

## **AFRP ITPD - Appendix 1 to Annex H**

### **AFRP Financial Template Supporting Information**

#### **OVERVIEW**

##### **Purpose**

1. This Appendix to Annex H to the Invitation To Participate in Dialogue (ITPD) sets out the Authority mandated approach for completion of Annex H (the Financial Template) to ITPD.
2. The intention of the Financial Template is to enable consistent submission of key information related to the Tender Price, associated Pricing, Payment and Incentivisation Mechanism (PPIM), and additional financial data requests including but not limited to the Cost Data Assumptions List (CDAL), so as to enable comparable evaluation of Tenders by the Authority for Affordability and Value for Money purposes.
3. This template will continue to be developed during the dialogue period to allow all Bidders to adequately describe their financial proposal. Shall any general updates be made, a new template will be provided to all Bidders.
4. Submission of the Financial Template(s) will support Stage 3 of the Evaluation process (Financial submissions), as defined in DEFFORM 47 Section D Tender Evaluation, which includes assessment of the affordability of the Tender and Cost to the Authority of the Bidder's proposed solution (Authority Cost) for inclusion in the Most Economically Advantageous Tender (MEAT) assessment. Specifically, this includes calculation of the Bidder Affordability Profile and Net Present Value ('NPV') of Authority Cost as set out in Section D of the ITPD.
5. All cost data given within the Financial Template shall be consistent with the Bidder's PPIM proposal, as well as any other related MOD policy on pricing and payments.
6. In addition this Appendix sets out the required link between the information submitted in the Financial Template, and the more detailed Financial Model.
7. The Statement of Requirement defines AFRP Services as the provision of:
  - a. Recruitment Delivery Strategy & Governance
  - b. Marketing
  - c. Contact
  - d. Assessment, and
  - e. Reporting, Data, MI and Digital
8. This instruction document is issued as guidance and it supplements the ITPD. In the event of a potential conflict the ITPD takes precedence. In this case Bidders shall immediately notify the Authority by raising a CQ.

##### **Bidder Financial Template and the Financial Model**

9. Completion of the Financial Template supports the Authority in performing a thorough financial assessment and evaluation of the Bidder's financial proposals.
10. The Financial Template provided defines the detail of data required, and a completed set of Financial Templates are expected to form part of each Bidders' compliant financial response within their submissions.

11. The Financial Template is not intended to represent the Bidders' Financial Model. The Financial Model that is to be supplied by the Bidder must enable the Authority to identify how the Bidder calculates the submitted Financial proposal and support the agreement of subsequent actual Contract Price changes in the event of Contract award. The Financial Model is expected to provide:
  - a. Transparency of the Allowable Cost forecasts ('as defined in the Contract') and generate Authority confidence that these are based on rationale bases and assumptions and appropriate forecasting techniques;
  - b. A detailed build-up of Bidder costs, which can be scrutinised by the Authority as part of its evaluation of alignment between commercial and technical submissions;
  - c. Insight into the cost base to support cost / performance trades during the Competitive Dialogue process and thereafter in the event of Contract award;
  - d. A single source of underpinning assumptions and their underlying basis / rationale to enable an understanding of the cost drivers within the cost base and the Authority's exposure to uncertainty and risk inherent in the pricing construct;
  - e. Information with regards to subcontractor cost build up where possible, noting that this shall be supplied direct from the subcontractor where this is not possible for commercial reasons; and
  - f. The basis for ongoing financial modelling and change management, including support to the agreement of Contract changes in the event of Contract award and the capture of any changes to the contracted financial baseline.
12. The Financial Model shall be transparent in its relationship to the Financial Template, consistent with the Technical submissions required against each Requirement of Response (RoR). Bidders are required to provide evidence that the Financial Model has been subject to a formal third party audit.

## **PART 1 - GENERAL TEMPLATE GUIDANCE**

### **Summary Notes**

13. Bidders are required to populate the Financial Template without making any alterations to its structure or format. Shall a change be required the Bidder shall contact the Authority at the earliest convenience to discuss the proposed amendment.
14. Consistent with the contract the Financial Template enables an assessment of costs over a [REDACTED] year period (7 years and an additional 3 follow on years) from Service Commencement and an initial period between Contract Award and Service Commencement for transition activity.
15. The Financial Template, Financial Model (and all other relevant templates and models) are generally expressed in MOD financial years (i.e. 01/04/XXXX – 31/03/XXXX). Year 0 represents the period from Contract Award until Service Commencement Date. Year 1 represents the period between Service Commencement Date and the end of the first full financial year (i.e. [REDACTED]/2025 to [REDACTED]/2026).
16. Understanding of assumptions made during development of the financial response will be vital to the Authority's assessment and evaluation, and explanation of the supporting rationale is required in the Cost Data Assumptions List ('CDAL') worksheet within the Financial Template, and in the Master Data Assumption List ('MDAL') if a wider reaching consideration.
17. In addition the CDALs within the Sensitivity Scenarios ('Part 3 – Sensitivity Submissions'), shall articulate the assumptions which underpin these and the differences between them

and the Baseline Demand Scenario submission costs / assumptions if applicable. If additional evidence is required to support a Bidders' submission, this shall be provided in the 'Sup Bidder Specific Data >>>' section of the Financial Template.

18. The Financial Template contains a summary of these instructions within the 'Guidance' worksheet. Shall a Bidder require further clarification regarding completion, this shall be raised as a Clarification Question (CQ).

### Financial Template Structure

19. The Financial Template is structured as follows. The headings below represent the key sections of the Financial Template, within which are a number of associated worksheets:
- AFRP Financial Template >>> Workbook details for the AFRP Bidder Financial Template are contained in the associated worksheets.
  - Transition >>> Cost submissions for all transition related activity between the Contract award date (i.e. [REDACTED]2024) and Service Commencement date (i.e. [REDACTED] 2025).
  - Delivery Cost Submission >>> Delivery Cost submissions required from the Bidder shall be submitted in this section.
  - Pricing Mechanisms >>> Pricing Mechanism submissions required from the Bidder for the core Contract shall be submitted in the associated worksheets.
  - Supporting Info >>> Information underpinning the core submission required from the Bidder shall be submitted in the associated worksheets.
  - Supplementary Bidder Specific Data >>> Bidders are free to add additional tabs for supplementary information the Authority may find useful to understand the financial submission.
  - Functionality >>> Sheets driving template functionality are contained in the associated worksheets.
20. Colour coding has been applied across the templates to aid data entry. The key is as follows:

<b>Key</b>		Editable input
		Select input from dropdown
		Pre-populated cell (do not edit)

### Overarching Completion Instructions

21. Overarching completion instructions are as follows:
- Bidders are required to populate all worksheets requiring input (as identified) in the 'Contents' worksheet.
  - Bidders are required to populate all 'editable input' (unshaded light green) cells with relevant data, where cost containing cells have nil cost Bidders shall return a £0 cost for positive confirmation of position.
  - Bidders are required to select an appropriate pre-populated option from the dropdown in the 'select input from dropdown' (shaded light green) cells. Shall the Bidder require inclusion of an option not already on the list, this can be done through the Authority Template Owner who, upon agreement, will incorporate the input as an option in the relevant table in the 'Assumptions, Constraints & Lists' worksheet.

- d. Bidders shall not edit 'Pre-populated cell (do not edit)' (light blue) cells as these either contain an Authority value or contain a formula and are automatically linked to other cells in the Financial Template.
- e. Bidder inputs shall not contain links / references to external source files.
- f. Bidders shall not edit the overall structure of the Financial Templates or any formulas contained within (including but not limited to those contained in the pre-populated blue cells or the 'check' cells). Shall a Bidder identify an error in any of these cells or require an amendment to incorporate an alternative proposal this shall be requested through the Authority Template Owner.
- g. Cost values shall be entered in whole pounds (i.e. £[REDACTED] – not £[REDACTED]).
- h. All overseas costs shall be converted to pounds sterling and the Bidder shall provide the foreign exchange rates they have used, by financial year, in their assumptions worksheet, i.e. the 'CDAL' worksheet in the Financial Template.
- i. All cost values shall be entered in 'nominal' terms, i.e. including inflation, for years which are firm priced. For subsequent years, all costs shall be entered in the economic condition of the last firm price year consistent with relevant rates quoted in the 'indices' worksheet. For example if firm pricing until the end of March 2027 - all submissions including FY26/27 shall include bidder assumed inflation, FY27/28 onwards shall be stated in FY26/27 economic conditions.
- j. The structure and categories have been specifically defined to enable consistent capture of cost data. However it is recognised that each proposal will differ to a degree and therefore "Spare to Bidders" cells are editable input cells that allow Bidders to add cost headings / categories (and the relevant annual costs in the appropriate unshaded light green cells in the respective rows) that are unique to their solution and are not already captured by the Authority in the Financial Template.
- k. All items shall be entered exclusive of VAT. In the CDAL Bidders may outline any assumptions related to VAT.
- l. Costs are assumed to fall within the specific pricing mechanism against which they are documented with the exception of pass through costs (i.e. Employer Contributions), recognising these still fall within the Contract Price. Information on these shall be appropriately captured within the relevant worksheets as required. These costs shall not be double counted within the pricing mechanism and the specific line item entry.
- m. Contractor entries shall be at cost within this file with mark-up entered separately in the relevant lines, subcontractor entries shall be entered at price to the contractor (i.e. inclusive of subcontractor mark-up where relevant but exclusive of contractor mark-up on subcontractor price where relevant). Bidders must supply subcontractor fee information direct to the Authority as directed in ITPD.

## **PART 2 – TEMPLATE SPECIFICS**

### **A) AFRP FINANCIAL TEMPLATE >>>**

- 22. These worksheets provide overarching template information, support configuration control and capture high level information.
- 23. Note all section dividers are intentionally blank within the Financial Template.

## Version Control

24. Details of version release information and summary changes. Bidders are required to complete the identified cells regarding Bidder name and file name.

## Contents

25. Hyperlinked table of contents including error summary. No input required by Bidders.

## Approach

26. The matrix below outlines what costs and fees are used in calculating Bidders Affordability Profile ('affordability') and evaluating the Authority Cost ('evaluation'). This matrix gives an indicative view of how the financial template has been set up.

Summary Costs	Pricing Component Consideration?	Included in Affordability Assessment?	Included in Evaluation (i.e. MEAT NPV)
<b>Transition</b>			
Transition Milestone Fixed Costs	Transition	Y	Y
Retained Costs & Risk - Transition	N/A	Y	Y
<b>Core Delivery</b>			
Target Cost Incentive Fee - Summary Core Delivery Costs	Target Cost	Y	Y
Target Cost Incentive Fee - Fee Component	Target Cost	Y	Y
Retained Costs & Risk - Core AFRP	N/A	Y	Y
Core Pass Through Charges		N	Y
Redundancy (Outside the Contract Price)		N	Y

## Summary

27. Data inputted into the Financial Template has been pulled through into a summary table in a similar format to the matrix above to give an overview of the costs.
28. Note this information does not reflect the final values used in evaluation or any view on the figures post calculation of inflation, NPV, or risk adjustment etc.

## Guidance

29. Summary completion instructions. No input required by Bidders.

## B) TRANSITION >>>

30. Transition costs from the Bidder shall be submitted in the following worksheet.

## Transition Milestone Fixed Costs

31. The worksheet requires the Bidder to submit costs which come under a Fixed Payment approach for transition activities between the Contract Award Date, i.e. [REDACTED] 2024 and Service Commencement Date, i.e. [REDACTED] 2025.

32. This template provides entry for multiple Milestones, and associated costs / payments. Shall the number of payments differ within the Bidders proposed solution the template owner will amend this worksheet accordingly.
33. To ensure that redundancy costs are captured accurately there is a clear delineation in the template between redundancy costs that will flow through in the pricing mechanism and those redundancy costs that will be treated as a pass through costs and are outside the pricing mechanism.

### C) DELIVERY COST SUBMISSION >>>

34. A description of the Target Cost Submission worksheet are provided below.

#### Core Delivery

35. This worksheet requires Bidders to enter details of their forecast costs over the Contract period. It is assumed that all costs will fall within the TCIF pricing mechanism, and thus form part of the Target Costs.
36. Bidders are required to provide costs on a monthly basis for Year 0, and on an annual basis thereafter. Bidders shall record any transition costs in the 'Transition Milestone' tabs. We do not anticipate any other Transition costs but space has been included to input an accompanying comment shall this be the case. Shall Bidders propose differences in the pricing mechanism, price behaviour etc. this shall be managed through use of the "Spare to Bidder" lines or a request for an amendment to the Template Owner.
37. These template worksheets shall contain the costs of all activity as the costs fall to the Authority with no concession for smoothing of potential CDEL / Capital spend. Further definition of RDEL / CDEL is provided later in this document.
38. Where a Bidder anticipates that Economic, Technical or Organisation ('ETO') redundancy dismissals will arise as a result of the implementation of its solution, the associated redundancy costs shall be profiled, shown in the relevant rows and correlate with the later 'TUPE Redundancy Data' and 'TUPE Redundancy' tabs. Bidders shall note that entitlements will be in accordance with the Civil Service Compensation Scheme. Details regarding age, length of service and pensionable pay of the Authority employees identified as Assigned to the undertaking, and therefore liable for TUPE transfer are included within the AFRP Data Room. To ensure that redundancy costs are captured accurately there is a clear delineation in the template between redundancy costs that will flow through in the pricing mechanism and those redundancy costs that will be treated as a pass through cost and are outside the TCIF mechanism.

#### Cost Headings

39. An overview of the cost headings / categories against which cost inputs are required are as follows, these categories typically align to those set out within the Statement of Requirements ('SOR'):
  - a. **Recruitment Delivery Strategy & Governance:** Costs related to developing and maintaining a coherent, forward looking tS end-to-end Recruitment Strategy that will set the future direction, deliver the right inflow of Candidates, and shape and manage a culture of innovation.
  - b. **Marketing:** Costs to deliver optimised campaigns, clash management and media channels tailored to the target audience, whilst maintaining the brand identity of each

of the single Services. Effective Marketing strategies, campaigns and content will attract and retain a broad and diverse candidate pool to the recruitment process

- c. **Contact:** Costs to deliver a personal and trusted contact solution that keeps candidates fully informed from first point of contact through to entering service, and provides a positive candidate experience enabled by individually tailored Contact that nurtures, inspires and motivates the candidate
- d. **Assessment:** Costs to deliver Assessment that is efficient, effective and consistent to deliver a series of tests defined by the Authority to determine Candidate suitability
- e. **Reporting, Data, MI:** Costs to exploit Management and Business Information to enable data driven insights and decision making for continuous improvement.
- f. **Digital:** Cost to deliver core system/s which are an enabler to a candidate centric experience from Expression of Interest to recruitment Onboarding, allowing candidates to receive timely and personalised communications whilst integrating with key MOD systems.
- g. **Other:** Any other service costs that are not captured in the headings above, including insurance and risk where it is not captured on a SOR basis.
- h. **Redundancies:** Bidders shall include a specific breakdown of Redundancy charges. This shall include all Ex-Authority Redundancy Charges and Transferring Contractor Redundancy Charges.
- i. **Mark-up:** Bidders shall include the mark up that will be applied to the various elements of their bid. This shall include the fees that will be applied against the Bidders own costs, fees that will be applied on sub-contractor costs and the fees that are being charged by the Major-Subcontractors.

## Cost Classifications

40. **Fixed Costs / Variable Costs** – Bidders must ensure each of the costs are expressed in either Fixed or Variable terms i.e. how the cost ‘behaves’:

- a. Fixed Costs shall capture those forecast costs to be incurred independent of output. These will remain constant throughout the scenario sensitivity and thus are not expected to be material to output decisions / changes in requirements.
- b. Variable Costs shall capture those forecast costs expected to vary with output and will potentially differ between the Demand Sensitivity submissions.
- c. If Bidders expect other cost behaviours to be relevant (e.g. stepped Fixed Cost) this shall be communicated to the Authority Template Owner who will incorporate as appropriate.

41. **RDEL / CDEL** – Bidders must ensure each of the costs are expressed in RDEL or CDEL terms:

- a. Revenue expenditure (Resource Department Expenditure Levels (‘RDEL’)) is expenditure which the Bidder will incur during its day to day operations or running costs and covers the purchase of goods and services and the payment of salaries. The relevance of Indirect RDEL will be discussed on a case by case basis.
- b. Capital expenditure (Capital Departmental Expenditure Levels (‘CDEL’)) is expenditure which the Bidder will incur during the provision of benefit or issue of assets within the organisation over a period of years. They are usually items which fall under the heading of ‘fixed assets’. Capital expenditure thus includes the construction or purchase of new buildings, and major investment in significant pieces of equipment.

- c. An initial indication of expected classification has been provided where possible, if there are any concerns regarding this please raise with the Template Owner.
42. **FIRM and FIXED Prices** – Bidders must provide confirmation on whether each of the costs listed in the Target Cost worksheets are FIRM and / or FIXED – these terms are explained in more detail below:
- a. FIRM Price shall be used to denote a price that will not change regardless of actual inflation / actual costs (number of years to be input by the Bidder in the relevant “Years” column) and must align with Schedule 7.1 requirements.
  - b. FIXED Price shall be used to denote a forecast that may be varied after an agreed period using an agreed mechanism e.g. a VOP Index. The number of years for which the price will be fixed is to be inputted by the Bidder in the relevant “Years” column.
43. **TCIF** - Bidders shall provide confirmation on whether each of the costs listed in the Target Cost Submission worksheets will fall under the Target Cost Incentive Fee pricing mechanism. The Bidder shall select the “Y” (Yes) or “N” (No) option in the relevant column to confirm if the particular cost line would fall under TCIF pricing mechanism.

#### **D) PRICING MECHANISMS >>>**

44. The worksheets grouped under Pricing Mechanisms require the Bidders to submit costs and pricing mechanisms for the core AFRP Contract. A brief description of the relevant worksheets are provided below.

##### **Transition Milestone Fixed**

45. This shall be used to capture the fixed payment mechanism for Transition between Bidders and the Authority.
46. The Bidder is required to include the mark up that will be applied to the various elements of their bid. This shall include the fees that will be applied against the Bidders own costs, fees that will be applied on sub-contractor costs.

##### **Core Target Cost – Total**

47. The ‘Core Target Cost – Total’ worksheet aggregates the total from the Core Delivery section. It provides the total Target Cost for the contract period and is pre-populated from the associated component worksheet. Space is provided for commentary if deemed necessary by the Bidder.

##### **Core TCIF**

48. In the ‘Core TCIF’ worksheet, the Bidders are required to provide the maximum liability to the Authority, mark-up % and the gain-share and pain-share arrangements for each time period. If the gain-share and pain-share arrangements differ across different cost drivers, these shall be aggregated to provide one overall gain-share and pain-share arrangement for each time period. The gain-share and pain-share detail by cost and time period shall be provided in the Bidders’ ‘CDAL’ worksheet.
49. A Price Liability Calculator has been included in this worksheet which illustrates the actual price that would be paid for a notional actual cost that is [Redacted]% above and [Redacted]% below the Target Cost to be calculated based on the parameters entered, which will be weighted for evaluation purposes by these percentages.



**E) SUPPORTING INFO >>>**

50. A brief description of the worksheets falling under the Supporting Info is provided below

**Military Resource Req't**

51. Bidders are required to input their GFR requirements for each year of the contract. The sum of the cost associated with this GFR will be included in the calculation of the Authority Retained Cost.

**Indices**

52. Bidders are required to input any specific indexation profiles relevant to their proposed forecast costs and associated commercial solutions, which:

- a. Have been used to determine FIRM prices;
- b. Will be applied to future FIXED / TCIF costs in line with Schedule 7.1; or,
- c. Underpin wider costing assumptions specific to the Bidders solution.

53. The tables in this worksheet shall be used to input the in-year indexation rate applied throughout the Contract period. In this worksheet the Authority will also provide the inflation and discount rates that it will apply to calculate the NPV of the Bidders' costs.

**CDAL**

54. The CDAL worksheet shall be used by the Bidder to detail all assumptions made in the makeup of the financial templates including profit and overhead rates of the Bidder and its major subcontractors. Where this information cannot be provided as part of this submission (or within the Financial Template) for subcontracting organisations the subcontractor is required to submit this separately in line with instructions contained within the ITPD. The Authority requires sufficient detail to be able to understand the basis for cost estimates so that it can be confident that the costs are robust.

55. The information that follows explains the purpose of the key columns in the 'CDAL' worksheet and provides details relating to how they shall be completed.

**Column B:**

<b>Title</b>	Serial (Ser. No. e.g. D1.1, F2.10, T20.4 etc.)
<b>Purpose</b>	Provides a unique identifier for each assumption and facilitates referencing between templates. Where appropriate, assumptions shall be linked to risks in the Joint Risk Register ('JRR') and dependencies in the Dependency template through assumption serial numbers included in the assumptions 'References' column within the JRR and the Dependency template.
<b>Completion notes</b>	<ul style="list-style-type: none"> <li>• Bidder to include serial numbers for all assumptions.</li> </ul>

**Column C:**

<b>Title</b>	Assumption Heading
<b>Purpose</b>	Enables a quick understanding of the area to which the assumption applies.

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<b>Completion notes</b>	<ul style="list-style-type: none"> <li>The Bidder is to summarise the assumption through use of an appropriate heading e.g. Labour utilisation, Indexation, Redundancy.</li> </ul>
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**Column D:**

<b>Title</b>	Assumption
<b>Purpose</b>	Provides information regarding the nature of the assumption and the specific considerations related to it.
<b>Completion notes</b>	<ul style="list-style-type: none"> <li>The Bidder shall provide sufficient detail so that the Authority is able to understand how the Bidder 'built up' their model.</li> <li>The Bidder shall ensure that assumptions provide for coverage of every cost line and pricing assumption within the Template submission.</li> </ul>

**Column E:**

<b>Title</b>	Basis / Rationale
<b>Purpose</b>	Supports the Authority's understanding of the basis and rationale of the costs that have been included in the Financial Template.
<b>Completion notes</b>	<ul style="list-style-type: none"> <li>The Bidder shall provide sufficient detail (including the basis and rationale of the assumption) so that the Authority is able to understand how the costs within the model have been 'built up'.</li> <li>The Bidder shall ensure that assumptions provide for coverage of every cost line and pricing assumption within the Template submission.</li> <li>The Bidder shall outline how any costs, and benefits, have been derived.</li> <li>Examples of the level of detail required are as follows: <ul style="list-style-type: none"> <li>Labour Cost: What is the basis and rationale behind the assumed values? What is the percentage leave, sickness, training, etc.? How has overtime been calculated? Etc.</li> <li>Digital: What has been included within each cost line e.g. training, IT equipment, software, integration? What is the basis and rationale behind the equipment estimates?</li> </ul> </li> </ul>

**Column F:**

<b>Title</b>	Source
<b>Purpose</b>	Facilitates an understanding of the need for the assumption.
<b>Completion notes</b>	<ul style="list-style-type: none"> <li>The Bidder is to specify the origin of the assumption. The Bidder could include, for example, an ROR or Schedule reference in this column where appropriate</li> </ul>

**Column G:**

<b>Title</b>	Template Worksheet Name / Serial
<b>Purpose</b>	Supports the Authority's understanding of the costs to which the assumption applies.
<b>Completion notes</b>	<ul style="list-style-type: none"> <li>For all assumptions, the Bidder is to reference the relevant worksheet e.g. 'Core Delivery' and the associated serial number within the appropriate worksheet (where relevant).</li> <li>Where possible, the Bidder is to use the following format, &lt;worksheet name&gt; – &lt;item number&gt;</li> </ul>

**Column H:**

<b>Title</b>	Financial Model Worksheet Reference
<b>Purpose</b>	Facilitates the sourcing of further detail on assumptions contained within the 'CDAL' worksheet, through reference to specific worksheets in the Bidder's Financial Model.
<b>Completion notes</b>	<ul style="list-style-type: none"> <li>Bidder to enter a reference to the worksheets contained within the Financial Model for assumptions in the Assumptions worksheet of the financial template, where appropriate.</li> </ul>

**Column I:**

<b>Title</b>	External References e.g. Risk Register ...
<b>Purpose</b>	Facilitates the sourcing of further detail on assumptions contained within the 'CDAL' worksheet, through reference to other external sources.
<b>Completion notes</b>	<ul style="list-style-type: none"> <li>Bidder to enter the source of the External references, where appropriate.</li> <li>If an assumption in the 'CDAL' worksheet relates to a risk, the Bidder shall reference the corresponding risk.</li> <li>If an assumption in the 'CDAL' worksheet relates to a Master Data Assumption List ('MDAL') assumption, the Bidder shall reference the corresponding serial.</li> </ul>

56. Assumptions documented in this worksheet shall be consistent with those in the MDAL. In the high and low Demand Scenario submissions the 'CDAL' worksheet content shall focus on the assumptions relevant to the differences in the pricing submissions.

**TUPE Redundancy Data**

57. In order to provide a consistent view of the data as a starting point for all Bidders, all TUPE information across the different contracts has been collated into one data set. Bidders are required to denote against each role if and when a role will be made redundant. This feeds in to the TUPE Redundancy worksheet.

58. Bidders shall note that TUPE information will be incorporated into each template following the first phase of dialogue.

## **TUPE Redundancy**

- 59. Bidders are required to enter further TUPE redundancy data such as additional roles, where an existing post is repurposed or reductions due to redeployment within the wider business(es) (which would render a redundancy unnecessary).
- 60. Bidders are also able to provide commentary in the bottom 'Supporting Detail' table at the bottom of the worksheet.

## **Infrastructure Data**

- 61. Bidders are required to clearly state their infrastructure requirements in this worksheet. Any cost associated with use of Authority leased infrastructure will be included in the calculation of Authority Retained Cost.
- 62. Where Bidders require material alterations to Authority-owned infrastructure this shall be clearly marked and costed appropriately in the relevant year. The cost of any material alterations will be included in the calculation of Authority Retained Cost.
- 63. Any new Bidder-owned or Bidder-leased sites shall be included in the appropriate Infrastructure section as part of the 'Core Delivery' tab.
- 64. Shall a Bidder wish to divest some of the Authority leasehold estate this shall be clearly outlined along with a divestment date.

## **F) SUP BIDDER SPECIFIC DATA >>>**

- 65. The purpose of this section is to allow the Bidder to provide the Authority with details on costs and quantitative data not provided for in the previous worksheets and which will not feature in the NPV calculation of Authority Cost. Submissions in relation to data required in these worksheets shall reference the ROR.

## **G) FUNCTIONALITY >>>**

### **Assumptions Constraints & Lists**

- 66. This worksheet is a repository of predetermined inputs to be selected across the model.

### **Resource Capitation Rates**

- 67. This worksheet provides current military manning levels and rates for military and some civilian resource and the relevant assumptions to assist the Bidders with their manning solution.
- 68. Capitation rates have been included for reference purposes but Bidders shall note that these are subject to update in line with Authority workforce policy.

## **PART 3 – SENSITIVITY SUBMISSIONS**

### **Demand Scenarios**

69. Three Demand Scenarios will be provided for the purposes of pricing submissions. This comprises the Baseline Demand against which the Contractual Price will be determined plus two variants, i.e. a 'High Scenario' and a 'Low Scenario' which will be used to:
- a. understand cost drivers within the proposals;
  - b. enable the Authority to understand the levels of uncertainty inherent within the proposals; and,
  - c. Determine the Authority Retained Risk calculation associated with a requirement movement.
70. Bidders are required to provide full Financial Template submissions against each of the three Demand Scenarios based on the Contract duration. Bidders shall note that pricing sensitivities submitted will also be used to support future price changes.