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SUBMISSION NO LATER THAN: 12 NOON ON 27th October 2017

SUBMISSION ADDRESS: procurement@es.catapult.org.uk

Deadline dates and times are strict; late submissions will NOT be accepted.

Unsigned submissions will be regarded as a non-compliant application and therefore rejected.

Suppliers may also be rejected if they do not provide a complete response to the RFP.

1. Introduction & Background

1.1 Introduction

You are hereby invited by the Energy Systems Catapult (ESC) to prepare a proposal for the Service as described in Section 4 below.

All personal information supplied within this Request for Proposal (“RFP”) will be treated as confidential and will be subject to the Data Protection Act.

1.2 Background

Catapults

Catapults are centres of excellence that bridge the gap between business, academia, research and government. They are a powerful new element in the UK economy, helping businesses develop relevant and exciting ideas in receptive and invigorating environments. By promoting collaboration and knowledge exchange, many progressive businesses and organisations will be able to build new partnerships with reduced risks. Companies in a wide range of markets will see the Catapults as an invaluable resource to develop their businesses.

Energy Systems Catapult (ESC)

The ESC is one of these elite technology and innovation centres set up by Innovate UK. The ESC works with companies that are focused on exploiting the opportunities created by the need to transform global energy systems; not only playing a part in accelerating technology based solutions, but also engaging with Government to address the market mechanisms and business models that will be required to enable such solutions.

ESC will create a critical mass for business and research innovation, focusing on electricity, heat and combustible gases. This centre will be an important part of the UK’s innovation system, making a major long-term contribution to UK economic growth.

Further information on Energy Systems Catapult can be found on the website <https://es.catapult.org.uk>

Information on the various Catapults may be found at the website <https://www.catapult.org.uk>

2. Approach

This Request for Proposal (RFP) is being issued via the UK Government's Contracts Finder website to potential suppliers as part of the procurement of export assessments of UK businesses.

The objective of this RFP is to provide sufficient information for Respondents to:

- Understand ESC requirements and proposed procurement approach
- Understand the scope and nature of the products and services that they will contract to provide
- Assess and confirm their ability and interest in bidding to provide this service
- Provide agreement and/or feedback on proposed approach to the management and governance of this service
- Provide agreement and/or feedback on proposed contractual terms and commercial approach
- Develop and price a proposed solution based on currently available information in the format specified

Respondents' compliance with the requirements and submission in the required format will enable ESC to carry out a fair and thorough evaluation of the responses. Please see Sections 3 & 11 respectively for detailed instructions and the evaluation process. Failure to comply with these instructions will invalidate the Respondents submission.

Prior to reading this RFP the Respondents attention is drawn to the principles and contract terms set out in Appendix 3 and the "Acknowledgement Letter" in Appendix 1. Appendix 1 requires written approval by a suitably authorised member of the Respondents organisation and returned to ESC in accordance with the instructions for acknowledgement of bidding set out in Section 3.

Each Respondent must perform its own appraisal of all information and data provided by ESC in this RFP. The products and service that form the basis of this document have been documented to the best of ESC's knowledge and are not warranted.

3. Process & instructions

You are invited to submit a proposal for the export assessments of UK businesses in line with the requirements stated in Section 4 of this document. ESC will regard the responses as commercial in confidence.

3.1 Communications

Respondents should confirm their intention to submit a bid and identify their contact person for all matters relating to the submission of their bid. This should be carried out by completing and sending the "Letter of Acknowledgement" in Appendix 1 to the following address: **procurement@es.catapult.org.uk**. This is to enable ESC to issue any further communications relating to this RFP as well as the questions and answers generated during the tender process.

All contact including any documents to be submitted is to be made via email to **procurement@es.catapult.org.uk**.

Please do not make contact with other representatives of the ESC by phone or email under any circumstances.

3.2 Clarification questions

Clarification questions about the required Services should be submitted in writing via the email address above by the Clarification Question Deadline (refer to timetable in Section 3.3). The ESC reserves the right to respond to clarification questions received after this deadline at its discretion. It shall normally reject questions raised after this deadline however the ESC will consider the importance of the question as a general concern to all Tenderers.

Where the ESC considers any question or request for clarification to be of material significance, it may communicate both the query and the response, in a suitably anonymous form, to all interested parties who have responded. If a Tenderer does not wish for a query or response to be disclosed to other Tenderers it must communicate this and the reason why to the ESC at the same time as submitting the query. Catapult will consider the request but reserves the right to disclose the query and/or the response to other Tenderers.

Questions relating to potential conflicts of interest can be posed at any time during the course of this process. Any changes or amendments to the response provided to the conflict of interest questions at any stage of this procurement should be notified to the ESC immediately.

No approach is to be made to any other ESC staff for information relating to this project other than via the method stated above. ESC reserves the right to treat such conduct as a reason not to allow the Tenderer from continuing in the contract award process.

3.3 Timescales

The expected approach and timetable for this project is set out in the table below and each Section is then discussed in more detail below.

Activity	Date
RFP issue	10/10/2017
Return of “Letter of Acknowledgement” (Appendix 1)	As soon as practicable
Clarification Window Closes	20/10/2017
Issue of answers to received questions:	20/10/2017
Respondents proposals:	27/10/2017 (noon)
Respondent reference calls to past customers	TBC
Evaluation of proposals & inform all respondents i.e. successful and unsuccessful and or shortlisted to clarification meetings.	27/10/2017
Clarification presentations in Birmingham Cannon House B4 6BS	31/10/2017

Supplier appointed following completion of contract	03/11/2017
Contract commences (with Respondent fully accountable for ongoing service)	06/11/2017

All Respondents will be advised of any alteration to the dates outlined above.

3.5 Submission

An electronic copy of the Respondents' proposal should be submitted to the email address (s) named in Section 3.1.

You must use the appended response document for your submission. Failure to do so may result in your submission being classed as non-compliant. Respondents should quote the Reference number at the front of this RFP in all correspondences related to this response.

Responses will not be opened until the closing time and date for receipt of responses. Responses that are received late will not be considered.

To assist assessment please use the submission document provided and use the same numbering system, structure and sequence set out in this RFP.

This RFP also details the minimum requirements of each Section of the tender. Additional data, explanation or clarifications can be included at the Respondent's discretion, within the response to specific requests where relevant, or as further appendices to their proposal provided that the proposals do not exceed the specified number of pages or word count.

Responses must be submitted in English and must conform to the requirements of each question.

3.6 Shortlisting Respondent responses

Following the closing date of receipt of proposals, the evaluation panel will review all received documentation. The team will use the evaluation criteria contained in this RFP to collectively determine which proposal meets ESC's requirement. All Respondents will be advised whether they have been successful or not in accordance with the timescales of this RFP.

ESC will be conducting clarification meetings with a maximum of 3 Respondents on Wednesday 1st November. These will consist of those Respondents with the highest combined score following the initial evaluation.

The Respondent should make themselves available for this meeting and any other meetings required as part of this requirement. Note that these presentations will either be held in Birmingham or London, the final location of which is to be confirmed at a later date.

3.7 Clarification Presentations

Following evaluation of written proposals the top 3 scoring Respondents will be invited to present to a panel of ESC staff (and other project stakeholders, at ESC discretion)

The presentations will last up to 60 minutes including time for questions and answers. The presentation team should comprise no more than 5 people, including those who would

provide the Services. The scope of the content required to be covered in the Presentation will be provided at the time of its notification.

ESC recommends that the potential presentation team diarise this date as soon as possible as an alternative date may not be available. The presentations will take place at the Catapult's offices; 7th Floor Cannon House, 18 The Priory Queensway, Birmingham B4 6BS.

The total marks received during the Tender stage will be adjusted up or down based on the Presentation and clarifications. The final ranking will be determined from the final marks allocated following the presentation stage.

3.8 Selection

ESC will review Respondent proposals and raise any necessary clarification questions at this time and as appropriate provide feedback on areas of apparent misunderstanding, failure to meet requirements / expectations and at its discretion offer an opportunity for the Respondent to clarify / address these issues.

Selection will be based on the Respondents response to the information set out in this document and the evaluation criteria set out in the Section 11 and other selection factors such as the reference calls/visits for those short listed to this stage. Respondents will be notified at the end of each point in the selection period as to whether they have been shortlisted, and the next steps. An opportunity for feedback to unsuccessful Respondents on why they were not selected will be offered – however the timing of this debrief will be based on availability of ESC project team members and the timing of essential project activities.

Respondents should note that ESC reserve the right at their sole and absolute discretion to reject any or all proposals. The following reasons may lead ESC to consider automatic rejection of a bid, however this list is not exhaustive and is only provided to give examples:

- Missed deadline for the response.
- Failure to respond or, having responded, failure to clarify points raised by ESC.
- Failure to submit a bid that complies with ESC requirements.
- Any breach of confidentiality whatsoever.
- Unless specified to the contrary channelling any communications with regard to this project to anyone not specified in the RFP.
- Substantial non-compliance with the terms agreed to in the Respondents Acknowledgement letter.

3.9 ES Catapult Rights

ESC reserves the right to;

- terminate the process. This RFP does not represent a commitment to enter into any contract.
- accept any part of the Tender. ESC is not bound to accept the lowest priced Tender, or any Tender, or part thereof.
- cancel or withdraw this RFP at any stage. Respondents shall bear all costs associated with the preparation and submission of their response and ESC shall not be responsible or liable for any costs or expenses regardless of the conduct or outcome of the procurement process.
- reject all responses if none, in its opinion, adequately satisfies the requirements, or if

ESC's circumstances change. In such circumstances ESC may subsequently issue another RFP.

3.10 Confidentiality

All communications issued by ESC to Respondents must be treated as strictly confidential. Respondents shall not release details of such communications other than on an "In Confidence" basis to those who have a legitimate need to know or whom they need to consult for the purpose of preparing their response. Under no circumstances may Respondents release any information concerning such communications for publication in the press or on radio, television, screen or any other medium. The content of the proposals and the details of the evaluation of the proposals will remain confidential to ESC and its advisors who will comply with all relevant legislation. Should Respondents wish that any information supplied by them as part of this process not be disclosed because of its commercial sensitivity or confidentiality or otherwise, they must, when providing this information, clearly identify the specific information they do not wish to be disclosed and clearly specify the reasons for its sensitivity.

Please note that it is not sufficient to include a statement of confidentiality encompassing all the information provided in the response.

3.11 Adherence to response process

The response process must be strictly adhered to as outlined in this document. Any deviation may render a response ineligible.

4. Scope of Work

4.1 Project Background

Through discussion with UK innovators and various government departments, it is clear there is a lack of knowledge and visibility of the UK energy supply chain capability that can be promoted overseas. This project would start to solve that problem by developing a detailed assessment of specific parts of the energy landscape where the likes of Department for International Trade (DIT) and the Foreign Commonwealth Office (FCO) have identified strong future export opportunities. This includes smart power, energy storage and its role within the system, and innovation opportunities in the build and operation of district heat networks. The work would build on existing studies and databases and help innovators by ensuring international stakeholders are aware of the UK supply chain and links can be established between DIT/FCO and innovators to ensure overseas interest is captured.

4.2 Scope of Service

The ESC is seeking a partner or partners to undertake an assessment of the supply chain across 3 key areas and identify the export readiness through dialogue with a range of companies across the energy sector. This will include companies from start-up to established multinationals that have premises registered at a UK address. However, where there is substantial overseas expertise in a particular area, relevant overseas companies should be investigated following approval from the ESC – however this aspect should not be quoted for in the tender response.

The different sectors of interest for this tender are broken down into the lots listed below

Lot 1 – Smart Power – budget of £40,000 – £50,000

Lot 2 – Energy Storage – budget of £25,000 – £35,000

Lot 3 – District Heat Networks – budget of £35,000 – £45,000

The ESC will accept responses for any or all of the above Lots, providing the commercial proposal does not exceed the sum of the maximum budget of the individual Lots.

The selected partner(s) would be expected to use their own experience and connections to identify and engage with relevant companies across the 3 areas and collect the company information that has been agreed with the ESC prior to collection beginning.

The selected partner would also be expected to develop a strategy to identify the export readiness of each innovation and record this in a clear manner.

It is clear that there will be 3rd parties that already have databases that would contain some of the information being required under this project. The successful bidder is expected to detail those databases that already exist, assess their suitability to feed into this project and, working together with ESC, negotiate access to the 3rd party data.

Other aspects to consider

- As the project will be collecting commercially sensitive information on a range of companies, the approach for managing this information will need to be provided to the ESC at tender stage to review
- All intellectual property will be owned by the ESC
- The ESC will expect weekly updates, either via face to face meeting or via conference call to monitor progress
- The information collected during the course of this project will need to be relevant to other stakeholders including the Foreign Commonwealth Office, Department for International Trade, BEIS, InnovateUK, etc. The ESC will agree the criteria and questions to be asked of relevant companies with these stakeholders in advance and will provide these to the successful bidder
- The District Heat Network aspect of this project follows on from a project run by the Energy Technologies Institute that identified the high cost areas in building and operating District Heat Networks. The ESC plans to share the outputs of this project with the selected partner subject to a suitable non-disclosure agreement to assist with this lot.

Constraints

- The project has already been approved and the budget signed off, and will run until the end of March 2018. All project deliverables have to be submitted to, and approved by the Catapult ahead of this time.
- One of the first uses of this information will be for a smart summit, being run by the FCO in Q1 2018, therefore substantial progress will have been made in identifying supply-chain companies by early-mid December 2017 to feed into the summit.

4.3 Outputs and Milestones

It is expected that the 3 workstreams identified above will run in parallel, so this should be considered when compiling the response to this tender

The following outputs are anticipated during the project:

- I. Agree scope definition – Friday 10th November.
 - a. Agreed word document detailing the scope and boundaries of each lot
- II. Agree criteria to collect – Friday 10th November
 - a. Agreed database structure and data collection method to be used when engaging relevant companies
- III. Identify 3rd parties with relevant information and approach to engage (e.g. databases held by the Energy Innovation Centre, InnovateUK, BEIS, etc) – Friday 1st December
 - a. Word document listing 3rd parties that hold relevant databases that can be used to identify relevant companies and a strategy to engage and use the data contained
- IV. Version 1 of database – Friday 16th December
 - a. As detailed above, one of the first uses of this database will be to feed into a smart summit being organised by the FCO. Therefore, the first version of the database will be required in December to allow relevant information to feed into this summit.
- V. Final version of database – Friday 9th March 2018
 - a. Excel database (or other suitable software) containing company details collected during the course of this project.

As well as the above outputs, regular updates on progress will be required, the frequency of which will be determined once the engagement approach has been agreed.

5. Appendices

Appendix 1 - Acknowledgement Letter (Located on the Response Document)

Appendix 2 - Company Information, Response and Declaration (Located on the Response Document)

Appendix 3 - Contract

Appendix 4 – ESC Travel & Expenses Policy

6. Terms & Conditions

Refer to standard ESC Terms & Conditions attached in Appendix 3.

Please note that accepting the Terms & Conditions is a condition of this RFP.

7. Contract & Payment Terms

The contractual terms and conditions that will apply to any contract or order placed as a result of this RFP are attached in Appendix 3.

Parent Company: A parent company guarantee shall not be required.

Term: The contract(s) will be placed for a 5-month period

Fee structure & payment terms: Fees will be payable retrospectively and invoiced on a monthly basis. Invoices must be accompanied by sufficiently detailed supporting documentation to allow verification.

The ESC standard payment terms are 30 days.

All invoices shall be sent electronically to ESC Finance email address quoting the purchase number.

8. Compulsory Insurance Cover

In accordance with the ESC Standard Terms and Conditions, the Supplier shall have affected and shall maintain appropriate levels of insurance in relation to the provision of the Services. Insurance does not have to be in place at the time of Submitting an RFP, but the supplier commits to having these insurances in place at the time of any contract award.

9. Reporting Arrangements

The personnel provided to deliver the Service shall report directly to, and only take instructions from the Project Manager.

10. Proposal

10.1 General

Each Lot will be subject to a separate evaluation, therefore your Proposal **must** include the following information:

- Supplier Information; (1)
- Completed Declaration form; (1)
- Technical Proposal, made up of;
 - 1 'method statement' completed for each Lot being bid against (potentially 3 if bidding on all lots)
 - completed 'expertise and examples' section for the entire bid (1)
 - completed 'alignment questions' section for the entire bid (1)
 - Commercial Proposal, broken down by each Lot if bidding on multiple lots; (potentially 3 if bidding on all lots)

10.2 Technical Proposal

Method Statement		
10.2.1	Weighting: 30%	Response: 3000 Words per lot
	Tenderers shall submit a short method statement detailing the technical and project management approach to delivering this Contract, including CLEAR indication of any caveats, riders or exceptions to the prices in the offer worksheet, including any known conflicts of interest that may	

	need to be managed, lest ESC might consider your offer non-compliant and immediately reject it without further review. The method statement shall include names of key personnel who are central to the delivery. Whilst not included in the commercial proposal, the method statement shall also include a proposed method for identifying and communicating with overseas companies as highlighted in section 4.2. This work will only be sanctioned at ESC discretion
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Expertise and Examples

10.2.2	Weighting: 25%	Response: 500 Words + CV's as Attachments
	Please provide CV's of key personnel that will deliver the requirements set out for this project as well as 3 examples of where they key personnel proposed have conducted the services (or similar) detailed within this RFP	

Alignment Question 1

10.2.3	Weighting: 5%	Response: 1000 words
	Please provide a response to the following question: <ul style="list-style-type: none"> How would you define smart power, energy storage and district heat networks in a way that will allow to capture relevant companies? 	

Alignment Question 2

10.2.4	Weighting: 5%	Response: 1000 words
	Please provide a response to the following question: <ul style="list-style-type: none"> What key questions should be asked as part of the data collection process, and why, and what type of response would you expect to receive? 	

Alignment Question 3

10.2.5	Weighting: 5%	Response: 1000 words
	Please provide a response to the following question: <ul style="list-style-type: none"> What databases already exist that you are aware of that you would explore for information access? 	

Please indicate on the Response Document the number of words used in each response.

10.3 Commercial Proposal

Prices shall be provided on a **fixed cost basis** for the key individuals working on this project, broken down into estimated resource levels and Day Rates and shall be in pounds sterling and exclusive of VAT.

Respondents should also specify any other costs associated with the delivery of the outputs. Claims for any additional costs, not stated, will not be considered at a later date and will be considered free of charge.

10.4 Expenses

For the avoidance of doubt all travel shall be carried out in full compliance with ESC Travel and Expenses Policy in Appendix 4. Suppliers shall be responsible for arranging and booking their own travel and accommodation.

The services should be priced to take into consideration of all costs including expenses. Any expenses that arise post response award that were not reasonably expected during the procurement are only to be incurred subject to the ESC pre approving.

11. RFP Evaluation

11.1 Award of Contract

Award of Contract(s) will be based upon the most economically advantageous response ("MEAT") received. The evaluation will be based upon the undernoted award criteria: 70% Technical / 30% Commercial.

Depending on the results of the evaluation process, ESC reserves the right to split the award to different suppliers.

Each Lot will be evaluated separately and the following award criteria will apply for each Lot.

Section	Sub Section	Evidence Sought	Award %	Total %
Technical	10.2.1 – Method Statement	Evidence of proven skills via a method statement detailing how the project will be delivered.	30%	70%
	10.2.2– Expertise and Examples	CV's or Bio's and examples of previous relevant work and how this experience will help deliver the requirement. Track record and quality as demonstrated through the delivery of previous contracts and client testimonials	25%	
	10.2.3 – Alignment Questions	Responses to questions proposed aligned to ESC expectations	5%	
	10.2.4 – Alignment Questions		5%	
	10.2.5 – Alignment Questions		5%	
Commercial	Terms & Conditions	Acceptance	Pass / Fail	30%
	Commercial Proposal	Retainer & Rates	30%	

Commercial Approach (30%)

All-inclusive Fixed Cost of the Service;

Price will be evaluated separately from quality and is to account for 30% of scoring. The response price submissions will be evaluated using the "standard differential" method. The

lowest price will receive 30% and the more expensive proposals will be ranked and allocated a % as a direct proportion to how much more expensive they are than the lowest priced RFP.

Technical Approach (70%)

Non-Price elements

Each question will be assessed on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20.

Example if a Tenderer scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$).

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

Example if a Tenderer scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ($60/100 \times 10 = 6$).

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The technical proposal will be evaluated and scored 0-100 against the following evaluation criteria. A score of 20 or less on any of the evaluation criteria will result in the response being rejected in its entirety.

Score	Marking Scheme
0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.

80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

Example – a question is scored by four evaluators and judged as scoring 60, 60, 40 and 40. These scores will be added together and divided by the number of evaluators to produce the final score of 50 ($60+60+40+40=200\div4 = 50$).

You must adhere to the word count where identified. ESC will not evaluate any words over and above the threshold identified, including appendices.

11.2 Combined Approach

As explained in Section 3.7 the top 3 scoring Respondents may be invited to present their Proposal. The presentation stage contributes to the determination of the final award of contract. The presentation stage shall be scored by the panel and based upon the Tenderer's understanding of the ESC's needs and the services required and their overall technical submission.

The total marks received during the Tender stage will be adjusted up or down based on the Presentation and clarifications.

The final ranking will be determined from the final marks allocated following the presentation stage.

11.3 Award

The technical and commercial scores from each Lot will be combined (Technical 70% / Commercial 30%) to determine the Proposal which provides the most appropriate combination of quality and value for money in each Lot. ESC reserve the right to award an individual supplier for all Lots or have multiple suppliers across the 3 Lots tendered.

The award decision will be given in favour of the highest scoring bid. In the event that two bids are given the same score (following clarifications and interviews if required) then ESC reserve the right to subject the bid process to a separate peer review and/or to award to the lowest priced bid.

Depending on the results of the evaluation process, ESC reserve the right to appoint more than one supplier if deemed to be in the best interest of ESC.

11.4 Abnormally Low Priced Responses

Where the overall proposal price appears to be abnormally low, the supplier will be required to provide further written details of the constituent elements of the overall amount or the rates or any other information considered to be relevant.

Any failure to provide such information, where requested, may exclude the RFP from further consideration. If, having considered the information provided, ESC is of the view that either the total of the prices is abnormally low or any proposed amounts are abnormally low, the RFP may be rejected in accordance with [PCR2015 \(SI 2015 No. 102\) Regulation 69 \(4\) to 6\)](#).

12. Some simple Do's and Do nots

Do

- comply with Procurement document instructions. Failure to do so may lead to disqualification.
- provide the Submission on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- use Microsoft Word, PowerPoint Excel or compatible formats, or PDF unless specifically requested. If you use another file format without our written permission we may reject your Bid.
- ensure you utilise the process to raise any clarifications to our RFP.
- answer the question, it is not enough simply to cross-reference to a 'document', 'policy', web page or another part of your Submission, the evaluation team have limited time to assess Submissions and if they can't find the answer, they can't score it.
- consider who your customer is and what they want from this RFP – a generic answer does not necessarily meet every customer's needs.
- reference your documents correctly, specifically where supporting documentation is requested, ESC will not be responsible if we are unable to locate your documents.
- provide clear and concise contact details; telephone numbers and e-mails.
- complete all questions in the questionnaire in full or we may reject your Submission.
- check and recheck your Tender before Submission.

Do nots

- cut and paste from a previous Tender and forget to change the previous details such as the previous suppliers name.
- attach any publications or material that has not been requested. It will not be read nor will it contribute towards your Submission.
- share the Procurement documents, they are confidential to ESC and should not be shared with anyone without the written permission of ESC.
- seek to influence the procurement process by requesting meetings, offering incentives or contacting ESC discuss your Submission. This action may result in ESC rejecting your Submission
- contact any member of staff from ESC without written permission or we may reject your Submission.
- collude to fix or adjust the price or withdraw your Submission with another Party as we will reject your Submission.
- seek changes to the Submission after responses have been submitted and the deadline for Tender to be submitted has passed. Tenders received after the Submission deadline are considered late and cannot be accepted.
- cross reference answers to external websites or other parts of your Submission, the cross references and website links will not be considered.
- exceed word counts, the additional words will not be read or considered
- make your Submission conditional on acceptance of your own Terms of Contract, as your Submission will be rejected.

Appendix 1 & 2 Response Document

Appended

Appendix 3 Contract

Appended

Appendix 4 ESC Supplier Travel and Expenses Policy

Appended