

Dear Sir / Madam

Invitation to Tender Reference 710305452

1. Royal Navy, as part of Ministry of Defence are running a further tender competition for the Sustainment of Digital and Technical Services for the Naval Digital Hosting Service under Crown Commercial Services framework Technology Services 3 RM6100 Lot 3b Operational Services – Operational Management. You are invited to tender in accordance with the attached documentation.
2. The [Statement of Requirements/Specification](#) details what is required.
3. The [Schedule of Requirements](#) / Pricing Table details what prices are required. The total budget is £9,985,000 (excluding VAT), consisting of:
£8,285,000 for the Core Services.
£1,700,000 Limit of Liability for the optional additional requirements.
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 20 February 2024. 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 14 March 2024.** 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 Pricing Table.
9. The anticipated date for the contract award decision is 26 March 2024. Please note that this is an indicative date and may change.

Yours faithfully,

Isabel King
Senior Commercial Manager

Contents

This invitation consists of the following documentation:

- Invitation to Tender:
 - 1. Glossary
 - 2. Introduction
 - 3. Terms of Participation
 - 4. Further Competition Timetable
 - 5. Completing and Submitting a Tender
 - 6. Questions and Clarifications
 - 7. Tender Evaluation Summary
 - 8. Commercial Evaluation Criteria
 - 9. Financial Evaluation Criteria
 - 10. Technical Evaluation Criteria
 - 11. Award Decision
 - 12. Other Information
- Tenderers Response Form
- Draft Framework Call Off Order Form
- Framework Call Off Terms & Conditions and Schedules (per CCS webpage)
- Cyber Risk Assessment

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/uksi/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 30 months with an option to extend for a further 4 months.

2.3 The maximum contract value is £9,985,000.

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 for the additional services under the £1.7mil Limit of Liability, including the optional 4 month extension period.

2.5 This tender is being conducted under the Crown Commercial Service Technology Services 3 Framework Agreement (reference RM6100 - Lot 3b) 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	20 February 2024	Tenderers	CCS eSourcing Suite
Authority issues Final Clarification Answers	01 March 2024	Authority	All Tenderers
Final Date for Requests for Extension to return date	07 March 2024	Tenderers	CCS eSourcing Suite

Tender Return	14 March 2024	Tenderers	CCS eSourcing Suite
Tender Evaluation Commences	15 March 2024	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.

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 30% of the total Evaluation Score.

Technical Quality Score (including Social Value) – Worth 70% 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 70%/30%.

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 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. Any information which does not relate directly to the evaluation, including marketing material, will not be evaluated. Hyperlinks to documents or references to websites should not be used, unless these have been requested.

7.7 Tenders will be evaluated based on the contents of their Tender response only.

7.8 Tenderers should submit only one priced proposal. Where more than one price or set of prices is submitted, only the first submitted priced proposal will be accepted.

7.9 Technical Evaluation will be undertaken independently from Commercial and Financial Evaluations. Technical evaluators will have no knowledge of associated prices. Tenderers must ensure that there are no prices shown within any technical criteria responses or supporting documents.

7.10 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.

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 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.

9.2 Tenderers shall complete each Rates tab on the Pricing Table spreadsheet. Tenderers shall enter the day rates for each role for the core service of 30 months and the optional extension of 4 months. Tenderer's entries shall only be made in the yellow highlighted boxes. All other boxes and calculations must not be amended.

9.3 For the core services, indicative roles and numbers of days required for the services have been pre-populated but Tenderers should not feel bound by these figures and they are illustrative only. As this is an outcome based requirement, Tenderer's are allowed to change these roles, SFIA levels and number of days, to reflect the manner in which they intend to deliver the Service utilising their solution. If roles are not required they can be deleted and additional roles can be added if required. This will calculate the Tenderer's total price for delivering those core services.

9.4 Although the technical evaluators will not see tenderer's prices, they will be able to see the number of personnel tenderers are intending to use to deliver the core services and will be able to assess if the tenderer has fully understood each service and the type/number of personnel that would be required to deliver them, which they will take this into account when completing technical evaluations. If Tenderers change any of the indicative roles, they must ensure that their proposed teams are sufficient to deliver all the required services and that the tender submission evidences this.

9.5 For the potential additional services (Time & Materials), specific roles and numbers of days have been pre-populated in the 'Additional T&M Rates' tab. The role titles, SFIA and number of days are indicative only for the purposes of tender pricing evaluation and shall not be a guarantee of additional services under the Contract. The day rates must be consistent with the day rates utilised in the core service tabs. Tenderer's must not change, add or delete any of these roles. Clarificatory wording confirming the comparable role titles used by the Tenderer, if different elsewhere in the submission, can be set out in the Tenderer's Comments tab. This T&M Rates tab will calculate an indicative price that Tenderer's would charge for delivery additional services.

9.6 Where estimated T&M usage figures are requested, 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 role and rate card is for evaluation purposes only and, whilst this may give an indication of what 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 included a limit of liability under which the Authority shall be entitled to request additional services at the rates set.

9.7 Any resource required for implementation should be detailed within the relevant tab. This will be included within the total price calculated to deliver the Core Services.

9.8 Tenderers day rates and total yearly prices provided for the core services will be incorporated into the contract as firm prices and Tenderers will be required to deliver all the core services for the prices stated.

9.9 Time & Materials day rates will be incorporated into the contract as the prices to be used if the Authority request delivery of any additional services. These rate cards will only be used for additional services or requirements above the core services already detailed.

9.10 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 calculations tab.

9.11 A Tender will be considered non-compliant if:

- the Total Price for Core Services is greater than the Core Services funding of £8,285,000.
- The Total Price estimated for all services (Core Services and optional Limit of Liability for additional services) is greater than the total funding of £9,985,000.
- the Tender does not indicate a Total Price.
- the Tender has not provided prices for all items in the 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.
- the Tenderer has amended the calculations (highlighted yellow) within the Pricing Table.

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

9.13 The calculation used is the following:

Lowest Price from a compliant Tender x maximum Financial Score available
Tenderers price

Example calculation, for information purposes only - 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

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

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

10.4 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.

10.5 The answers to criteria 1-5 should be no more than 750 words, and the answers to criteria 6-8 should be no more than 500 words.

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

Figure	Criteria	Points Available	Minimum Threshold	Weight	Score Available
1	(Ref Table 8 in SOR) Provide evidence that you meet the essential skills and experience?	0, 30, 70 or 100	70	15.00%	15.00
2	(Ref Table 2 in SOR) Explain your approach and how it will meet Output 1 requirements defined at table 2	0, 30, 70 or 100	70	20.00%	20.00
3	(Ref Table 3 in SOR) Explain your approach and how it will meet Output 2 requirements defined at table 3	0, 30, 70 or 100	70	17.50%	17.50
4	(Ref Table 4 in SOR) Explain your approach and how it will meet Output 3 requirements defined at table 4	0, 30, 70 or 100	70	17.50%	17.50
5	(Ref Table 5 in SOR) Explain your approach and how it will meet Output 4 requirements defined at table 5	0, 30, 70 or 100	70	20.00%	20.00
6	MAC2.3 - Explain how you will Support educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications	0, 30, 70 or 100	30	5.00%	5.00
7	MAC3.1 - Explain how you will Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals.	0, 30, 70 or 100	30	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	30	2.50%	2.50
				100%	100

10.10 The response to each criteria will be given points in accordance with the table below:
Criteria 1 to 5 will be scored in accordance with the following:

100 – High Confidence	70 – Good Confidence	30 – Moderate Confidence	0 – Low Confidence
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.	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.	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.	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.
provides a comprehensive, unambiguous and thorough explanation of how all of the requirement or criteria will be delivered, where applicable.	provides sufficient detail and explanation of how most of the requirement or criteria will be delivered, where applicable.	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.	does not demonstrate the ability to deliver most or all of the requirement or criteria, where applicable.
details a thorough explanation of how the full volumes and timescales of the requirement or criteria will be met, where applicable.	shows sufficient ability to meet most of the volumes and timescales for the requirement or criteria, where applicable.	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.	does not show that most or all of the volumes or timescales of the requirement or criteria will be met, where applicable.
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.	provides sufficient information to show how most of the requirement or criteria will be managed with adequate resource allocated and support provided, where applicable.	provides details of how some of the requirement or criteria will be managed but leaves concerns about the resource and support provided, where applicable.	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.
comprehensively details how the requirement or criteria will be assured and how all quality or standards expected will be met in full, where applicable.	sufficiently details how most of the requirement or criteria will be assured and quality or standards expected will be met, where applicable.	provides details of how some of the requirement or criteria will be assured but leaves doubt about quality or standards, where applicable.	does not demonstrate that most or all of the required standards or quality will be met, 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.	has considered risks to delivery of the requirement or criteria and adequately indicated how most will be eliminated or mitigated, 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.	has identified and addressed few or no risks to delivery, where applicable.

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 500 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: Create new businesses, new jobs and new skills		
MAC 2.3: Support educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> • Understanding of employment and skills issues, and of the education and training issues relating to the contract. Illustrative examples: demographics, skills shortages, new opportunities in high growth sectors, groups under-represented in the workforce (e.g. prison leavers, disabled people), geographic/local community and skills/employment challenges. • Support for educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications • Activities to support relevant sector related skills growth and sustainability in the contract workforce. Illustrative examples: careers talks, curriculum support, literacy opportunities (Level 2, 3 and 4+) in relation to the contract. • Delivery of apprenticeships, traineeships and T Level industry placement opportunities (Level 2, 3 and 4+) in relation to the contract. 	<p>Number of full-time equivalent (FTE) employment opportunities created under the contract, by UK region.</p> <p>Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained under the contract, by UK region.</p> <p>Number of training opportunities (Level 2, 3, and 4+) created or retained under the contract, other than apprentices, by UK region.</p> <p>Number of people-hours of learning interventions delivered under the contract, by UK region.</p>
Theme 2: Tackling economic inequality: Policy Outcome: Increase supply chain resilience and capacity		
MAC 3.1: Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals.	<p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> • Understanding of the types of businesses in the market and the level of participation by new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals. • Activities to identify opportunities to open sub-contracting under the contract to a diverse range of businesses, including new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals. • Plans for engaging a diverse range of businesses in engagement activities prior to appointing supply chain members (including activities prior to award of the main contract and during the contract term). • Activities that demonstrate a collaborative way to work with a diverse range of businesses as 	<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 supply chain</p>

	<p>part of the supply chain.</p> <p>Illustrative examples: co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods; and use of inclusive technology.</p> <ul style="list-style-type: none"> • Advertising of supply chain opportunities openly and to ensure they are accessible to a diverse range of businesses, including advertising sub-contracting opportunities on Contracts Finder. • Ensuring accessibility for disabled business owners and employees. • Structuring of the supply chain selection process in a way that ensures fairness (e.g. anti-corruption) and encourages participation by a diverse range of businesses, including with regard to new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals. 	opportunities advertised in an accessible media
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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-focused 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. 	<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>
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	<ul style="list-style-type: none">• 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	
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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

10.12 Tenderers 'Technical Score' shall be calculated as a percentage of the maximum Technical Score available, based on 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	<i>$(70 / 100) \times 50$</i>	50	35
<i>Tenderer B</i>	90	<i>$(90 / 100) \times 50$</i>	50	45
<i>Tenderer C</i>	80	<i>$(80 / 100) \times 50$</i>	50	40

10. 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.

11. 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.

12. 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.

13. IR35

IR35 off payroll working rules are not expected to apply to this requirement as this is considered to be a fully outsourced service.

14. Modern Slavery

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

15. Cyber Risk

A Cyber Risk Assessment has been raised and the profile is N/A. The reference is RAR-547307142.

A Supplier Assurance Questionnaire does not need to be completed.

Statement of Requirements/Specification

STATEMENT OF REQUIREMENT FOR SUSTAINMENT OF DIGITAL AND TECHNICAL SERVICES FOR THE NAVAL DIGITAL HOSTING SERVICE

AIM

1. To provide the RN with Digital and Technical Support Services to generate digital outcomes for the operational delivery and the Navy Digital Hosting (NDH) Infrastructure as a Service (IaaS) hosting capability. This is a requirement for a service to deliver the outcome and outputs below for a core period of 30 months, plus an option to extend by a further 4 months if required.

BACKGROUND

2. A requirement for technical services across a spectrum of NDH services to deliver outcomes that enable current and future information-based capabilities supporting RN/RM, MoD, HMG defence and national security. NDH is operational at both OFFICIAL SENSITIVE (OS) and SECRET (S) in the fixed domain providing customers with a secure and state of the art scalable cloud offering. This facility is located in a Crown Hosting Data Centre at Corsham. This facility is also being used to consolidate & centralise a number of legacy Royal Navy data centres into this one location in support of rationalisation efforts.

OUTCOMES

3. MDDS outputs of NDH will contribute to the following Navy Digital and Data Plan (link) outcomes:

- Outcome 1: Cohered, curated and assured data from the HQ to the tactical edge
- Outcome 2: Smarter decision making at all levels of command
- Outcome 3: Efficient business processes that drive force readiness and sustainability
- Outcome 4: Improved cyber security and resilience
- Outcome 8: Empowered digitally savvy workforce that is inspired to create and collaborate

OUTPUTS

4. This Statement of Requirement delivers the following four outputs:

Table 1 - Output Descriptions

Output 1	Operation of Navy Digital Hosting and Continual Service Improvement (CSI)
	<ul style="list-style-type: none">Sustainment of 2 x on premise production cloud hosting capabilities (OS and S).Operations will include ongoing management, patching, planned upgrades (minor and major) and ongoing technical delivery of new services delivered under CSI.Ongoing development and support of a self-service tenant service broker and the infrastructure as code that provides customers the ability to self-manage their deployments and their own ongoing management of allocated resources. Also includes ongoing updates of technical and procedural documentation, ongoing completion of work instructions and operating procedures.

<ul style="list-style-type: none"> • Team to provide ongoing support of security activity such as vulnerability assessments, Security Incident Event Monitoring (SIEM) and testing. • Maintenance and continual improvements to the automation and orchestration elements of NDH (predominantly code that automates tenant provisioning, tenant and platform patching and infrastructure as code) • Delivery of additional new services under continual service improvement. • New services must be secure by design whilst still be flexible enough to support the solution with a modest size team. NDH must maintain minimum-security accreditation. 	
Output 2	Strategic Architecture
<ul style="list-style-type: none"> • Provide technical and service oriented architectural governance and advice. • Ensure NDH aligns with the Navy Digital Maritime Defence Domain Service targeting operational models and architectural directions of travel and strategy. • Ensure alignment with future targets for new services and the enhancement of enduring capabilities across the RN and wider MOD. 	
Output 3	Customer Onboarding and tenant transition to NDH
<ul style="list-style-type: none"> • The team will be required to support ongoing consolidation and rationalisation of the wider Data Centre (DC) estates into the NDH service. • The NDH service will support the transition of existing and new RN and wider MOD customers onto the shared NDH IaaS cloud platforms (OS and S). • The onboarding process will be developed during the early adopter stages. This will require ongoing refinement whilst additional tenants are migrated and deployed onto NDH. • Work will continue with application service providers and with MOD appointed transition partners to deliver the ongoing customer onboarding processes. There is also a requirement to work closely with 3rd parties, wider MOD agencies and service providers to deliver tenant transition in complex and legacy environments often with little or no information depicting the current state environments. • A high level of understanding of complex environments and the NDH platform will be essential to determine its suitability for transition. 	
Output 4	Operational Service Management Function (SMF)
<ul style="list-style-type: none"> • To support the customer onboarding/service transition and day two operations of NDH the current SMF will need to endure and be continually refined. • The SMF is made up of several core services including a first line support function (outside of NDH but delivered by the Navy). • The NDH service provide elements service management and 2nd and 3rd line support. • Ongoing development of service operation, service governance and processes and procedures are to be implemented under the NDH SMF. • The Service management function will need to continually exceed the minimum accreditation requirement. 	

- Must be flexible enough to facilitate change often at short notice. This function may need to also undertake technical operations and on-boarding.

5. The detail of the activities required to meet all four outputs are detailed below:

Output 1 - Operation of Navy Digital Hosting and Continual Service improvement

6. A technical and management service with competencies and experience in operating and improving similar solutions will be required. The service will have a through life capability management focus. The operations will be focused on availability, reliability, supportability, and maintainability. The following tasks will need to be conducted to achieve desired outcomes:

Table 2 - Output 1 Requirements

Output	Activity
1.1	Manage, support and operate the hyper converged infrastructure (compute, storage and GPU) that provides the shared multi-tenanted hosting environment.
1.2	Manage, support and operate the core “on premise” cloud management software and building block components, virtual infrastructure (compute, virtual storage, virtual networking) management.
1.3	Manage, support, operate and administer the Software defined / application centric infrastructure based local area networking (TOR, Core and distribution layers).
1.4	Manage, support, operate and administer the Boundary Firewalls and internal Intrusion Detection System’s (IDS).
1.5	Manage, support, operate and administer the System, application, and security incident event monitoring SIEM service. (Local logging / monitoring and log forwarding to central defence cyber team).
1.6	Manage, support, operate and administer the Core infra services – Windows AD, password vaults, patching, AV, system hardening, code repo’s, IPAM and asset management.
1.7	Oversee and manage the 3rd party shared service providers that underpin the NDH service (WAN, IDS, Intrusion Protection System (ISP), asset & software management).
1.8	Automation and orchestration – Manage, support, operate and administer the tenant provisioning & management automation, service broker management and tenant dashboard management. Ongoing CSI and development of the core infrastructure as code services.
1.9	Ongoing development and updates to the document repository with knowledge management articles, architectural designs (Low and high level), operating processes and procedures.

1.10	Develop, deliver, build, commission, test, and present capability to acceptance authority, as required for changes.
1.11	Manage, support, operate and administer the Secure Impex and export services on premise and in remote tenant locations.
1.12	Manage, support, operate and administer the customer operating system and core application services (provisioned and managed via the service broker). Standardised across all tenants and security hardened.
1.13	Manage, support, operate and administer the backup and data / application protection services
1.14	Provide on-going data hall management – cable mgmt, network patching, hardware provisioning / expansion, access control, escorting and general onsite smart hands.
1.15	Carry out project taskings either defined by the strategic architecture output, NDH Technical Road Map and or requested by new or enduring tenants to provide new services not defined as a NDH core service. Including, Relationship Data Base Management System (RDBMS) as a service, tiered storage / object storage, internet connectivity, containerisation, cross-domain solutions, offsite backups to a second site, and establishment of second site infrastructure.
1.16	Prioritise capability requirements, manage delivery and optimise use of resources. Understanding the need to deconflict activities while minimising operational and other impacts.
1.17	Provide technical contribution to Reports and Business Cases.
1.18	Deliver programme/project management services to manage projects to agreed time, budgeted cost and defined quality for successful NDH service. Manage change and improvement initiatives including associated governance, planning activities, process-mapping, information management, development of NDH technology roadmap and priority assessment.
1.19	Manage the requirements capture and installation of fixed based ICT infrastructure into Naval and military establishments and sites delivering infrastructure capability at OS through to S.
1.20	Ensure all MOD security, accreditation, policies and rules are adhered to for the NDH IaaS hosting services.
1.21	Manage the cyber and NDH security SIEM services and the assurance assessment activities based on HMG policy in line with cabinet office procedures and the Cyber Essentials protocols.
1.22	Maintain the NDH asset (hardware & software) register and highlight to the Authority any upcoming changes required 6 months in advance of change due date.

Output 2 – Strategic Architecture

7. A technical service with competencies and experience in operating and improving cloud-based Infrastructure as a Service (IaaS) solutions will be required. The service will have a through life capability management focus. The operations will be focused on availability, reliability, supportability, and maintainability. The following tasks will need to be conducted to achieve desired outcomes:

Table 3 - Output 2 Requirements

Output	Activity
2.1	Refine, update and develop the current NDH service strategy.
2.2	Provide technical solutions architecture services to ensure a coherent direction across the MDDS ecosystem, ensuring best practice adoption of appropriate technologies aligning to the overarching Navy Digital strategy. Work with MDDS, Navy Digital and Defence Digital enterprise and technical architecture teams to ensure alignment.
2.3	Establish and chair regular stakeholder strategy and roadmap working groups.
2.4	Review design artefacts developed internally and provided by 3rd party providers.
2.5	Provide governance, advise and knowledge share on best practices.
2.6	Establish and chair a capability management / planning group that aligns with the existing NDH service management framework.
2.7	Coordinate and align architectural outputs within defence and influence and liaise with wider MOD enterprise architects.
2.8	Use open standards architecture to ensure interoperability across the enterprise.

Output 3 – Customer Onboarding and tenant transition into NDH.

8. The service will be required to support ongoing consolidation and rationalisation of the wider Data Centre (DC) estates into the NDH service. The NDH service will support the transition of existing and new RN and wider MOD customers onto the shared NDH IaaS platforms (OS and S). The onboarding process will require ongoing refinement whilst additional tenants are migrated and deployed onto NDH.

Table 4 - Output 3 Requirements

Output	Activity
3.1	Develop, manage and deliver tenant on-boarding processes and transition to live service. Manage the onboarding of tenants utilising the onboarding processes created during the early adopter stages (for identified customers). Onboarding is from inception to completion (completion being a customer going live onto NDH OS and or S).

3.2	Working with NDH tenants to ensure alignment with and following the technical remediation engagement model (questionnaires, workshops, discovery processes).
3.3	Ensure all MOD security, accreditation and JSP 604 policies and rules are adhered to when working with the MOD appointed transition partner when onboarding new tenants. Advise customers and tenants on remediation plans to ensure NDH compliance.
3.4	Determine and document the suitability of a customer to leverage NDH from a technical and feasibility perspective.
3.5	Work with the customer and the Defence Digital core teams (including transformation) to develop a service transition plan, including a test capability on NDH for cloud readiness / application modernisation prior to initiating the customer cut over plan. Transition to Pre-prod whilst still live in the current state and then full cut over to live. Must also require a customer roll back / fail back capability. The transition and cut over will be led by a hybrid responsibility of NDH and Defence Digital however NDH representation will be required and present at all key stages. See Annex A for KPI's.
3.6	Interface with the wider Defence Digital Programmes to facilitate Data Centre Migrations to look at site and might feasibility, conduct cost saving analysis, demand, and scheduling.
3.7	Manage onboarding and transition schedules, demand, capacity, new or bespoke services required to successfully deliver for each and sometimes unique customer. Facilitate and work with the wider NDH team and customers to determine this information.
3.8	Complete customer new transitioned state low level documentation, procedural and customer specific artefacts to hand over to NDH BAU service management.
3.9	Continually review and refine the processes to streamline and improve the addition of new customers onboarding to NDH live
3.10	Transform and rationalise data hosting capabilities to deliver Infrastructure as a Service (IaaS) to support RN final outputs at OFFICIAL through to SECRET.
3.11	Develop and translate digital outcomes and structure requirements for delivery.
3.12	Provide consistent technical documentation and artefacts to enable onboarding and assurance of configuration status.

Output 4 – NDH Service Management Function.

9. To support the customer onboarding/service transition and day two operations of NDH the current SMF will need to endure and be continually refined. The SMF is made up of several core services including a first line support function (outside of NDH but delivered by the Navy).

Table 5 - Output 4 Requirements

Output	Activity
4.1	Deliver a service delivery management function that determines the ongoing road map, vision and strategy for the pillar services. Also provides architectural design into the strategic architecture SQEP. Input into challenges and nuances found in the customer on-boarding and service transition with customers.
4.2	Provide management services to provide implementation of industry best practice and assurance activities.
4.3	Define and continually improve and refine the services offered and delivered, looking for ways to optimise and streamline processes and procedures. Measure against the ITIL Maturity Model (ITIL Maturity Model Axelos).
4.4	Capture user needs to enable development of services based upon user-centred design (UCD) methodology.
4.5	Capture user requirements for integration of new features to live services and pain points for the resolution of live service issues.
4.6	Manage incidents and requests, refinement of the service management processes and tooling.
4.7	Manage demand, capacity and change.
4.8	Manage and update the service charging models.
4.9	Design, implement and manage new services and service improvements.
4.10	Create new and maintain existing operating procedures and knowledge base.
4.11	Deliver streamlined core functions and maintain the automation elements and customer service broker.
4.12	Manage the NDH end to end stack and ensure it remains patched and updated in line with the MOD minimum security requirements.
4.13	Interface with NDH and wider MOD security personal and teams.
4.14	Manage alignment with the Navy Digital operating model and identify opportunities for convergence.
4.15	Provide consistent documentation and artefacts to enable integration, onboarding, assurance, and corporate memory of incorporated solutions.

4.16	Provide ongoing product and knowledge transfer to the Authority.
4.17	Monitor and manage customer experience and continually assess the quality of the NDH service.
4.18	Provide operations management and tenant liaison to deliver live services and remedial actions up to agreed service levels. Support customers through the full lifecycle of the service, oversee the provision of services to tenants ensuring MDDS provides the expected level of customer service.
4.19	<p>Deliver contract performance management including monthly, quarterly and annual reports and associated Authority engagements. These reports include:</p> <ul style="list-style-type: none"> a. Executive Summary b. Service status and priorities, trends and narrative c. Incidents summary d. Customer satisfaction summary e. Risk, issues, and opportunities f. Assumptions and dependencies g. Scheduling and Milestone reporting h. Performance management (Balanced Scorecard) i. Continuous Service Improvement (CSI) register

Cost and Timescales

10. The contract total cost is £9.985M ex VAT, consisting of £8.285M ex VAT for the Core requirement and £1.7M ex VAT for the Limit of Liability.

11. The 'Core' requirement of this contract will start on 01 June 2024 and run for 30 months at a cost of £8.285M Ex VAT which includes £100K travel and subsistence (therefore there is £8.185M ex VAT for Core service provision), all proposals must include £100K for travel and subsistence. It is assessed that the efforts associated with the Outputs will be in the order of 10,450 service days.

12. The contract will include a 'Limit of Liability' of £1.7M Ex VAT, subject to further approvals, that is intended to be used to write specific SOW in the final 4 months of the contract as an optional extension period or as determined by the Authority throughout the period of the contract. It is assessed that the efforts associated with the Outputs will be in the order of 2,090 service days. This will be to ensure the services are offboarded correctly as per the 'offboarding' section detailed below.

Service Volume

13. It is assessed that the efforts associated with the Outcomes will be in the order of 10,450 Core and 2,090 LoL optional service days. There is significant complexity, autonomy and customer engagement associated with the delivery of the outcomes. The authority will require the team members to be multiskilled and multifaceted. The authority's preference would not be for the supplier to provide one specialist team for each outcome, but to provision a team capable of providing effort across all outcomes as appropriate. This will facilitate continuity, knowledge growth, knowledge transfer and efficiency across all outcomes. The expectation is that in the contract period the demand across all 3 outcomes will be a relatively even split across outcomes 1, 3 and 4 with a slightly less effort required for outcome 2.

Table 6 - Service Effort

Outcome	Role/Domain	Effort Core (Days)	Effort LOL (Days)
1	NDH Service Operations	2850	570
2	Strategic Architecture	1900	380
3	Customer Onboarding and tenant transition to NDH	2850	570
4	Service Management	2850	570

Onboarding

14. The supplier must conduct an initial onboarding meeting and generate a plan that includes a schedule of works and a resource delivery plan and timeline within 2 weeks of the start of the contract.

15. The supplier must conduct a formal start-up meeting within 4 weeks of the contract start to confirm and agree the delivery and resource plan, KPIs, progress reviews and reporting frequency.

16. Continuous service delivery is important so any gaps in service during implementation period must be communicated to the requirement owner, and a solution proposed.

Off boarding

17. 6 months prior to the end of the contract the supplier will:

- a. Generate a closing service delivery report that details the activities delivered by this contract against the stated statement of requirement.
- b. Review performance against the service KPIs and milestones.
- c. Generate a service transition plan.
- d. Conduct a documents, information, and knowledge capture.
- e. Correctly store and archive all information on MoD CIS in line with Navy Digital Information Management policy.
- f. Work with the customer to ensure preparations for a smooth transition in service.
- g. Generate a Learning from Experience report.

18. 2 weeks prior to the end of the contract the supplier will meet with the NDH lead and conduct the final transition planning meeting and present progress, issues and risks relating to closing down or transitioning the service.

19. All information is to be stored on MoD devices and in MoD locations (no information to be stored on either, company laptops or personal device). The supplier should make adequate preparation for handover and knowledge transfer to new supplier. A key element to this contract will be information management and knowledge transfer. The supplier will ensure that all relevant documentation is created and stored within MoD configuration management policy.

Performance Management

20. The KPIs in Annex A are aligned to delivery of the stated Outcomes for the requirement and performance. The performance against the KPIs will be assessed in line with the review frequency associated with that KPI and performance score allocated in line with the metric stated. Any waiver requests against incidents that are deemed out of scope for the KPIs must be provided in writing within 5 working days. The service delivery performance will be reported monthly and assessed at the Quarterly Performance Review and evidence drawn from the performance against KPIs.

21. Performance and Progress reviews required to be delivered to the Authority will be held in line with the cadence below to examine performance against the stated areas of activity:

- a. Monthly – Monthly update to the customer, covering concerns and issues performance against relevant KPIs.
- b. Quarterly – Quarterly review to review performance against the KPIs and ensure service is meeting the stated service level. Supplier to be in attendance. This will include assessment of the full range of KPI measures including focused plans for resolution of any trending measures below 'Good'.
- c. Annually – End of year report to the customer and forward look to set priorities and areas for improvement for the following year. Supplier to be in attendance.

Location

22. There are two main locations for the project team; Portsmouth Naval Base and the Ark data centre in Corsham. It's envisaged there will be some flexibility between the two main locations. Location breakdown of the NDH outcomes are as follows:

- a. Outcome 1 - The infrastructure deployment will predominantly take place from the Ark Data centre in Corsham.
- b. Outcome 2 – This will require travel to MOD sites across the UK but team base location will be Portsmouth/Corsham.
- c. Outcome 3 - Based in Portsmouth/Corsham.
- d. Outcome 4 – Portsmouth Naval Base.

23. A travel and subsistence budget of £100K has been allocated and is included within the overall contract value. This is to cover travel outside of the Portsmouth and Corsham areas only.

24. All Travel and Subsistence (T&S) expenses must comply with the MOD T&S Policy.

25. All suppliers are obliged to provide sufficient guarantees to implement appropriate technical and organisational measures so that the processing meets the requirements of GDPR and ensures the protection of the rights of data subjects. For further information please see the Information Commissioner's Office website <https://ico.org.uk/for-organisations/data-protection-reform/overview-of-the-gdpr/>

Government Furnished Assets

26. The MoD will provide all of Information Communication Technology (ICT) required to deliver this service. No information is to be store or transmitted using supplier ICT.

27. The use of MoD ICT on which this requirement will be delivered requires a minimum of SC clearance.

Security

28. Suppliers' personnel will be required to visit MOD establishments (e.g. Corsham) to provide services requiring a minimum of SC clearance.

29. Access to MOD ICT on which this requirement will be developed and delivered requires a minimum of SC clearance for OS and DV for S.

30. DV will be required for specific team members for administration activities for the S domain. A minimum of 50% of the team will require a DV with an aspiration of 75% of the team being DV cleared.

Personal Data

31. No personal data will be processed during the course of this contract.

Quality and Standards

32. Delivery of the outputs in compliance with the following standards in Table 7:

Table 7 - Standards

Item	Title	Reference
1	GDS Service Standard	
2	GDS Service Manual	
3	NIST Cyber Security Framework	N/A
4	NCSC Cloud Principles	N/A
5	Defence Safety Authority (DSA) DSA01.1 Defence Policy for Health and Safety and environmental protection	DSA01.1
6	Quality Management	ISO9001
7	Information Security Management	ISO27001

Health & Safety

33. Work to be conducted in line with MoD H&S practise derived from HSE guidance.

Environmental

34. Work to be conducted in line with MoD Environmental practise.

Software

35. MoD ICT will be used throughout this service and supplier ICT is not to be used for the delivery of this service. The supplier must ensure all personnel have the relevant security clearances to access necessary MoD ICT.

Intellectual Property Rights (IPR) or Other Rights

36. All IPR remains with MoD.

Additional Information

37. The total contract value is £9.985M ex VAT.

38. £8.285M Ex VAT which includes £100K travel and subsistence outside of the Portsmouth and Corsham areas (therefore there is £8.185M ex VAT for Core service provision), all proposals must include £100K for travel and subsistence.

39. £1.7M ex VAT limit of liability for optional additional requirements.

40. It is assessed that the efforts associated with the Outputs will be in the order of 10,450 core service days and up to 2,090 optional additional service days.

41. Paragraph removed as not currently required.

42. The 'core' focus at contract award will be delivery of Outputs 1-4. There is a limit of liability for additional services as required by the Authority as the demand may increase throughout the course of the contract.

43. **Note**, any additional services MUST be within the scope of this requirement and is subject to internal approval and processes.

44. Suppliers must submit a price for the core services required for 30 months including a breakdown of how the price has been calculated (to show number of personnel and any relevant day rates, as a minimum).

45. Suppliers must complete the rate table which will be used to calculate the cost of the Core and 'Additional' services. Rates should be based on the role Level of Responsibility information given at this link (<https://sfia-online.org/en/sfia-8/responsibilities>).

46. The total cost of the Additional services quoted within the rate table does not need to be less than £1.7M ex VAT, however the maximum value of the Limit of Liability Additional services is £1.7M ex VAT.

47. The contract will be capped time and materials, actuals paid in arrears.

48. The evaluation criteria includes reference to essential skills and experience at Table 8.

Table 8 - Essential Skills and Experience

Requirement	Specifics
Demonstrable experience within last 3 years of delivering successful digital outcomes into a Defence organisation.	<ul style="list-style-type: none">• Maritime Domain Delivery.• Understanding of MoD structures and policies relating to the digital and information outcomes in the maritime domain• Infrastructure as a Service hosting environment.• Innovative and affordable digital support solutions.• ITIL and COBIT, or similar methodologies.

	<ul style="list-style-type: none"> • MoD commercial and government framework interaction.
Demonstrable experience within last 3 years of delivering SFIA level 4 (or higher) delivery resource, preferably in a MoD environment but not essential, with the following professional and digital services:	<ul style="list-style-type: none"> • Business Process Improvement. • Project Management. • Technology Service Management. • Service Level Management. • Systems Design.
Experience of working with MOD defined security and accreditation processes.	<ul style="list-style-type: none"> • Official Sensitive and Secret

Security Aspects Letter

49. A Security Aspects Letter (SAL) will be provided on Contract Award.

KPIs

50. See Annex A

Key Performance Indicators and Measurement

Table 9 - Priority resolution timescales

Priority	Definition	Resolution	Response
P1	Severe business disruption: business unit or sub-unit unable to operate, critical system component failed or severely impaired.	4 Hours	15 Mins
P2	Major business disruption: multiple users unable to operate, or business experiencing significant reduction in performance	8 Hours	30 Mins
P3	Minor business disruption: single user unable to operate with no work around available	16 Hours	2 Hours
P4	Minor disruption: single user or user group experiencing problems but with work around available	48 Hours	8 Hours

Table 10 - KPI 1 Description

KPI 1	
Relevant outcome	1. Operation of NDH and Continued Service Improvement
Critical Success Factor	Sustainment of 2 x on premise production cloud hosting capabilities (OS and S).
KPI	Service Availability
KPI Definition:	The average monthly percentage availability of the NDH Core Services (within NDH boundary and contractual obligations). Start: 1 st working day of month Finish: Last working day of month
Frequency	Monthly
KPI Performance Thresholds:	
'Good' (Contractual Target):	Average 99.99% over any single month
'Approaching target' threshold:	Average 98.00% - 99.98% over any single month
'Requires Improvement' threshold:	Average 95% - 97.99% over any single month
'Inadequate' threshold:	Average < 94.99% over any single month
Buyer Redress for failure to provide services above 'inadequate' threshold will be subject to:	Withhold 5% of payment due in month of supplier failing to deliver 94.99% or more availability

Table 11 – KPI 2 Description

KPI 2	
Relevant outcome	1. Operation of NDH and Continued Service Improvement
Critical Success Factor	Sustainment of 2 x on premise production cloud hosting capabilities (OS and S).
KPI	Incident Resolution Rate
KPI Definition:	Resolution rate of all NDH (within NDH boundary and contractual obligations) related P1-P4 incidents as per response times defined in Table 10 – Priority resolution timescales. Start: 1 st working day of month Finish: Last working day of month
Frequency	Monthly
KPI Performance Thresholds:	
‘Good’ (Contractual Target):	All incidents resolved within target resolution times.
‘Inadequate’ threshold:	Any incidents resolved within target resolution times.
Buyer Redress for failure to provide services at or above ‘Inadequate’ threshold levels.	Withhold 3% of payment due in month

Table 12 - KPI 3 Description

KPI 3	
Relevant outcome	1. Operation of NDH Hosting and Continued Service Improvement
Critical Success Factor	Management, patching, planned upgrades (minor and major) and ongoing technical delivery of new services delivered under CSI.
KPI	Change Success Rate
KPI Definition:	Success rate of all standard, normal and emergency technology related NDH changes (within NDH boundary and contractual obligations). Start: 1 st working day of month Finish: Last working day of month
Frequency	Monthly
KPI Performance Thresholds:	
‘Good’ (Contractual Target):	Average 98.00% over 12 months, year on year.
‘Approaching target’ threshold:	Average 96.00% - 97.99% over 12 months, year on year.
‘Requires Improvement’ threshold:	Average 95% - 95.99% over 12 months, year on year.
‘Inadequate’ threshold:	Average < 94.99% over 12 months, year on year.
Buyer Redress for failure to provide services at or above service levels.	Withhold 3% of payment due, after 12 months if 94.99% or less change success rate achieved on average for the 12 month period.

Table 13 - KPI 4 Description

KPI 4	
Relevant outcome	2. Strategic Architecture
Critical Success Factor	Adhere and comply with the technical elements of the accreditation requirements for NDH.
KPI	Maintain Interim Authority to Operate (IATO) / Authority to Operate' (ATO)
KPI Definition:	The on-going maintenance of the NDH IATO/ATO issued by the Defence Digital Release and Deployment Board.
Frequency	Monthly
KPI Performance Thresholds:	
'Good' (Contractual Target):	IATO/ATO status Maintained
'Approaching target' threshold:	N/A
'Requires Improvement' threshold:	N/A
'Inadequate' threshold:	Loss of IATO/ATO status.
Buyer Redress for failure to provide services at or above service levels.	Withhold 3% of payment due if NDH fail to maintain IATO / ATO.

Table 14 - KPI 5 Description

KPI 5	
Relevant outcome	3. Customer Onboarding and tenant transition to NDH
Critical Success Factor	Tenant experience and satisfaction of the onboarding process.
KPI	Customer satisfaction Survey
KPI Definition:	Measurement of tenant(s) experience during onboarding process from customer registration to Go-Live. Uses the survey responses from tenants.
Frequency	Yearly
KPI Performance Thresholds:	
'Good' (Contractual Target):	Average 91-100% over 12 months, year on year.
'Approaching target' threshold:	Average 81% - 90% over 12 months, year on year.
'Requires Improvement' threshold:	Average 71% - 80% over 12 months, year on year.
'Inadequate' threshold:	Average < 71% over 12 months, year on year.

Buyer Redress for failure to provide services at or above service levels.	Withhold 2.5% of payment due, after 12 months if less than 71% service availability achieved on average for the 12 month period.
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Table 15 - KPI 6 Description

KPI 6	
Relevant outcome	4. Operational Service Management Function (SMF)
Critical Success Factor	Service Model Capability Maturity
KPI	Service management practice maturity
KPI Definition:	Measurement of the status of the Operational Service Management Function maturity against the ITIL maturity model on an annual basis.
Frequency	Annual
KPI Performance Thresholds:	
'Good' (Contractual Target):	Increase current levels of maturity against ITIL industry benchmark to: <ul style="list-style-type: none"> - Monitor, Support & Fulfil = 3 - Plan, Control & Deploy = 3 - Collaborate, Assure & Improve = 3
'Requires Improvement' threshold:	Increase current levels of maturity against ITIL industry benchmark to: <ul style="list-style-type: none"> - Monitor, Support & Fulfil = 2 - Plan, Control & Deploy = 2 Collaborate, Assure & Improve = 2
'Inadequate' threshold:	Increase current levels of maturity against industry benchmark to: <ul style="list-style-type: none"> - Monitor, Support & Fulfil = < 2 - Plan, Control & Deploy = < 2 Collaborate, Assure & Improve = < 2
Buyer Redress for failure to provide services at or above service levels.	Withhold 3.5% of payment due, after 12 months if maturity level is less than 2.

Table 16 - KPI 7 Description

KPI 7	
Relevant outcomes	1-4: All outcomes
Critical Success Factor	Delivery of reports and milestones
KPI	Delivery of reports and milestones
KPI Definition:	Deliver all reports at required dates/frequency. i.e. monthly, quarterly and annual.
Frequency	Monthly
KPI Performance Thresholds:	
'Good' (Contractual Target):	All reports received on time
'Inadequate' threshold:	Fail to report on time
Buyer Redress for failure to provide services at or above service levels.	Withhold 5% of payment due

Financial Criteria – Pricing Table

Please see Tender Pricing Table Spreadsheet, separate attachment