

10.7 Once all technical responses have been evaluated the individual marks attributed to each response, excluding any pass/fail criteria, will be added together to provide a total Technical Mark.

10.8 A Tender will be considered non-compliant if:

- the Tender receives a fail on any pass/fail criteria.
- the Tenderer has self-certified that that they cannot meet any of individual pass/fail criteria.
- the Tender receives points which are below the threshold set for any individual criteria.
- the Tender receives a Total Technical Score below 60.
- the Tender receives a score of 0 on more than one of the three social value MAC criteria.

10.9 Tenderers 'Technical Score' shall be calculated as a percentage of the maximum Technical Score available, based of the total Technical Marks received.

The calculation used is the following:

$$\frac{\text{Tenderers Total Marks}}{\text{Total Marks Available}} \times \text{maximum Technical Score available}$$

Example calculation, for information purposes only and based on maximum Financial score of 50% and Technical score of 50% - figures for this procurement may differ.

<i>Tenderer</i>	<i>Total Marks</i>	<i>Score Calculation</i>	<i>Maximum Score Available</i>	<i>Technical Score Awarded</i>
<i>Tenderer A</i>	70	$(70 / 100) \times 50$	50	35
<i>Tenderer B</i>	90	$(90 / 100) \times 50$	50	45
<i>Tenderer C</i>	80	$(80 / 100) \times 50$	50	40

10.10 The Technical evaluation questions/criteria that Tenderers should address within their Tender are:

Figure	Criteria	Points Available	Minimum Threshold	Weight	Mark Available
A	Confirm your organisation will be able to commence delivery against the Statement of Requirement within 2 weeks of Contract Award.	Pass or Fail	Pass	N/A	Pass or Fail

Figure	Criteria	Points Available	Minimum Threshold	Weight	Mark Available
1	<p>Outline your approach to undertake this requirement as articulated in the Statement of Requirement.</p> <p>Your response shall:</p> <ul style="list-style-type: none"> confirm the strength of technical capabilities, relevant organisational and governance design, interface management, appropriate tools and techniques, external benchmarks, and information flows. <p>include a resource plan of the proposed team and where/how their time will be allocated, focused, and measured.</p>	0, 30, 70 or 100	30	17.50%	17.50
2	<p>Demonstrate how you will utilise your experience and ability to deliver the project at the scale, technical complexity, value and pace as outlined within the Statement of Requirement.</p> <p>Your response must evidence how your capabilities would benefit and deliver a One Clyde Integrated Operating Framework and support establishment of the Mission Delivery Group.</p>	0, 30, 70 or 100	30	20.00%	20.00
3	<p>Outline your proposed project team; this shall include CVs for project team members (of no more than 1-page A4 each), who must have a demonstratable experience and required skills set.</p> <p>The relevant skills and experience of the proposed team shall indicate why this makes them suitable for delivering this project.</p>	0, 30, 70 or 100	30	17.50%	17.50
4	<p>Provide evidence of your expertise and experience in supporting similar projects within the UK Nuclear Industry, as well as a track record for delivering efficiency and productivity improvements. Previous experience related to the Defence Nuclear Enterprise is desirable.</p>	0, 30, 70 or 100	30	17.50%	17.50
5	<p>Outline what you perceive to be the success criteria for this project and identify potential risks and issues to delivery within the proposed timescales.</p>	0, 30, 70 or 100	30	17.50%	17.50
6	<p>MAC3.3 - Explain how you will Support the development of scalable and future-proofed new methods to modernise delivery and increase productivity</p>	0, 30, 70 or 100	0	5.00%	5.00

Figure	Criteria	Points Available	Minimum Threshold	Weight	Mark Available
7	MAC4.2 - Explain how you will Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement.	0, 30, 70 or 100	0	2.50%	2.50
8	MAC6.1 - Explain how you will Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce	0, 30, 70 or 100	0	2.50%	2.50
				100%	100

10.11 Social Value Overview (for criteria 6-8)

Social value has a lasting impact on individuals, communities, and the environment. Government has a huge opportunity and responsibility to maximise benefits effectively and comprehensively through its commercial activity. It cannot afford not to. A missed opportunity to deliver social value may lead to costs that the taxpayer has to absorb elsewhere through public procurement.

A competitive and diverse supply landscape can help to deliver innovation in public services, manage risk and provide greater value for taxpayers' money.

As a result, the Social Value Model (SVM) has been created which details 5 Themes, 8 Policy Outcomes and 24 Model Award Criteria (MACs). The SVM MACs are questions which relate to Social Value. The use of the SVM is mandatory in all central government procurements using Public Contracts Regulations (PCR) 2015 and Defence and Security Public Contracts Regulations (DSPCR) 2011 above financial threshold and exempt procurements.

Defence is focusing on three, out of the five, priority Social Value themes that are most relevant for Defence:

- Tackling economic inequality.
- Fighting climate change; and
- Equal opportunity.

The Social Value Scoring Criteria is listed below. Please use this and the information provided within the SVM to compile your responses to the SVM MAC and Model Evaluation Question (MEQ) asked. In compiling your answer, please refer to the SVM Quick Reference Table. Under Model Response Guidance for tenderers and evaluators examples of types of evidence the tender evaluators are looking for can be found.

Alongside the Example Reporting Metrics, Social Value Key Performance Indicators (KPIs) may be used within this contract. KPIs will be generated from the Tenderer's social value response it is therefore important that measurable commits are included in the response (both commitments against the reporting metrics and other metrics as may be appropriate. KPIs may be agreed between the parties and included in the contract at Contract Award.

The aim of the following SVM MACs is to understand the Tenderers Social Value Commitment that this procurement programme will provide within the geographical location(s) that is will be delivered from.

In your written response you should provide convincing arguments, including suitable evidence, of What your understanding of Social Value is, in relation to this procurement, and How you will instil confidence in the Authority in your ability to deliver against the Social Value requirements for this procurement.

A list of some of the key response documents that the Authority would expect you to provide are provided below. However, within the overall limit of pages you should supplement your written submission with other documents you consider will build confidence in your ability to maximise Social Value Commitments.

From the information that you provide, the evaluators will assess, qualitatively, your response, based on the information that you provide within your tender response.

Alongside their Commitments against the reporting metrics, the successful Tenderer's method statement will form the basis of Key Performance Indicators and jointly managed throughout the life of the contract.

The Tenderers must ensure that they answer the SVM MACs asked. Any additional information which is not specific to the contract being procured will not be considered.

The Tenderers responses are to set out the additional Social Value benefits that they will deliver against the Policy Outcomes for this procurement. It is not sufficient to only reference/use to their Corporate Social Responsibility (CSR) and or Environmental, Social and Governance (ESG) documents.

Using a maximum of 750 words describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

- your 'Method Statement,' stating how you will achieve this and how your commitment meets the SVM Model Award Criteria (MAC), and
- a timed project plan and process, including how you will implement your commitment and by when
- how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
 - timed action plan
 - use of metrics
 - tools/processes used to gather data
 - reporting
 - feedback and improvement
 - transparency
- how you will influence your: staff, supply chains, 3rd party suppliers, customers, and communities through the delivery of the contract to support the Policy Outcome, e.g., engagement, co-design/creation, training, and education, partnering/collaborating, volunteering.

In complying your answer, please refer to the Social Value Model Quick Reference Table, under Model Response Guidance for tenderers and evaluators for examples of types of evidence the tender evaluators are looking for: The written submission should be in 11pt Arial to meet the response requirement.

For this procurement, the following SVM MAC have been selected as being appropriate.

Model Award Criteria	Model Response Guidance for tenderers and evaluators <i>The award criteria (left) and sub-criteria (below) will be used to evaluate the response</i>	Example Reporting Metrics <i>(proposals to be included in tender response)</i>
Theme 2: Tackling economic inequality: Policy Outcome: Increase supply chain resilience and capacity		
MAC 3.3: Support the development of scalable and future-proofed new methods to modernise delivery and increase productivity.	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> • Understanding of scalable and future-proofed new methods to drive greater modernisation of delivery and increase productivity. • Approach to organisational learning and continuous improvement. • Creation of a design and tendering environment that is conducive to the development of scalable and future-proofed new methods to modernise delivery and increase productivity. <p>Illustrative examples: outcomes-based specifications enabling alternative approaches to be offered; codesign with users and communities; approaches that invite innovative approaches to be proposed and developed; activities that promote collaboration to access new technologies/green technologies and/or approaches.</p>	<p>For each of start-ups, SMEs, VCSEs, mutuals</p> <ul style="list-style-type: none"> ■ The number of contract opportunities awarded under the contract, and value. ■ Total spend under the contract, as a percentage of the overall contract spend. <p>Number /Percentage of all companies in the supply chain under the contract:</p> <ul style="list-style-type: none"> ■ with a current Cyber Essentials /Plus certification. [where relevant] ■ to have adopted the National Cyber Security Centre's 10 steps. [where relevant]

Model Award Criteria	Model Response Guidance for tenderers and evaluators <i>The award criteria (left) and sub-criteria (below) will be used to evaluate the response</i>	Example Reporting Metrics <i>(proposals to be included in tender response)</i>
Theme 3: Fighting Climate Change: Policy Outcome: Effective stewardship of the environment		
MAC 4.2 Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement.	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> • Understanding of how to influence staff, suppliers, customers, communities and/or any other appropriate stakeholders through the delivery of the contract to support environmental protection and improvement. • Activities to reconnect people with the environment and increase awareness of ways to protect and enhance it. <p>Illustrative examples:</p> <ul style="list-style-type: none"> • Engagement to raise awareness of the benefits of the environmental opportunities identified. ○ Co-design/creation. Working collaboratively to devise and deliver solutions to support environmental objectives. • Training and education. Influencing behaviour to reduce waste and use resources more efficiently in the performance of the contract. • Partnering/collaborating in engaging with the community in relation to the performance of the contract, to support environmental objectives. • Volunteering opportunities for the contract workforce, e.g. undertaking activities that encourage direct positive impact. 	Number of people-hours spent protecting and improving the environment under the contract.

Model Award Criteria	Model Response Guidance for tenderers and evaluators <i>The award criteria (left) and sub-criteria (below) will be used to evaluate the response</i>	Example Reporting Metrics <i>(proposals to be included in tender response)</i>
Theme 4: Equal opportunity: Policy Outcome: Tackle workforce inequality		
MAC 6.1 Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> • Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer's own organisation and those of its key sub-contractors. • Measures to tackle inequality in employment, skills and pay in the contract workforce. Illustrative examples: <ul style="list-style-type: none"> • Inclusive and accessible recruitment practices, and retention-focussed activities. • Offering a range of quality opportunities with routes of progression if appropriate, e.g. T Level industry placements, students supported into higher level apprenticeships. • Working conditions which promote an inclusive working environment and promote retention and progression. • Demonstrating how working conditions promote an inclusive working environment and promote retention and progression. • A time-bound action plan informed by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level. • Including multiple women, or others with protected characteristics, in shortlists for recruitment and promotions. • Using skill-based assessment tasks in recruitment. • Using structured interviews for recruitment and promotions. • Introducing transparency to promotion, pay and reward processes. • Positive action schemes in place to address under-representation in certain pay grades. • Jobs at all levels open to flexible working from day one for all workers. • Collection and publication of retention rates, e.g. for pregnant women and new mothers, or for others with protected characteristics. • Regular equal pay audits conducted 	<p>Total number/percentage of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, as a proportion of the total FTE contract workforce</p> <p>Total number/percentage of people from groups under-represented in the workforce on apprenticeship schemes / other training schemes under the contract, as a proportion of the all people on apprenticeship schemes/ other training schemes within the contract workforce</p>

Further Social Value Guidance can be found:

- a) Social Value Model (SVM), Government Commercial Function, Edition 1.1 – 3 Dec 20
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940827/Guide-to-using-the-Social-Value-Model-Edn-1.1-3-Dec-20.pdf
- b) Guide to Using the Social Value Model, Government Commercial Function, Edition 1.1 – 3 Dec 20
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf
- c) Social Value Model Quick Reference Table, Government Commercial Function, Edition 1.1 – 3 Dec 20
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf

11. Award Decision

11.1 Following evaluation of Tenders in accordance with the evaluation process set out in this ITT, the Tenderer which offers the most economically advantageous Tender may be awarded a Contract.

11.2 The Tender which receives the highest Evaluation Score, which is calculated as the highest combined Technical Evaluation Score and Financial Evaluation Score (provided the tender is considered fully compliant in all evaluation areas) shall be considered the most economically advantageous Tender.

12. Other Information

12.1 Save as set out in PPN 01/22, the Authority will not be accepting Tenders that:

- a. contain any Russian/Belarusian products and / or services; and/or
- b. are linked to entities who are constituted or organised under the law of Russia or Belarus, or under the control (full or partial) of a Russian/Belarusian person or entity. Please note that this does not include companies:

(1) registered in the UK or in a country with which the UK has a relevant international agreement with reciprocal rights of access in the relevant field of public procurement; and / or

(2) which have significant business operations in the UK or in a country the UK has a relevant international agreement with reciprocal rights of access in the relevant field of public procurement. Tenderers must confirm in writing that their Tender, including any element that may be provided by any part of the Contractor's supply chain, does not contain any Russian/Belarusian products and/or services.

Tenderers must include provisions equivalent to those set out in this clause in all relevant Sub-Contracting Arrangements.

Contract Documents

Any contract resulting from this tender will be formed from the CCS Framework Order Form, Terms & Conditions and associated Schedules, including the Statement of Requirements/Specification and Pricing Table, incorporating prices submitted by the Winning Tenderer.

If, following the contract award decision, the Winning Tenderer does not agree to the Contract terms (when the Contract has been drafted in accordance with the terms and information provided in this tender), the Authority reserves the right to terminate that contract award decision and award the Contract to the next best placed Tenderer or to cancel or re-run the procurement.

If the Winning Tenderer enters into the contract but is unable to deliver the requirements, the Authority reserves the right to terminate that Contract and award the Contract to the next best placed Tenderer or to cancel or re-run the procurement.

IR35

IR35 off payroll working rules are not expected to apply to this requirement as this is considered to be a fully outsourced service and the Winning Tender will be required to confirm acceptance of the HMRC CEST assessment.

Modern Slavery

A Modern Slavery Assessment has been raised and the risk is considered to be Low.

Cyber Risk

A Cyber Risk Assessment has been raised and the profile is Low. The reference is RAR-347626472.

A Supplier Assurance Questionnaire does need to be completed.

Where a Supplier Assurance Questionnaire needs to be completed, Tenderers must complete and email this to UKStratComDD-CyDR-DCPP@mod.gov.uk who will confirm cyber risk compliance. A copy of the completed questionnaire and the compliance email should then be included as part of the tender submission.

If a Tenderers Supplier Assurance Questionnaire score does not meet the level set in the Cyber Risk Assessment, this does not prevent submission of a Tender. In those circumstances, a Cyber Implementation Plan should be completed as part of the tender submission, to demonstrate what actions will be taken to meet the required Cyber Risk level. Provided the actions and timescales were considered acceptable to The Authority, the Cyber Implementation Plan would then be included as a requirement in any resulting Contract.

Guidance of Cyber Implementations Plans can be found online at

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1126692/20221219-CIP_Guidance.pdf

Cyber Implementation Plan Template

Organisation Name		
Contact Name		
Contact Email		
Contract Name		
Cyber Risk Profile		Very Low Low Moderate High
Risk Assessment Reference (RAR)		
Supplier Assurance Questionnaire (SAQ) code (If known)		
Controls not met (paste from DCPD response email)		

DEFSTAN 05 -138	<i>Only answer for controls “not met”.</i> <i>SAQ returns with “Not met” can be submitted providing the CIP covers those controls.</i>	
	DEFCON CONTROLS (Low)	Equivalent standard/ controls or comment
	VL.01 Maintain annually renewed Cyber Essentials Certification.	
	L.01 Define and implement an information security policy, related processes and procedures.	
	L.02 Define and assign information security relevant roles and responsibilities.	
	L.03 Define and implement a policy which addresses information security risks within the supply chain.	
	L.04 Define and implement a policy which ensures all functions have sufficient and appropriately qualified resources to manage the establishment, implementation and maintenance of information security.	
	L.05 Define employee (including contractor) responsibilities for information security.	
	L.06 Define and implement a policy to provide employees and contractors with information security training.	
	L.07 Define and implement a policy for ensuring sensitive information is clearly identified.	

L.08 Define and implement a policy to control access to information and information processing facilities.		
L.09 Maintain annually renewed Cyber Essentials Plus Certification.		
L.10 Define and implement a policy to control the exchanging of information via removable media.		
L.11 Record and maintain the scope and configuration of the information technology estate.		
L.12 Define and implement a policy to manage the access rights of user accounts.		
L.13 Define and implement a policy to maintain the confidentiality of passwords Does your organisation have a policy and deploy technical measures to maintain the confidentiality of passwords?		
L.14 Define and implement a policy for verifying an individual's credentials prior to employment.		
L.15 Define and implement a process for employees and contractors to report violations of information security policies and procedures without fear of recrimination.		
L.16 Define and implement a disciplinary process to take action against employees who violate information security policies or procedures Does your organisation have a disciplinary process in place to ensure that action is taken against those who violate security policy or procedures?		
L.17 Define and implement an incident management policy, which must include detection, resolution and recovery.		
Anticipated Date of Compliance	Comment	

Statement of Requirements/Specification

Establishing Clyde Mission Delivery Group – Statement of Work

1. Implement an Integrated Operating Framework for One Clyde. Timeframe: Nov 23 – Apr 24

- a. Development of One Clyde Integrated Operating Framework which offers a coherent naval base level perspective for Clyde with a holistic shared programme, which strengthens supplier relationships, and supports a One Clyde Mission Delivery Group (CMDG) in strategic planning and prioritisation to optimise site capability through the mitigation of risk.
- b. Cohere and clarify the specific Clyde interfaces and relationships across the naval base stakeholders (Submarine Delivery Agency (SDA), Babcock, Submarine Flotilla (SUBFLOT) and Clyde Infrastructure Programme Senior Responsible Owner (CIP SRO)), with the Submarine Directorate (SM Dir) Operating Model, Navy Command Operating Model and wider (complex) Defence Nuclear Enterprise (DNE).
- c. Define and support the commencement of the implementation plan, which is designed to better align and integrate planning at all levels and aid transformation of One Clyde.

2. Establish a Portfolio Management construct:

a. Define & build portfolio capability. Timeframe: Nov 23 – Jan 24

Implementing and cohering the existing portfolio structures into an optimised Clyde portfolio management model (including a defined portfolio office) to support the Mission Delivery Group in their ambition to transform Clyde. The One Clyde Portfolio Office (OCPO) is to offer an integrated and base-level perspective; responsible for providing a single source of truth across portfolio-level demand and supply working with customers to gather information and prioritise outputs; and working with programmes/functions to gather information on plans/risks and deconflict interdependent delivery. This will include:

- Defining portfolio structures and model to build the portfolio layer to support decision making and prioritisation for the One Clyde leadership.
- Defining key portfolio roles and responsibilities within the OCPO and where they interface with wider SM Dir and DNE portfolio governance.
- Identifying Inputs, artefacts, toolsets and processes required by the OCPO.
- Guidance on how the portfolio management model should be established and embed its operating model.
- Focus on immediate priority in addressing infrastructure capability and development of infrastructure operating model.
- Providing coaching and support to key stakeholders within the portfolio management organisation to help deliver the key changes.

b. Embed strategic portfolio planning based on an Integrated One Clyde Programme. Timeframe: Jan 24 – April 24

- As part of business / strategic planning (e.g. Annual Budget Cycle (ABC) inputs), hold prioritisation workshops to identify and agree priority issues for One CMDG.
- Interventions to support connecting the shared programmes, to SM Dir / Navy Command / Defence Nuclear Organisation (DNO) / Defence Nuclear Enterprise (dependencies etc)

3. Establish One Clyde Mission Delivery Group. Timeframe: Jan 24 – Apr 24.

- Design and mobilise suitable governance in support of CMDG that supports the effective decision analysis of management information, assessment of risk, coalesces competing demands and prioritises decisions to optimise base capability and wider transformation of delivery.
- One CMDG Agenda to include:
 - Safe
 - Secure
 - Effective
 - Infrastructure Programme – present and future
 - Readiness for Dreadnought
 - People – One Clyde

**4. Demonstrating approach to addressing Clyde Issues and mitigating key risks
Timeframe: Oct onwards**

Develop and present a clear picture of the One Clyde strategic risks and mitigations

Deliver a series of deep dives/sprints with ‘tiger teams’ across ‘One Clyde’ to support the CMDG in identifying root cause, recommendations, and action plans to addressing current key risks and issues:

- Understand current issue
- Understand root cause
- Define the future state
- Embed change and realise benefits
- Plan and next steps

**5. Delivery of an implementation plan and knowledge transfer to crown servants
Timeframe Apr – May 24**

Development of an implementation plan to embed deliverables 1-4, and rollout / progress the recommendations and operating framework developed in deliverables 1-4. A key element of this will be to transfer this knowledge to MoD employees.

Provide a formal client review and sign off on a monthly basis (against a formal monthly progress report).

Security: All personnel working on this task must be SC cleared and British Nationals. Highest level of classification to be worked on is secret.

GFX: MoDNet laptops with full Microsoft Office functionality is required and will be provided.

Location: The majority of this work will take place in person in His Majesty’s Naval Base Clyde (HMNBC), with occasional travel to the sites of other stakeholders (notably Navy Command Head Quarters (NCHQ) (Portsmouth), DNO (London) and SDA (Bristol)).

Start Timeline: Successful tenderer must be able to commence work within 2 weeks of contract award

Further Option Period: Requirement for inclusion of a further 6-month option period within the contract.

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Financial Criteria – Pricing Table

Pricing table for core services for initial 6 month period:

Grade	Names	Daily Rate Applied for this Tender (£ex VAT)	Tenderers usual Maximum Daily Rate (£ex VAT) (For reference only)	Number of Days	Total
Total					

Following completion of the initial core services, any additional required services will be requested through a formal contract amendment and tasking form, and those services will be delivered in accordance with the day rates stated above.

Item Number	Payment Schedule
All services	Payments to be made in arrears following successful completion of each month of service provision. Subject to formal client review and sign off on a monthly basis (against a formal monthly progress report).

Exact delivery dates will be dependent on date of signing contract and will be confirmed on contract award.

All rates stated are firm - to be paid in £ (GBP/Pounding Sterling), not subject to any increase or exchange rates.

The quantity of each item are expected numbers and not a guarantee of amounts required or due. Quantities ordered under the contract may be higher or lower based on Authority requirements during the contract period.

The contract value will be a limit of liability under which the Authority shall be entitled to purchase any goods and/or services listed at the firm prices set, dependent on Authority requirements.

The Prices set for each item shall be the total maximum price the Contractor shall charge for the delivery of the goods/services covered within that item. This shall include, but not be limited to:

- Any direct or indirect costs
- Any labour costs or personnel salaries, pensions or contributions
- Any costs for manufacture or provision of goods/services
- Any costs for delivery to the Authority
- Any fuel costs
- Any related travel and subsistence
- Any packaging
- Any import costs or charges
- Any implementation or exit costs
- Any sub-contractor costs
- Any IT or system related costs
- Any costs required to provide Authority access to systems or accounts