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**Invitation to Quote**

**Instructions & Requirements Document**

**NHS England and NHS Improvement Commercial**

Feasibility Study of Improvement to Resourcing Services

**Document owner:** Commercial & Procurement Team, NHS England and NHS Improvement

# **Introduction**

###### This Invitation to Quote (ITQ) has been prepared by NHS England and NHS Improvement (the ‘Authority’). The Authority is looking for a Supplier for the provision of:

1. Feasibility study to understand all cost implications of transitioning recruitment service from BSA to a potential in-house solution
2. Options to highlight consideration of a hybrid model including clear outputs and transition timeline from concept to delivery of new model, resource/financial implications
3. Clear recommendations outlining any potential risk to services during transition period

###### 

###### Products to be delivered by December 31st 2021

###### A full description of the requirement is found in section 2.

###### This procurement exercise is being carried out as an Invitation to Quote.

###### The Authority has taken reasonable care to ensure that the information provided is accurate in all material respects. However, the Bidders attention is drawn to the fact that no representation, warranty or undertaking is given by The Authority in respect of the information provided in respect of this transaction and/or any related transaction.

###### The Authority does not accept any responsibility for the accuracy or completeness of the information provided and shall not be liable for any loss or damage arising directly or indirectly as a result of reliance on this ITT or any subsequent communication.

###### No warranties or opinions as to the accuracy of any information provided in this ITQ Pack shall be given at any stage by The Authority.

###### Any person considering making a decision to enter into contractual relationships with The Authority or any other person on the basis of the information provided should make their own investigations and form their own opinion of The Authority. The attention of Bidders is drawn to the fact that, by issuing this ITQ, The Authority is in no way committed to awarding any contract and that all costs incurred by Bidder in relation to any stage of the Tender process are for the account of the relevant Bidder only.

###### In accordance with The Authority’s internal financial instructions and general principles applicable to public procurement, The Authority seeks best value for money in terms of the Contract reached with the successful Bidder.

###### The Authority has endeavored, therefore, to express as clearly as possible in this ITQ the terms on which it would propose to contract with the successful Bidder and in particular the obligations, risks and liabilities which it expects to become the responsibility of the successful Bidder.

This document contains the following sections:

* **1. Instructions**
  + Project Team Details
  + Timeline
  + Supplier Clarification Question process
  + Evaluation Criteria
  + Scoring
* **2. The Requirement:**
  + Background Information
  + Standards and Service Specification
  + Essential Skills Deliverables
  + Deliverables
  + Proposed Terms and Conditions
* **3. Responding to the ITQ**
  + Bidders Details
  + Further Bidder Information
  + Bidders Response

1. Instructions

Project Team Details and Contract Lead

|  |  |
| --- | --- |
| Name of Team | Talent and Organisational Development |
| Name and Title of Contract Lead | **Redacted**, Director of Talent and Organisation Development |

Timeline

|  |  |
| --- | --- |
| **Item** | **Date** |
| ITQ Release Date & Issue on Contract Finder\* | 27/09/21 |
| ITQ Clarification Deadline | 01/10/21 |
| ITQ Closing Date | 04/10/21 9.00 am |
| Estimated Award Date | 14/10/21 |
| Estimated Contract Commencement Date | 15/10/21 |

Supplier Clarification Question Process

All clarification questions relating to this ITQ must be submitted via the procurement portal route (Atamis) within 2 calendar days of receiving the ITQ. Clarification questions received after this time will not be responded to. All Clarification questions will be responded to within 2 working days of the date received.

All clarification questions received via other routes will not be reviewed and responded to.

**Please Note: -** To ensure an open and fair process is followed, all bidders will receive a copy of the question(s) and answer(s).

Evaluation Criteria

The purpose of evaluation in the procurement process is to establish which supplier(s) have submitted the best quotation; ensuring that the assessment of quotes is undertaken in a transparent, fair and consistent manner so that an effective comparison can be made.

The Authority, reserves the right to accept or reject all or any part of the quotation if you have failed to provide the information requested in this quotation or you have submitted any modification or any qualification to the terms and conditions of contract.

The Authority does not bind itself to accept the lowest priced, or any quotation, nor guarantee any value or volume and shall not be liable to accept any costs you have incurred in the production of your quotation.

The Authority will check each quotation and submission for completeness and compliance with the requirements in this Invitation to Quote document, thus, you should ensure that you carefully examine this document in full.

Quotes will be evaluated on the following Quality and Costs basis;

|  |  |  |
| --- | --- | --- |
| **Section** |  | **Weighting (%)** |
| Technical/Quality  Including Sustainability and Social Value |  | 50 |
| Commercial |  | 50 |

A weighted scoring system will be applied to the response, the high-level evaluation criteria are given below:

|  |  |  |
| --- | --- | --- |
| **Question** | **Score (out of 100)** | **Weighting (overall 50% (%)** |
| 1. Please evidence how you meet the standards to deliver the specification requirements. | 22.5% | 11.25% |
| 1. Please evidence how you meet the essential skills requirements for delivering the specification. | 17.5% | 8.75% |
| 1. Please explain your approach to designing and delivering the products outlined in the specification. | 22.5% | 11.25% |
| 1. Indicate whether you are able to meet the delivery timetable and evidence how this will be achieved.   Your response should include a project plan and detail of how you will ensure timescales are met, along with how you will manage risk to deliver on time. You should identify and highlight cost implications for both an inhouse and hybrid resourcing model including timeline, and risk analysis through a clear feasibility study. | 17.5% | 8.75% |
| 1. Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the policy outcome to ‘create new businesses, new jobs and new skills’.   Examples of how this might be achieved:   * Create opportunities for entrepreneurship and help new organisations to grow, embed sustainable change through clear resourcing and deployment models. * Create clear in house recruitment practices drawing on previous experience, with a focus on deployment, joint routes to market indicating how service improvements can be made to both candidate and customers particularly for those who face barriers to employment and/or who are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors. | 20% | 10% |

**Scoring**

**Bidder information**

The ‘Bidders Detail’ will be ‘For Information Only’ and not scored.

The ‘Further Bidder Information’, will be given either a ‘Pass/Fail’ for each section.

**Quality**

The Authorities evaluation system is based on the familiar “weighted scoring approach”, in which the officer scores responses to the quality questions according to a pre-agreed scoring system 0-4 (see table below). The scores for the sections are then added together to give a total quality score for the quotation response.

| **Score** | **Interpretation** |
| --- | --- |
| 4  Excellent | The Tenderer’s response provides full confidence that the Tenderer understands and can deliver the Requirements well and addresses all of the requirements set out in the question. |
| 3  Good | The Tenderer’s response provides a good level of confidence that the Tenderer understands and can deliver the services and the Tenderer's response addresses all or most of the requirements set out in the question. |
| 2  Satisfactory | The Tenderer’s response provides a satisfactory level of confidence that the Tenderer understands and can deliver the services and the Tenderer's response addresses at least some of the requirements set out in the question. However, the response is lacking in some areas. |
| 1  Poor | There are weaknesses (or inconsistency) in the Tenderer’s understanding of the services and/or Tenderer's response fails to address some or all of the requirements set out in the question. |
| 0  Unacceptable | No response and/or information provided is deemed inadequate to merit a score. |

**Scoring Cost**

The financial weighted score is calculated by using the following formula:

Tenderers Price Weighted Score = Lowest Total Cost offered Tenderer Total Cost

x (% 50 weighting)

(Lowest Total Cost divided by Tender Total Cost multiplied by 50)

The financial score will be calculated to two decimals places.

Therefore. the bidder who submits the lowest compliant bid (based on the pricing model created for evaluation purposes) will receive the full 50% available.

# **The Requirement**

The Requirement is detailed below which provides background to the project/business need, the standards or specification required alongside the essential supplier skills and the objectives of the requirement.

**Background Information:**

|  |
| --- |
| *The costs for improvement to recruitment services are increasing exponentially – this work is being conducted to review current practices to conduct a feasibility study to highlight for NHSE/I where improvements to practices and processes can be made.*  *The work will help inform the organization which improvement model would be best to implement to achieve value for money and return on investment of recruitment/deployment services.* |

**Standards and Service Specification:**

|  |
| --- |
| *Specific requirements are to:*  *Deliver a tailored hybrid resourcing improvement feasibility study with a focus on customer/candidate improvement to resourcing processes and services for candidates/customers*   * *Data-Driven (including applicant tracking systems and* * *Communicating with Data* * *Clear benefits/options realization of resourcing solutions* * *Analysis and Communication including timeline and any issues/risks to transition of any services* * *Recommendations of future operating model linking to improvements from customer/candidate experience.*   *All content needs to be able to be linked to Employee Self Service (ESR).*  *All products to be delivered by 31 December 2021* |

**Essential Skills Deliverables:**

|  |
| --- |
| *The supplier needs to demonstrate extensive knowledge and credibility in the subject matter and be able to articulate technical information into a comprehensive feasibility study, which clearly outlines the background to date, future focus and recommendations/costs and improvement to resourcing services.*  *Given the timelines for delivery, the supplier needs to evidence they have the capability and resources to design and deliver the products by end of December.*  *The supplier needs to evidence an innovative design solution that includes a commercial/market based approach to resourcing, linking to up to date digital methods including attraction/retention, providing a blended offering of digital resources that show value for money, whilst enhancing the candidate/customer experience through the candidate journey and hiring manager to onboarding.* |

**Deliverables**:

|  |
| --- |
| *1.Tailored feasibility study linking digital solutions, candidate attraction, value for money.*  *2. Tailored suite of digital recommendations that link to ESR, include talent pipeline, and clear resourcing/improvement models to ensure robust costings and provide assurance to the recommendations put forward*  *3. Cost/Risk/Benefits realization with clear recommendation and timeline produced including milestones and risk mitigation for transition to proposed solution.* |

**Proposed Terms and Conditions**

The proposed terms and conditions for this engagement are the NHS Standard Terms and Conditions of *goods & services:* Purchase Order Version.

No amendments shall be considered or accepted in relation to the Terms and Conditions. Failure to accept the terms will result in disqualification.

There are available to view on <https://www.gov.uk/government/publications/nhs-standard-terms-and-conditions-of-contract-for-the-purchase-of-goods-and-supply-of-services>.

The Purchase Order will serve as the contract.

1. Responding to ITQ

###### When responding to this ITQ, Bidders must ensure that their Tender covers all the information required. Bidders must complete their Tenders within the document and submit via the Authorities procurement portal (Atamis.. Failure to do so may render the response non-compliant and it may be rejected.

### In evaluating Tenders, the Authority will only consider information provided in this form.

### Bidders should not assume that the Authority has any prior knowledge of the Bidder, its practice or reputation, or its involvement in existing services, projects or procurements.

### If there are any questions that do not apply to a Bidder, please answer with a N/A and explanation where appropriate.

### Where any section of the ITQ indicates a word limit, any response will be reviewed to that word limit and any additional information beyond that word limit will not be considered. Bidders must provide a word count for each question response.

###### The Authority may at its own absolute discretion extend the Deadline for receipt of Tenders specified in the timetable. Any extension to the Deadline granted under this paragraph will apply to all Bidders.

###### Tenders must be submitted via the Authorities procurement portal (Atamis) no later than the ITQ submission Deadline specified in ‘Timetable’. Tenders may be submitted at any time before the Deadline.

###### Tenders received before this Deadline will be retained unopened until the opening date.

###### The Tender and any documents accompanying it must be formatted in Word or Excel as appropriate and be in the English language.

###### Price and any financial data provided must be submitted in or converted into pounds sterling. Where official documents include financial data in a foreign currency, a sterling equivalent must be provided. Tender pricing must be provided excluding Value Added Tax (VAT).

Bidders Details:

*Please ensure a response is provided for all the sections below.*

|  |  |
| --- | --- |
| *Company Name* | Moorhouse Consulting Ltd. |
| *Company Address* | 6th Floor, 20 St Andrew Street, London, EC4A 3AG |
| *Company’s representative name and title* | Redacted |
| *Contact telephone number* | 0203 004 4482 |
| *Email address* | Redacted |
| *Address for correspondence* | 6th Floor, 20 St Andrew Street, London, EC4A 3AG |
| *Date of Submission* | 4/10/21 |
| *Company Registration Number* | 05053551 |
| *VAT Registration Number* | 194457374 |

# Further Bidder Information:

*Please ensure a response is provided for all the questions below.*

|  |  |  |
| --- | --- | --- |
| ***1.*** | *Has your organisation met all its obligations to pay its creditors and staff during the past year?* | Yes |
| ***2.*** | *If your answer to the above is No, have you rectified the situation resulting in your organisation now being able to pay its creditors and staff?* | N/A |
| ***3.*** | *Is your company or any group company (your Organisation) or are any of the directors/partners/proprietors in a state of bankruptcy, insolvency, compulsory winding up, and receivership, composition with creditors or subject to relevant proceedings?* | No |
| *4.* | *Please confirm that data is stored in line with the General Data Protection Regulations 2018 where applicable* | Yes |
| *5a.* | *Please confirm that you accept NHS England’s Purchase Order Terms and Conditions in full with no modifications. This offer and any contract arising from it shall be subject to these Terms and Conditions and all other items or instructions as issued in this bidder response.*  [*https://www.gov.uk/government/publications/nhs-standard-terms-and-conditions-of-contract-for-the-purchase-of-goods-and-supply-of-services*](https://www.gov.uk/government/publications/nhs-standard-terms-and-conditions-of-contract-for-the-purchase-of-goods-and-supply-of-services) | Yes |
| *5b.* | *Please confirm that you accept that any modifications to the Terms and Conditions will be rejected and may result in the bid being rejected.* | Yes |
| *6*. | *Please confirm that all invoicing shall be processed through Tradeshift in line with NHS England and Improvements processes.* | Yes |

Bidder’s Response

Please ensure a response is provided for the Quality (A) and Commercial (B) section on Atamis by downloading the attachment (this document) and reuploading once completed.

1. Quality

You should provide your response to this section below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Question 1** |  | **Question % Weighting** | 11.25% |
|  |  | |
| Evidence how you meet the standards to deliver the specification requirements. | | | |
| **Supplier Response** | | | |
| We understand your requirements and have delivered alongside NHSEI on numerous occasions, at both national and regional levels. We are familiar with the organisation and bring extensive experience across the wider health sector.  Our approach to delivery is set out in question three. Below we have set out three relevant case studies which evidence our ability to meet your requirements.   |  |  |  |  | | --- | --- | --- | --- | | **Specification Requirement** | London Health & Care Workforce Transformation | Ambulance Recruitment | NJR Integration Business Case | | Data Driven |  |  |  | | Communicating with Data |  |  |  | | Clear Benefits/ Options Realisation |  |  |  | | Analysis and Communication |  |  |  | | Recommendations of Future Operating Models |  |  |  |   *Case Study 1: London Health & Care Workforce Transformation (NHS England and NHSI)*  *Challenge:* The London NHSEI team and Health Education England (HEE) were working jointly to address the significant workforce challenges the capital faces.  *Our Role:* We conducted an **options review** to better understand the scope and scale of these challenges and to explore **multiple potential options for a future London Workforce operating model**. We engaged **senior stakeholders** and set out recommendations of multiple options, including improvement areas across **leadership, governance and functions and responsibilities**.  *Benefits:* Our report highlighted a set of key challenges that needed to be addressed and proposed a series of options that HEE, NHSE and NHSI could implement, including the creation of a specialist pan-London workforce function, bringing together workforce transformation capability for London.  *Case Study 2: Ambulance Recruitment (Large NHS London Trust)*  *Challenge:*Due to the challenges caused by operational pressures, and the continued wider disruption posed by the COVID-19 pandemic, the Trust had been facing a **significant workforce gap** against their establishment for frontline ambulance staff.  *Our Role:*Moorhouse quickly **reviewed the potential options**, and **analysed data to recommend** four workstreams for implementation. These included: ​the introduction and recruitment of a new Assistant Ambulance Practitioner role;​ partnering with London Fire Brigade​; deployment of third year paramedic students; and ​redeployment of non-patient facing clinical staff to the frontline.  *Benefits:*All operations directorates finished FY2020-21 above, or at, formal establishment levels. New partners have been procured to provide additional training capacity. Moorhouse continues to support the Trust with workforce initiatives.  *Case Study 3: Integration Business Case (National Joint Registry)*  *Challenge:*The National Joint Registry (NJR) and the British Orthopaedic Association had a vision to closer align several national orthopaedic registries. Moving to this new model would require commitment from a range of stakeholders and investment in the transition.  *Our Role:*We undertook a **feasibility study to understand what the future model might look like** and outlined how in practice the newly established ‘collaboration’ would operate. The final outputs included a **full operating model proposal**, supported by a **business case and delivery roadmap** for NHSE with request for approval of Development Funding to establish the network.  *Benefits:*Our work united the seven registries around a common vision and gained agreement to an underpinning operating model and governance structure. Our work gave NJR a Case for Change that was presented for consideration by NHS England. | | | |

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| **Question 2** |  | **Question % Weighting** | 8.75% |
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| Evidence how you meet the essential skills requirements for delivering the specification. | | | |
| **Supplier Response** | | | |
| Moorhouse operates a flexible resourcing model, enabling us to have the right people with the right skills, available to you when required. Based on your spec, we would propose initially a team structure as indicated below:   |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | **Leadership** | | | | | | | | A combination of expertise in the areas of Health, and People and Change. The Leadership team will be responsible for overseeing all activities and will ensure that we deliver on time, within budget and meet or exceed your quality expectations. | | | | | | | |  | |  |  | | |  | | Anna is the head of our People and Change Service Line and brings 18 years’ experience of delivering sustainable change for public and private sector clients.  Anna has been responsible for oversight and leadership across a range of NHS transformation programmes. This includes our NHS workforce and organisation design projects and operating model definition with National Joint Registry (NJR), as well as leading the work into the structural review of the London regional team, working directly with the Director of People to effectively manage the move to a new structure and operating model. | | | Claire brings 10 years’ experience in realising change, operating model transformation, programme delivery, and cost transformation.  Claire has successfully worked with clients from initial scoping and options appraisal, through to business case and implementation of complex change programmes, achieving impressive financial and performance benefits.  She has a deep understanding of the NHS and strong relationships with national, regional and local organisations. She has previously worked with NHSEI multiple times, in both operational and strategy roles. | | | | |  | | | | | | | | **Central Delivery Team** | | | | | | | | Bringing extensive NHS experience, the central delivery team will be responsible for the on the ground running of the project; they will appraise the different options and draft the case for change providing a final recommendation and a plan for implementation. | | | | | | | |  |  | | |  |  | | | Liz is a programme management and business change specialist and brings extensive experience of driving and enabling transformation for both people and technology focused programmes.  Liz brings a wealth of NHS delivery experience and is currently supporting the South East regional team, as well as a number of local systems. Prior to that, she supported the National Vaccine Deployment programme. | | | | With a background working operationally within the NHS prior to working as a consultant, Richard has an extensive record of delivering change across complex health and public sector settings in a range of operational, strategic and transformational roles.  Richard has worked across both acute providers and regional teams. He has most recently finished working on an options appraisal for a large-scale transformation progamme at an acute Trust. | | |   Alongside the above delivery team, Moorhouse will flexibly draw upon our extended team of subject matter experts (SMEs) to ensure the quality of delivery. Should we win the work, we will have a detailed pre-mobilisation meeting to discuss further requirements and ensure suitable capability is made available. | | | |

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| **Question 3** |  | **Question % Weighting** | 11.25% |
|  |  | |
| Explain your approach to designing and delivering the products outlined in the specification. | | | |
| **Supplier Response** | | | |
| Change requires commitment and certainty. Our comprehensive, seven-step approach [left] to build a case for change will enhance work you have already completed, bringing together a robust commercial case with a compelling story.  Strategic Vision – *what are the long-term ambitions of NHSEI’s recruitment function?*  You can’t move forward without a clear direction of travel or long-term objectives for the recruitment function at NHSEI. Understanding the ambitions and priorities of key stakeholders will ensure that needs are balanced, and everybody is taken along the change journey.  Current state analysis – *what does the existing recruitment journey look like?*  Once the long-term vision is agreed, it’s important that everybody is clear on the starting point of the journey. The purpose here is to understand the as-is and pain points of the current model, reviewing existing hiring manager feedback, to ensure strengths are capitalised on and areas for improvement are identified and prioritised.  Future state – *what are the requirements for, and impact of, achieving the strategic vision from your starting point?*  In order to achieve the strategic vision, more than just the resourcing model and system need to be looked at. It is important to understand the impacts these changes will have on the organisation and identify enablers, such as the functional model supporting recruitment, and a differential approach to be applied for different roles (and the associated impact).  Cost / benefit analysis – *what is the potential return on investment of change?*  Significant change typically requires investment. Per option, what are **the costs, risks and benefits**. We would use this analysis to make a recommendation and shape an implementation plan for the recommended option.  Options appraisal – *what are the alternatives available to us?*  Regardless of the outcomes of the cost/benefit analysis, committing to change is a big step to take. Stakeholders need to know that change is positive, and the optimal solution to the challenges NHSEI faces – strategically, commercially and financially, and from a management and socio-economic perspective. There will also be a number of different options available, each with different **levels of integration with ESR and other NHS systems** from a digital standpoint.  Case for change – *how do we tell the story behind the change?*  Different stakeholders have different priorities and preferences. Whilst some Executives may be convinced by the hard data sourced in the above phases, others may require different evidence. The **case for change, or feasibility study,** will bring together a compelling commercial and socio-economic case, and strategic storytelling, highlighting the benefits of change and the risks of doing nothing.  Roadmap – *what are the next steps for us to take to embed the change?*  A roadmap will ensure NHSEI are clear on steps required to take you from current to target state and you can hit the ground running when initiating the transformation, following approval of the case for change. | | | |
| **Question 4** |  | **Question % Weighting** | 8.75% |
|  |  | |
| Indicate whether you are able to meet the delivery timetable and evidence how this will be achieved.  Your response should include a project plan and detail of how you will ensure timescales are met, along with how you will manage risk to deliver on time. You should identify and highlight cost implications for both an inhouse and hybrid resourcing model including timeline, and risk analysis through a clear feasibility study. | | | |
| **Supplier Response** | | | |
| To support you in building a case for change, we propose a five-week plan, with three phases. Phases may overlap but these are indicative timings for the work (detail is set out below the picture):    **Phase 1: Mobilise and Discover (Weeks 1-2)**  **Key Activities of Phase 1**  *Mobilise project:*   * Mobilise team and kick off meeting * Review existing materials e.g. on pain points, hiring manager feedback, EY’s future model work   *Strategic vision:*   * Define and agree the purpose and ambition of NHSEI’s recruitment function * Identify the principles by which the recruitment function wants to achieve its ambition * Clarify the benefits to stakeholders of the recruitment function and service they will receive   *Current state analysis:*   * Assess where NHSEI is currently in relation to its agreed strategic vision * Analyse the current recruitment process and understand pain points * Identify risks and opportunities to NHSEI’s current recruitment function setup   **Outputs of Phase 1**   * Scope of work agreed * Draft case for change template * Defined vision and objectives * As-Is analysis and pain points   **Phase 2: Analyse and Review (Weeks 3-4)**  **Key Activities of Phase 2**  *Future state:*   * Revalidate the strategic vision in light of the current state analysis * Consider the impacts of change on the organisation * Identify enablers e.g. functional model, roles, differential recruitment approach for different roles   *Cost / benefit analysis:*   * Identify and quantify the high-level costs, benefits and risks associated with changing your current model, from a strategic, commercial, financial, management (inc. technological and operational) and socio-economic standpoint   *Options appraisal:*   * At a high level, compare the available options (do nothing, continue outsourcing to a different provider, a hybrid model, fully insource) to identify the optimal solution   **Outputs of Phase 2**   * Updated draft case for change including: * Cost / benefits analysis * Options appraisal * Future state recommendations   **Phase 3: Develop (Week 5)**  **Key Activities of Phase 3**  *Case for change:*   * Define a strategic narrative to underpin the case for change * Finalise the case for change, to include:   + Strategic vision   + Current state   + Strategic and economic case   + Options analysis   + Impacts and benefits   + Roadmap   *Roadmap:*   * Define the next steps to transition to your future state * Identify the high-level quick win, medium and long-term actions to embed the change   **Outputs of Phase 3**   * Final case for change to present to the Exec * Change roadmap on the steps needed to transition from current to future state   The proposed team structure has oversight from two Directors as well as SME input who will ensure that all work produced is of the best quality.  We suggest weekly touch points between Moorhouse and the SRO where we have the opportunity to keep you sighted of progress to date as well as discuss the workplan for the following week. This will also give the team the opportunity to highlight any risk to delivery and discuss what mitigation will need to occur. | | | |

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| **Question 5** |  | **Question % Weighting** | 10% |
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| Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the policy outcome to ‘create new businesses, new jobs and new skills’.  Examples of how this might be achieved:   * Create opportunities for entrepreneurship and help new organisations to grow, embed sustainable change through clear resourcing and deployment models. * Create clear in house recruitment practices drawing on previous experience, with a focus on deployment, joint routes to market indicating how service improvements can be made to both candidate and customers particularly for those who face barriers to employment and/or who are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors. | | | |
| **Supplier Response** | | | |
| We have a number of initiatives that support both our people and other businesses. **We focus on tackling any discrimination** that people may face and ensure we are doing what we can to breakdown any barriers to people reaching their full potential. We have experience of supporting business growth and development through our work with the Department of Digital, Culture, Media and Sport (DCMS). They had been working with two independent voluntary initiatives to promote ‘impact investing’ in the UK, to make it easier for individuals and institutions to invest money in a way that makes a positive contribution, addresses social issues, and makes a financial return. Through the design of new strategy, operating structure, funding model and implementation approach, we helped these independent voluntary initiatives to merge into a single organisation. This benefitted them by enhancing their effectiveness, attracting more funding (over £2m of initial funding commitments), and delivering improved outcomes for people experiencing social challenges.  *Growing for the Future*  As part of this contract, we would look to staff teams with existing permanent employees, supporting our continued growth as a firm. We are using this current period of growth as an opportunity to recruit into our firm and seek to identify **people who face barriers to employment**, for example, women returning to work, BAME, ex-Forces and those who have non-traditional education and work experience. We would ensure that any recruitment campaigns we run aligns with the Good Work Plan. We are proud of the fact that we already align with the five foundational principles of quality work: satisfaction; fair pay; participation and progression; well-being, safety and security; voice and autonomy. We ensure that through our ways of working **we make effective use of the full range of our people’s skills and experience** whilst providing **wellbeing support for everyone**.  Moorhouse also operates an internship and apprenticeship scheme that supports the development of young people. We have had apprentices in our Marketing and Finance departments, filling substantive roles. On our paid internship scheme, we have had both school and university leavers, offering then the opportunity to work on real client projects.  *Looking after People and Transferring Skills*  We recognise **the importance of upskilling, skills transfer, and creating a safe environment for individuals to learn, improve and progress**. We foster this approach on all of our engagements to support sustainable delivery of benefits after we have finished an engagement. As part of our commitment, we would set aside time and look to ensure that skills are transferred to all those identified by NHS **who face barriers to employment** or are from deprived areas. We will develop bespoke upskilling and learning opportunities for them, for example, through work shadowing, mentoring, Moorhouse Academy training or bespoke training related to the delivery of this contract. The Moorhouse Academy is an award-nominated training programme designed for our consultants, but increasingly offered to our clients as well. Programme modules include: Change management, Programme management, Business case development, Agile mindset. | | | |

B) Commercial

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| --- | --- |
| **Commercial** |  |
|  |  |
| Bidders must provide a costed breakdown of undertaking the work in the ‘Supplier Response’ box below. Your breakdown should also include the total cost to the Authority noting VAT on a separate line if applicable.  The lowest price will be awarded the full percentage score as per the methodology above and all other scores will be calculated based upon this. The authority reserves the right to exclude bids which appear too low and remove these from the process to ensure that the commissioned service is fit for purpose.  Total budget approx. £50,000 Exc VAT | | |
| **Supplier Response** | | |
| *(Please use your own template to provide your response and then paste it into here)*  We propose a fee of £46,875. This will provide full-time support from a core team to build the case for change, as well as quality and assurance oversight. This fee is calculated based on the discounted day rates of the indicative team set out in question two.   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Grade​** | **Role​** | **Standard Day Rate (£)** | **NHS Discounted Day Rate (£)** | **Number of Days** | **Discounted Total (£)** | | Redacted | Redacted | Redacted | Redacted | Redacted | Redacted | | Redacted | Redacted | Redacted | Redacted | Redacted | Redacted | | Redacted | Redacted | Redacted | Redacted | Redacted | Redacted | | Redacted | Redacted | Redacted | Redacted | Redacted | Redacted | | **TOTAL** |  |  |  | **42 (*incl. 4 pro bono*)** | **£46,875** |   ***Assumptions and notes:***  *This is a T&M price offer based on the following assumptions:*   * + *All fees shown above exclude VAT and expenses. Invoicing will be monthly in arrears.*   + *Any expenses for travel out of London will be re-charged at cost.*   + *Our discounted rates are those accepted by Crown Commercial Services Management Consulting Framework 2 for the provision of professional services to HM Government and public sector organisations.*   + *We anticipate working remotely where possible and being present on client site where required and are committed to being pragmatic in aligning with your working arrangements and the most relevant public health advice from HM Government.*   + *Changes to scope, timelines or team will be mutually agreed. Our 5 weeks will deliver the case for change. Outside of this, we are happy to provide support to prepare for the delivery and presentation of the case for change to senior stakeholders or present the case for change to senior stakeholders.* | | |

**C) Confirmation**

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| --- | --- |
| **Confirmation** |  |
|  |  |
| Please provide an electronic signature with name and contact details as confirmation the detail submitted is correct and agree to the *NHS England’s Purchase Order Terms and Conditions in full as outlined in ‘Point 5 Further Bidder Information’*:  (If using Atamis, this shall be completed electronically) | | |
| **Supplier Response** | | |
| *Electronic Signature Insert …Hinesh Patel……….*  *Name: Hinesh Patel*  *Job Title:Partner and Board member*  *Date: 4 October 2021* | | |