Specification

Provision of Birmingham Travel Arrangements

OCSD - [Operations and Customer Services Directorate](http://dvlnet:81/operations%20and%20customer%20services%20directorate)

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## Introduction

The Driver and Vehicle Licensing Agency (DVLA) invites proposals for the following provision of Birmingham Travel Arrangements. This contract will be subject to the Terms and Conditions of the Cabinet Office’s Mid-Tier Contract Terms and associated schedules **Annex 2.**

## Background to the Requirement

The DVLA is an Executive Agency of the Department for Transport (DfT), based in Swansea. The DVLA’s primary aims are to facilitate road safety and general law enforcement by maintaining accurate registers of drivers and vehicle keepers and to collect Vehicle Excise Duty (VED).

DVLA opened a new office in Birmingham in January 2022 to support the Agencies Covid recovery plans.

Support staff from Swansea are required to be based in the Birmingham Office until March 2023 (subject to change, hence the seven-month extension provision) to help train, support and transfer knowledge to our new Birmingham colleagues.

These support staff require travel between DVLA’s Swansea and Birmingham offices, including the transport of belongings including large suitcases and hand luggage. A coach service has previously proved to be most effective in facilitating this requirement.

This is important from a safety aspect also as many of the support staff feel uncomfortable travelling by train in the evenings and have difficulty getting to and from the stations which also incurs additional cost.

## 3. Procurement Timetable

The timetable for this Procurement is set out in Invitation to Tender (ITT). This timetable

may be changed at any time but any changes to the dates will be made in accordance

with the Regulations (where applicable).

Potential tenderers will be informed if changes to this timetable are necessary.

|  |  |
| --- | --- |
| **DATE** | **ACTIVITY** |
| 03/10/2022 | Release of the ITQ to all potential tenderers |
| 14/10/2022 | Clarification period closes (“Tender Clarifications Deadline”) |
| 21/10/2022 | Deadline for submission of Tenders to Government Procurement Service (“Tender Submission Deadline”) |
| 28/10/2022 | Evaluation Ends |
| 01/11/2022 | Contract Award |

## 4. Scope

The requirement will be to facilitate travel between Swansea and Birmingham on a weekly basis every Friday and Sunday:

**Friday travel plan**

* Pick up from Birmingham (Baskerville House (B1 2ND) at Cambridge Street) at 16:15; and
* drop off at DVLA, Longview Road, Swansea, SA6 7JL.

**Sunday travel plan**

* Pick up from DVLA, Longview Road, Swansea, SA6 7JL at 17:30; and
* drop off at StayCity Apartments, Birmingham, B3 1PW.

If the travelling days fall on a bank holiday, arrangements must be made to provide an alternative day either before or after the bank holiday, these alternative days will need to be appropriate in meeting the contract owner/DVLA representative needs.

The average weekly number of travellers to date is 14 with the highest recorded so far of 18 and the lowest number of travellers recorded as 6.

Theoretically, the maximum numbers travelling could be 30 and we would welcome within your tender submission how you can help meet this requirement should it occur (on rare occasions).

Therefore, the proposed vehicle should meet the 18 as a minimum.

For all vehicles, please outline the facilities that these vehicles provide i.e., toilets (mandatory), air conditioning, luggage provision, etc.

## 5. Implementation and Deliverables

The proposed agreement period will run for 5 months from 01/11/2022 to 31/03/2023 with the option to extend for a further 7 months on a monthly rolling basis at the discretion of the Authority.

There may be a break in the service provided over the Christmas period, we plan for this to take place following the service on Sunday 11th December and re-commence on Sunday 8th January.

## 

## 6. Specifying Goods and / or Services

### General Requirements

The service required is weekly coach travel from DVLA, Longview Road, Swansea, SA6 7JL to StayCity Apartments, Birmingham, B3 1PW.

This will be from the period of 01/11/2022 to 31/03/2023 with planned break in service over the Christmas period.

The service would need to run twice weekly on a Friday afternoon at 16:15pm from StayCity Apartments and return to DVLA Longview road visitors car park. The coach would again leave the DVLA visitors car park at 17:30 on a Sunday to return to StayCity Apartments.

### Operational Requirements

We would provide contact details of the contract owner and a lead in the team travelling, to discuss unplanned delays and changes to pick up and drop off point depending on road disruptions.

Should there be disruptions to the planned service, we would look to receive alternative transport to and from the office as this would cause significant impact to the running of the operations in the Birmingham office.

The average weekly number of travellers to date is 14 with the highest recorded so far of 18 and the lowest number of travellers recorded as 6.

Theoretically, the maximum numbers travelling could be 30 and we would welcome within your tender submission how you can help meet this requirement should it occur (on rare occasions).

Therefore, the proposed vehicle should meet the 18 as a minimum with details provided.

Your tender submission should include details around the ability to cope with the transportation of luggage such as large suitcases.

The vehicle is required to have a working toilet facility.

The vehicle is required to have air conditioning.

As the contract owner we would provide travel plans 4 weeks in advance, to plan for changes to services over a bank holiday period.

In order to meet Government Buying Standards (Government Buying Standards for transport 2017 - GOV.UK (www.gov.uk), It is a mandatory requirement that the Vehicle meet the Euro 6 standard exhaust emissions, we will require a healthy and fuel-efficient vehicle that is the appropriate size to transport passenger numbers as indicated on a weekly basis. The Vehicle must be in a good working order.

We require the coach to be on time for the quoted departure time and driver to be friendly with a customer service focused approach.

### Performance Monitoring

The performance measures to be monitored over the period of the contract will be:

* Punctuality / timeliness of pick up and departure
* Approach to customer service – helping individuals with their luggage loading where appropriate.
* A good standard of vehicle provided that meets the requirements above.

**6.1 Social Value Considerations**

The Social Value Act (2012) requires contracting authorities to consider social

value when procuring services, by taking into account the additional social benefits that can be achieved in the delivery of its contracts. It has been identified that Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts applies to this procurement.

Using policy outcomes aligned with Government’s priorities, a weighting of 10% of the overall score for this requirement isdedicated to social value criteria.

The social value theme for this requirement is Fighting Climate change which requires Tenderers to demonstrate how, in the delivery of this contract, they can assist the DVLA in delivering the policy outcome of Effective stewardship of the environment.

The full evaluation process is outlined in **Section 13** and the required social value criteria are detailed in **Annex 1.**

## 7. Quality Assurance Requirements

It is desirable that the supplier has ISO9001 Certification or equivalent.

## 8. Other Requirements

### 8.1 Information Assurance

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| --- |
| **Information Supply Chain**  Tenderers are required to confirm how DVLA Data will be securely managed at each stage of the Information Supply Chain. This applies to both Suppliers and Subcontractors. Retention schedules will need to be defined and agreed prior to award of contract.  **Processing Personal Data**  Please note that the successful tenderer as part of the contract agrees to comply with all applicable requirements of UK Data Protection Legislation (including UK GDPR) and all applicable Law about the processing of personal data and privacy.  **Schedule of Processing, Personal Data and Data**  The processing of personal data has been identified as part of this requirement. Please refer to the Terms and Conditions of this contract for full details of the instructions to be followed when processing data.  **Offshoring of Government Data**  Government policy is that data it holds should be protected appropriately regardless of location.  Offshoring is defined as “Any arrangement where the performance of any part of the services or a solution under a contract may occur outside the UK for domestic (UK) consumption.”  When offshoring is described, the focus is typically on the physical location where data is hosted (such as where are the data centres located). Whilst physical location of data is a critical part of the offshoring question, it is important to understand how and where data might be logically accessed. Administrators or technical support staff may be located anywhere in the world, with logical access to data.  Tenderers must indicate in their response whether any DVLA data supplied as part of the contract, would be offshored. If so, tenderers must confirm the location(s) including the location of any business continuity, disaster recovery and technical support staff.  All Central Government Departments and Agencies are required to seek approval for any proposed offshoring activity, which ensures that information held offshore is appropriately managed and that pan-government risks are identified, tracked and managed, where appropriate.  In the event that the successful tenderer proposes to offshore any DVLA Data as part of the contract, they would be required to provide details about the processing to be carried out offshore, the privacy risks and the security controls in place to protect the data. If the intention is to store the information in a cloud environment outside the UK, the successful tenderer will also need to confirm the extent to which the environment complies with the cloud security principles. This information would be used to submit the offshoring proposal for approval.  Any request to offshore must receive clearance prior to the commencement of any data processing activity. |

### 8.2 Cyber Security

Not Applicable for this contract.

### 8.3 Data Sharing

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| --- |
| DVLA’s Contract Owner will work with the successful tenderer to implement any information sharing or data sharing procedures and associated DVLA requirements that may be needed at any point during the lifecycle of the contract.  Information or data sharing procedures will need to be formally assessed and approved by DVLA through the Data Sharing Clearance Process, managed by the Data Sharing Strategy & Compliance team (DSSC).  The Supplier will submit any requirements for information / data sharing via the Contract Owner to the DVLA who will consider the changes through this Data Sharing Clearance process.  Any proposals shall be considered and if approved an implementation plan will be formally offered to and accepted by both the DVLA and the Supplier before commencement.  This approvals process is designed to assess and identify additional measures and safeguards that may be required to protect data to those already stated in this specification document. |

### 8.4 Sustainability

The DVLA is committed to reducing any negative impacts produced by our activities, products and services. This aligns to the Government’s Greening Commitment which states we must: “Continue to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society.”

DVLA is certified to ISO 14001:2015 and more information is available in our Environmental Policy at:

https://www.gov.uk/government/publications/dvlas-environmental-policy

The DVLA require the Supplier to confirm their understanding and acceptance of each point **8.4.1 – 8.4.5** and supply information if it has been requested.

**8.4.1 -** The DVLA is committed to sustainability and as such the Supplier should consider this as part of their submission.

The DVLA requires the Supplier to:

* Comply with the DVLA’s Environmental Policy: https://www.gov.uk/government/publications/dvlas-environmental-policy
* Where appropriate, assist the DVLA in achieving its Greening Government Commitments a detailed on https://www.gov.uk/government/publications/greening-government-commitments-2021-to-2025 i.e. Reduce CO₂ emissions through energy consumption and travel, reduce water consumption and waste produced;
* Be able to evidence continual environmental improvements in their own organisation (ideally through an accredited EMS, i.e. ISO 14001,Green Dragon etc);
* Ensure its own supply chain does not have negative environmental or social impact and;
* Where required, be able to provide data on carbon emissions related to the products / services being supplied to aid with scope 3 emission calculations.
* Provide the specified goods / services without the use of single use plastic in line with Government commitments.

**8.4.2 -** The Supplier shall provide their sustainability or environmental policy.

**8.4.3 -**The Supplier shall be able to meet and evidence conforming to the relevant Government Buying Standards: Government Buying Standards for transport 2017 - GOV.UK (www.gov.uk).

**8.4.4 –** The Supplier shall promote resource efficiency and waste avoidance, to reduce waste arising and consumption of natural resources.

**8.4.5 –** The Supplier shall be committed to reducing their carbon emissions in line with per year.

### 8.5 Health and Safety

DVLA has an Occupational Health and Safety Management System that is certificated to ISO45001. Further information on our Health & Safety Policy, is available on request from the Commercial Advisor. (See Section 14 for Points of Contact):

|  |
| --- |
| All Supplier Staff working in the DVLA on any of our premises must fully comply with relevant health and safety legislation, together with health, safety and welfare policy and management arrangements applied by the DVLA. If appropriate, these issues must be addressed at or before the award of the contract and may form part of the procurement process. Where requested, Suppliers will be required to provide copies of their health and safety policy statement, risk assessments and method statements, clearly identifying any safety implications that their activities may have and how these will be managed. Contract management staff are responsible for checking health and safety information provided by Suppliers and passing relevant information to local line management and staff. Supplier’s safety performance will be monitored and checked as part of normal contract management.  Tenderers should:   * Have an appointed competent person responsible for H&S, details to be made available to DVLA on request * Have emergency arrangements and plans for their goods/product/service, and observe DVLA’s arrangements whilst on site, or through the course of the business or contract * Have adequate provision for your own first aid when on site * Have an accident reporting and recording process for all near miss, accidents/incidents, or violent and aggressive behaviours. Any incident on DVLA site should be reported immediately to the DVLA’s Health and Safety Team * Communicate with DVLA on any health and safety matter or issue in relation to the contract/product/supply of goods or service, notifying DVLA of any Health and Safety hazard, which may arise in connection with its supply of goods, products, or services * Indemnify DVLA in the instance where failure of the company’s product/service, acts or omissions, with regards to health and safety, results in an economic penalty, time delay, issue, accident/incident or claim against the DVLA * Have suitable and sufficient insurance cover for all business/products/services supplied/that are provided to DVLA * Have documented, suitable and sufficient, risk assessments and method statements, covering all significant activities and deliveries of products, goods and services. Copies to be made available to DVLA on request * Provide suitable and sufficient health and safety training, information and instruction for all its employees/contractors/subcontractors. Records to be made available on request * Engage with DVLA’s Security/Estates Management Group to arrange access to all DVLA premises/buildings * Comply with all vehicle and driver legal requirements and DVLA policies whilst driving on premises or conducting business for DVLA |

|  |
| --- |
| To help prevent the spread of COVID-19 and reduce the potential risk of exposure, DVLA has a set of assessments that must be completed prior to attendance at any DVLA site. There are also a strict set of procedures that must be adhered to whilst on site. These apply to all staff and contractors and are kept up-to-date based on the latest Government guidance.  Any Supplier Staff required to attend/visit DVLA site, during the period of the contract, **must request and obtain a copy of the most recent DVLA Covid-19 Risk Assessment from the DVLA Contract Owner/Manager. They must also submit a copy of a Covid-19 Risk Assessment for their own organisation**. This ensures that DVLA suppliers are not only adhering to Government guidelines whilst on site at DVLA but also in the capacity of performing their own business.  Prior to any visit, each individual may also be required to complete a “Covid-19 Contractor Questionnaire”, which is a self-declaration to further minimise the risk of exposure. Copies of this Questionnaire, where required, will be available at DVLA Reception or from the member of staff escorting the Supplier Staff (where required).  **N.B.** The processes and assessment should be fully understood, ahead of any attendance/visit, as they include the arrangements and control measures in place to keep Supplier Staff and DVLA staff safe. |

### 8.6 Estates

Not applicable for this contract.

### 8.7 Diversity and Inclusion

The vehicle provided should be able to meet the accessibility requirements of a variety of ability ranges (no specific accessibility issues at the point but this be vary).

The Public Sector Equality Duty (PSED) is a legal requirement under the Equality Act 2010. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. It ensures that public bodies consider the needs of all individuals in their day-to-day work – in shaping policy, in delivering services, and in relation to their own employees. DVLA is committed to encouraging equality, diversity and inclusion within our workforce and against unlawful discrimination of employees, customers and the public. We promote dignity and respect for all and we will not tolerate, bullying harassment or discrimination by staff, customers or partners we work with. Everyone working for us and with us, as partners in delivering our services, has a personal responsibility for implementing and promoting these policy principles in their day- to-day transactions with customers and our staff.

A full copy of our Equality, Diversity and Inclusion Policy is attached at **Annex 7**.

### 8.8 Business Continuity

Not applicable for this contract.

### 8.9 Procurement Fraud

A full copy of our Procurement Fraud Statement is attached at **Annex 5**.

### 8.10 Use of DVLA Brands, Logos and Trademarks

The DVLA does not grant the successful Supplier licence to use any of the DVLA’s brands, logos or trademarks except for use in communications or official contract documentation, which is exchanged between the DVLA and the successful Supplier as part of their fulfilment of the Contract.

Approval for any further specific use of the DVLA’s brands, logos or trademarks must be requested and obtained in writing from the DVLA.

## 9. Management and Contract Administration

DVLA will provide a contract manager to engage with the contract provider to discuss and agree travel plans and adjustments where required.

Confirmation of successful delivery of the service will be confirmed to complete the payments process between DVLA and the service provider.

The Supplier and the DVLA are to provide each other with Notice Addresses to which formal communications will be sent.

The Supplier should note that payment of all charges will be made monthly in arrears following receipt of a valid invoice.

Details of DVLA’s Invoicing Procedures are included in **Annex 9**.

**Subcontracting to Small and Medium Enterprises (SMEs):**

DVLA is committed to removing barriers to SME participation in its contracts, and would like to also actively encourage its larger Suppliers to make their subcontracts accessible to smaller companies and implement SME-friendly policies in their supply-chains (see the Gov.Uk website for further information).

To help us measure the volume of business we do with SMEs, our Form of Tender document asks about the size of your own organisation and those in your supply chain.

If you tell us, you are likely to subcontract to SMEs, and are awarded this contract, we will send you a short questionnaire asking for further information. This data will help us contribute towards Government targets on the use of SMEs. We may also publish success stories and examples of good practice.

## 10. Training / Skills / Knowledge Transfer

Not Applicable

## 11. Documentation

Not Applicable

## 12. Arrangement for End of Contract

The successful bidder shall fully cooperate with DVLA to ensure a fair and transparent re-tendering process for this contract. This may require the Supplier to demonstrate separation between teams occupied on the existing Contract and those involved in tendering for the replacement contract to prevent actual (or perceived) conflicts of interest arising.

## 13. Evaluation Criteria

Selection will be based on the Evaluation Criteria, encompassing the most economically advantageous tender, which demonstrates a high degree of overall value for money, competence, credibility and ability to deliver.

Your tender will be evaluated using the following weightings **and** the criteria weightings set out at **Annex 1**, to obtain the optimal balance of quality and cost.

**NOTE: Only those tenders achieving a minimum overall quality score of 40% will be considered.**

**Mandatory Requirements (if applicable)**

**Annex 1** provides details of any elements/criteria considered as critical to the requirement. These are criteria, which will be evaluated on a pass/fail basis. A fail may result in the tender being excluded from further evaluation.

**Quality Criteria:**

**Annex 1** provides details of the quality criteria on which tenders will be evaluated. This will list the primary criteria along with the allocated percentage weighting and a description of the specific requirement. The overall percentage allocated for the Quality Criteria is outlined in the Table “Overall Weighting Allocation” and the method used to allocate scores is outlined below.

**Quality Criteria Scoring Methodology:**

The scoring methodology used to assess and allocate scores to each criteria are included in the table below

|  |  |
| --- | --- |
| **Points awarded** | **Description** |
| 100 | Fully meets/evidence provided that demonstrates the requirement can be met |
| 60 | Minor concerns/issues that the requirement can be met |
| 30 | Major concerns/issues that the requirement can be met |
| 0 | Does not meet the requirement, not addressed or no evidence provided |

Based on the allocated score, a percentage will be calculated against each element using on the following calculation:

(Allocated Score

X Weighting

Maximum Score)

For example, “Quality Element 1” can be allocated a score between 0 and 100 but carries a weighting of 10%. Supplier A is given a score of 60 for this element so receives a score of (60/100 x 10) = 6%. The scores for each element will then be added together to calculate the overall Quality Criteria score.

**Financial / Price Criteria**

Evaluation of the prices submitted will be performed separately by a Commercial Finance Accountant and details will not be made available to the Quality Evaluation Panel. This is to ensure fairness and avoid any subconscious influence of a lower price on the quality scoring. The overall percentage weighting allocated for the Financial/Price Criteria is outlined in the Table “Overall Weighting Allocation”.

**Financial / Price Criteria Scoring Methodology:**

A Percentage Scoring Methodology will be used to evaluate all proposals for this requirement. This methodology is based on the following principles:

The lowest tendered price will be awarded the maximum score available. Each subsequent bid will be baselined to this score and will be awarded a percentage of the maximum score available. The calculation used is as follows:

(Lowest Tendered Price

X Maximum Score Available (i.e. Weighting)

Tender Price Submitted per Supplier)

For example, if the Financial/Price weighting allocation is 40%, the maximum score available is 40. Supplier A submits the lowest price of £100,000 and Supplier B submits a price of £180,000. Based on the above calculation Supplier A and B will receive the scores shown below:

Supplier A = 100k/100k x 40 = 40%

Supplier B = 100k/180k x 40 = 22.22%

**Overall Weighting Allocation**

|  |  |
| --- | --- |
| **Evaluation Criteria** | **Weighting** |
| **Quality Criteria and Social Value Criteria (if applicable)** | 40% |
| **Financial / Price Criteria** | 60% |
| **Total** | 100% |

**Calculation of Overall Score:**

The allocated score for the Quality and Social Value Criteria (where applicable) will be added to the Financial/Price Factor score to calculate the overall score for each tender (out of a max available 100%). The tender with the highest overall score will be deemed as successful.

## 14. Points of Contact

|  |  |  |
| --- | --- | --- |
| **Commercial Advisor** | Name | XXXXXX redacted under FOIA section 40 |
|  | Tel | XXXXXX redacted under FOIA section 40 |
| e-mail | XXXXXX redacted under FOIA section 40 |
| Address | C2 West, DVLA, Swansea, SA6 7JL |
| **Project Lead/Business Area Contact**  **OSCD – Drivers Medical** | Name | XXXXXX redacted under FOIA section 40 |
| Tel | XXXXXX redacted under FOIA section 40 |
| e-mail | XXXXXX redacted under FOIA section 40 |

**All queries/questions should be sent to the Commercial Advisor**

## 15. Annexes:

### Annex 1 – Evaluation Criteria

**Mandatory Criteria**

| **Mandatory Criteria** | **Mandatory Criteria Description** | **Yes/No** |
| --- | --- | --- |
| **M1** | Do you agree, without caveats or limitations, that in the event you are successful in this Procurement, that the resultant contract will be operated under the Cabinet Office Mid-Tier Terms of Contract detailed in **Annex 2** of this specification document? | **Yes/No** |
| **M2** | **Security Clearance -** The supplier is required to acknowledge in their response that any Supplier Staff that will have access to the DVLA site for meetings and similar (but have no access to the DVLA systems), must be supervised at all times by DVLA staff. | **Yes/No** |
| **M3** | Is the vehicle proposed Euro 6 compliant? | **Yes/No** |
| **M4** | Does the proposed vehicle have toilet facilities? | **Yes/No** |

### Scored Quality Criteria

| **Primary Scored Criteria** | **Primary Scored Criteria Weighting (%)** | **Scored Sub-criteria Description** | **Individual Scored Sub -Criteria Weighting (%)** |
| --- | --- | --- | --- |
| **Standard Service Offering** | **20** | Please describe how you are able to meet the requirements laid out within this specification, including the proposed vehicle(s) that will be used to meet the requirement.  This should specifically include how the vehicle(s) meet the following;   * Luggage requirements * Air conditioning requirements | **20** |
| **Minimising Co2 Emissions** | **10** | Please outline the Co2 emissions per journey for the proposed vehicle(s). | **10** |
| **Social Value Outcomes** | **10** | Using a maximum of 1000 characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria, for more information please see **Annex 13**. Please include:  ● your ‘Method Statement’, stating how you will achieve this and how your commitment meets the Award Criteria, and  ● a timed project plan and process, including how you will implement your commitment and by when. Also, 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 | **10** |
|  | **Total = 40%** |  |  |

### Financial/Pricing Criteria

| **Primary Financial/Pricing Criteria** | **Financial/Pricing Weighting (%)** | **Description** |
| --- | --- | --- |
| **Pricing Requirements** | **60%** | **Refer to the Pricing Schedule within Annex 7** |
|  | **Total = 60%** |  |

### Annex 2 – Mid-Tier Core Terms

### Annex 3 – Statement of Assurance

*Not applicable for this contract.*

### Annex 4 – Health and Safety Policy (for information)

### Annex 5 – Procurement Fraud Statement (for information)

### Annex 6 – Pricing Schedule (for completion and return)

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### Annex 10 - Information to be provided by Tenderer checklist (for completion and return)

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### Annex 12 - Instruction for Tenderers (for information)

### Annex 13 – Social Value Criteria (for information)

DVLA is fully committed to driving Social Value in its contracts and this forms part of the Evaluation Criteria (10%).

The theme selected for this contract is **Theme 3 – Fighting Climate Change - Effective stewardship of the environment** with the two most relevant award criteria being as follows;

* MAC 4.1 Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions.
* MAC 4.2 Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement.

Your tender submission should detail how your organisation meets these Social Value aims.

For more information on the Social Value model please visit the following link: Social Value Model