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# Bid pack

# Attachment 2 – How to bid including evaluation criteria

**Contract reference: 706331450**

 **Contract title:**  **The Provision of a Digitally Enabled 'Innovation Pipeline' Framework - Sprint Operating Module.**

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### How to Make Your Bid

Your bid must be made by the organisation that will be responsible for providing the deliverables if your bid is successful.

Remember to:

* Decline this Bid Pack if you do not wish to submit a response and provide a reason for doing so.
* Where one is used, enter your bid into the e-Sourcing Suite. Only bids received through the e-Sourcing Suite will be accepted.
* Make sure you answer every question
* Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials e.g. reports located on your website.
* Submit your bid before the Bid Submission Deadline.
* Upload ONLY those attachments we have asked for. Any other supporting evidence, certificates for example, will be requested separately by us.
* If we **do not** require attachments and have specified this please only use the Text Boxes provided for your answer.
* Check for messages in the eSourcing Suite throughout the competition.
* Press the **Submit Response** button when your bid is ready, otherwise we will not be able to see it.
* If you are unsure, ask questions before the Bid Clarification Deadline.

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### How The Evaluation Envelopes Are Structured:

A summary of all the questions in the evaluation, along with the marking scheme, and weightings for each question is set out below:

 QUALIFICATION ENVELOPE

* + - Question 1 - Qualification - Key Participation Requirements – Pass/Fail
		- Question 2 - Qualification - Conflicts of Interest – Pass/Fail
		- Question 3 - Qualification - Information Only

TECHNICAL ENVELOPE – 70%

* + - Question 4.1 (Pass/Fail) - Change Management/Transformation
		- Question 4.2 (Pass/Fail) - Innovation Management
		- Question 4.3 (30%) – Personnel
		- Question 4.4 (Pass/Fail) - IT practices, architectural and digital standards
		- Question 4.5 (15%) – Personnel/Stakeholders
		- Question 4.6 (25%) - Minimum Viable Product
		- Question 4.7 (20%) - Agile principles to deliver FOC
		- Question 4.8 (10%) - Innovation training and coaching
		- Question 4.9 (Pass Fail) – Social Value - Equal Opportunity

COMMERCIAL ENVELOPE – 30%

* Question 5.1 – Weighted Value for Money Index/Cost

## Qualification Envelope

### Qualification - Key participation requirements

Response Guidance

The following questions are ‘Pass/Fail’ questions. If Potential Bidders are unwilling or unable to answer “Yes”, their submission will be deemed non-compliant and shall be rejected.

Potential Bidders should confirm their answer by selecting the appropriate option.

1.1 Do you accept the competition rules as described in Attachment 1 – About the Procurement?

**[**Yes/No**]**

1.2 Have you read, understood and accepted the Bid Pack and all associated attachments, specifically Attachment 3 - Statement of Requirements?

**[**Yes/No**]**

1.3 Do you agree, without caveats or limitations, that in the event that you are successful, Schedules, Core Terms and Call Off order form will govern the provision of this contract?

**[**Yes/No**]**

1.4 Do you confirm your Organisation’s e-Sourcing suite profile is complete and accurate at the time the bid closed and that any amendments made following acceptance of this event will be notified to the buyer in writing?

**[**Yes/No**]**

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### Qualification - Conflicts of Interest

Response Guidance

Question 2.1 is a ‘Yes/No’ question and will dictate whether or not question 2.2 needs to be answered.

Question 2.2 is a Pass / Fail question that only needs to be answered where you have answered ‘Yes’ in question 2.1.

Potential Bidders are required to provide details of how the identified conflict will be mitigated.

The Contracting Authority will review the mitigation in line with the perceived conflict of interest, to determine what level of risk this poses to them. Therefore, if Potential Bidders cannot or are unwilling to suitably demonstrate that they have suitable safeguards to mitigate any risk then their Bid will be deemed non-compliant and will be rejected.

2.1 Please confirm whether you have any potential, actual or perceived conflicts of interest that may be relevant to this requirement.

**[**Yes/No**]**

2.2 We require that any potential, actual or perceived conflicts of interest in respect of this Bid Pack are identified in writing and that companies outline what safeguards would be put in place to mitigate the risk of actual or perceived conflicts arising during the delivery of these services.

**[**Text**]**

### Qualification - Information only

Response Guidance

The following questions are for information only and do not form part of the evaluation. Information provided in response to these questions may be used in preparation of any Contract Award and any omissions may delay completion of this procurement.

3.1 Please provide details of where the Award Outcome should be directed. Your response must include their;

Full Name - **[**...**]**

Role/Title - **[**...**]**

Registered Address - **[**...**]**

Email Address - **[**...**]**

3.2 Please provide details of any subcontractors you propose to use in order to meet your obligations should you be awarded a Contract. Your response must include their;

Organisation Name(s) - **[**...**]**

Company Registration Number - **[**...**]**

Registered Address(ees) - **[**...**]**

Contact Details - **[**...**]**

Services to be provided - **[**...**]**

### Technical Envelope/Non Cost Score - Weighting 70%

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Response Guidance

Potential Bidders MUST answer ALL the following questions.

The method of response, page limit on attachments and evaluation criteria is set per question.

Unless otherwise specified, you must upload your response as attachments.

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 12. Page limits include the use of headers / footers and diagrams. Upload ONLY those attachments we have asked for – if applicable any other supporting evidence, certificates for example, will be requested separately.

**No costs should be included in responses to this Question.**

|  |  |  |  |
| --- | --- | --- | --- |
| Question number | Question | Min acceptable score | Weighting |
| 4.1 | Show that your Service Support provision has the following knowledge and experience:* Senior Change Management experience in the Management of Change for complex projects in the Defence arena.
* Detailed knowledge of MOD policies related to **Change Management** and experience in their implementation.

Good understanding of RAF process and working practice with proven ability to deliver **transformation** quickly in the MODSoR Reference A.1a: Demonstrate an understanding of Change Management within the MOD.  | Pass | N/A (Pass/Fail) |
| 4.2 | Show that your Service Support provision has the following knowledge and experience:* Senior **Innovation Management** experience in the MOD arena.
* Detailed knowledge of Digital **Innovation Management**, for example IKE Certified, and experience in their implementation.
* Experience in the design and development of an innovation value chain in MOD – ensuring support is relevant, tailored to the needs of the RAF (as outlined in the SOR) and not templated.
* Access to deep subject matter experts with significant and recent experience of creating, setting up and running accelerated innovation teams.

Experience of bottom-up ideas generation creating user empowered innovation in combination with top-down priorities.SOR Reference - A.1a: Demonstrate an understanding of Innovation Management within the MOD | Pass | N/A (Pass/Fail) |
| 4.3 | Show how you will provide personnel: * Experienced in designing and delivering a digitised and intuitive federated mechanism for successful bottom-up innovation at pace i.e. an innovation model.
* Knowledgeable of other major UK MOD (Maritime, Land, Joint) and allies/partner nations i.e. FVEYs innovation pipeline systems.
* Experienced in working with Air Cap and/or Defence Equipment and Support (DE&S) in the delivery of new/innovative capabilities.
* Experienced in the provision of end to end innovation capabilities from idea/concept to product, capability or service.

With expertise in dovetailing innovation into extant MOD processes and approaches (Commercial, legislative regulatory policy requirements wrt trials, experimentation, procurement).SOR Reference A.1a: The SOM is expected to provide a digitally enabled information framework, designed to accelerate innovative ideas from conception, through proof of concept and into Business as Usual (BaU). The SOM must be intuitive, placing minimum demands on users, and successfully navigate all commercial, legislative and regulatory policy requirements to expedite fully compliant acceptance. | 60 | 30% |
| 4.4 | Demonstrate how you will:* Adhere to Defence IT practices, architectural and digital standards.
* Provide an understanding of wider RAF / digital transformation projects and proven record of integrating work with appropriate parallel projects, collaboratively.
* Be fully supportive of and compliant with the RAF Digital Strategy

And show that your Service Support provision has:* Proven experience in bringing to bear technology to optimise and/or exploit existing applications, systems and software, eg Defence Ideas, Orchard challenging status quo where critical.
* Detailed knowledge of MOD policies related to MOD IT platform systems and software, and MOD Information Management and experience in their application.

Experience of migrating an effective (accredited where necessary) Digitised process on to a cloud-based digital MOD platform/network such as Defence Ideas and/or Orchard.SOR Reference A.1a: Adhere to Defence IT practices, architectural and digital standards. Be fully supportive of and compliant with the RAF Digital Strategy. Demonstrate an understanding of MOD IT platforms and associated IT infrastructure and Information Management procedures. Provide specialist support and guidance toward the set-up and migration of an effective Digitised innovation process on to a cloud-based innovation facing digital platform such as Defence Ideas | Pass | N/A Pass/Fail |
| 4.5 | Show that all personnel engaged in the direct delivery of products/output from this Support Contract provision:* Are experienced / prepared in remote working via the MODNet IT network.
* Are able to rapidly onboard and commence delivery immediately.
* Will have or have timely access to significant organisational knowledge of the RAF, Astra and wider stakeholders.
* Ability to work collaboratively iaw with Agile principles.

Demonstrate proven ability to deliver info and comms output required to effectively identify and engage all stakeholders intuitively and with minimum burden.SOR Reference A.1a: Provide personnel enabled to remotely access the MOD IT network (MODNet).Deliver the comprehensive information and communication management required to effectively engage all stakeholders intuitively and with minimum burden. | 60 | 15% |
| 4.6 | Show how you will utilise Agile principles to deliver IOC (aka - Minimum Viable Product).SOR Reference A.1a:* The SOM is expected to provide a digitally enabled information framework, designed to accelerate innovative ideas from conception, through proof of concept and into Business as Usual (BaU).
* It is anticipated that the framework will utilise agile principles to rapidly build, test and deliver innovative ideas in a controlled, value-focused and user-driven construct.
* The SOM must be intuitive, placing minimum demands on users, and successfully navigate all commercial, legislative and regulatory policy requirements to expedite fully compliant acceptance.
* The SOM must provide intuitive, automated progress reports and recommendations to appropriate innovation Steering and Working Groups.

IOC is defined at the point at which successful end-to-end testing has been achieved, Defence Ideas is in use, and new Sprints have a clear pathway to BaU. WP1 and WP2 complete – WP3 in progress   | 60 | 25%  |
| 4.7 | Show how you will utilise Agile principles to deliver FOC.SOR Reference A.1a:* The SOM is expected to provide a digitally enabled information framework, designed to accelerate innovative ideas from conception, through proof of concept and into Business as Usual (BaU).
* It is anticipated that the framework will utilise agile principles to rapidly build, test and deliver innovative ideas in a controlled, value-focused and user-driven construct.
* The SOM must be intuitive, placing minimum demands on users, and successfully navigate all commercial, legislative and regulatory policy requirements to expedite fully compliant acceptance.
* The SOM must provide intuitive, automated progress reports and recommendations to appropriate innovation Steering and Working Groups.

FOC is defined as the point at which all existing sprints have been evaluated and re-baselined against the new Astra SOM.  WP1-4 complete. | 60 | 25% |
| 4.8 | Show how your company will: * Provide personnel with recent experience in upskilling the MOD personnel in Agile, Innovation and Digital skills.
* Provide personnel experienced in delivering innovation training and coaching of intrapreneurs/ innovators for successful bottom-up innovation.
* Provide personnel knowledgeable of other major UK MOD (Maritime, Land, Joint) and allies/partner nations i.e. FVEYs innovation training and coaching provision.
* Provide personnel experienced in scoping/identifying Training Needs of intrapreneurs/ innovators for successful bottom-up innovation.

Provide personnel experienced/able to develop and deliver appropriate training for operators and users of the Innovation Model once developed i.e. can use the primary output of this contract.SOR Reference A.1a: Support innovation training and coaching of intrapreneurs/ innovators, as well as supporting staff officers. | 60 | 10% |
| 4.9 | This procurement is in scope of the Cabinet Office Social Value Model. The Model Award Criteria and Sub-Criteria will be used to evaluate your tender response. Further details regarding the Social Value Model can be found at Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts - GOV.UK (www.gov.uk).  Describe the commitment and your organisations approach, demonstrating how the Policy Outcome and Model Award Criteria 6.1 below are achieved. The Bidder is required to provide a strategy using a maximum of 2 x sides of A4, stating how it will achieve this and how your commitment meets the Model Award Criteria below. **Guidance**Theme 4: Equal opportunitySub-criteria for MAC 6.1: Tackling inequality in the contract workforce Activities that demonstrate and describe the tenderer’s existing or planned: * Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer’s own organisation and those of its key sub-contractors.
* Measures to tackle inequality in employment, skills and pay in the contract workforce. Illustrative examples:
	+ Inclusive and accessible recruitment practices, and retention-focussed activities.
	+ Offering a range of quality opportunities with routes of progression if appropriate, e.g. T Level industry placements, students supported into higher level apprenticeships.
	+ Working conditions which promote an inclusive working environment and promote retention and progression.
	+ Demonstrating how working conditions promote an inclusive working environment and promote retention and progression.
	+ A time-bound action plan informed by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level.
	+ Including multiple women, or others with protected characteristics, in shortlists for recruitment and promotions.
	+ Using skill-based assessment tasks in recruitment.
	+ Using structured interviews for recruitment and promotions.
	+ Introducing transparency to promotion, pay and reward processes. ○ Positive action schemes in place to address under-representation in certain pay grades.
	+ Jobs at all levels open to flexible working from day one for all workers.
	+ Collection and publication of retention rates, e.g. for pregnant women and new mothers, or for others with protected characteristics.
	+ Regular equal pay audits conducted.

Responses limited to 2 x A4Social Value Model: [link](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf) | Pass | N/APass Fail  |

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### Commercial Envelope Price weighting 30%

Response Guidance

Potential Bidders must enter costs by uploading the relevant Attachment 4 - Pricing Schedule on the e-Sourcing event.

Prices should be submitted in pounds Sterling inclusive of any expenses but exclusive of VAT.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Question number | Question | Your response | Minimum acceptable score | Maximum acceptable score | Weighting |
| 5.1 | Please attach a completed Pricing Schedule capturing your tendered price for:WP1 – Astra Sprint Operating Model Problem Review (‘Kick Off’)WP2 – Astra Sprint Operating Model Design.WP3 – Into BAU Test-CasesWP4 - Legacy Astra Sprint ‘Pull-ThroughWP5 – Identification of SOM Spiral Development Candidates.In so doing, you are also confirming that prices offered are inclusive of any expenses, exclusive of VAT and firm for the period following the Deadline for Submission as stated in the Attachment 1 – About the Procurement. | Attachment | N/A | N/A | 100% |

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### Award process

The award stage consists of a Qualification, Technical and Commercial evaluation.

The tender evaluation and award of any resultant contract will be conducted using the Contracting Authority’s Weighted Value for Money (WVfM) index evaluation methodology.

This approach divides the total weighted score of the non-cost (technical) criteria by the tender cost. It ranks tenders on the quality (represented by the non-cost score) for each £ (or £k or £m) of cost, calculated to 6 decimal places. The overall Weighted Value for Money Index tender score is calculated as follows:



Where: wQ = weighting of non-cost criteria, wC = weighting applied to cost.

What you need to do:

1) Answer all questions in the Qualification and Technical envelopes above and upload in the e-Sourcing suite.

2) Complete the Attachment 4 – Pricing Schedule in response to the Commercial Envelope and upload into the e-Sourcing suite.

What we will do:

### Qualification evaluation (compliance check)

We will complete a mandatory evaluation to ensure you have answered all questions and completed Attachment 4 - Pricing Schedule in line with our instructions. All bids passing the mandatory evaluation will be progressed to the Technical Evaluation.

### Technical evaluation

Your responses to the technical questions will be independently assessed by a minimum of two evaluators using the response guidance and the evaluation criteria below.

Questions 4.3, 4.5, 4.6, 4.7, 4.8 will use the following evaluation criteria:

| **Mark** | **Proposed Solution** |
| --- | --- |
| 100 | High ConfidenceThe Tender shows **all** of the following:1. The Tenderer has demonstrated that the solution is fully deliverable; evidence for this:* Clearly and comprehensively details how the capability will be delivered.
* Complies with all standards detailed in the criteria whilst recognising and mitigating all constraints.
* Shows effective and efficient use of resources.

2. Any effects on the Authority resulting from the Tenderer’s solution are acceptable. |
| 80 | Good ConfidenceThe Tender shows **all** of the following:1. The Tenderer has demonstrated that the solution is fully deliverable; evidence for this:* Highly details how the capability will be delivered.
* Complies with necessary standards detailed in the criteria whilst recognising and mitigating key constraints.
* Show efficiencies in the use of resources.

2. Any effects on the Authority resulting from the Tenderer’s solution are acceptable. |
| 60 | SatisfactoryThe Tender shows **all** of the following:1. The Tenderer has demonstrated that the solution is fully deliverable; evidence for this:* Details how the capability will be delivered.
* Complies with necessary standards detailed in the criteria and recognises key constraints.
* Shows limited efficiencies in the use of resources.

2. Any effects on the Authority resulting from the Tenderer’s solution are acceptable. |
| 40 | Minor ConcernsThe Tender shows **any** of the following:1. The Tenderer has only partially demonstrated that the solution is deliverable; evidence for this:* Incomplete details how the capability will be delivered.
* Only complies with necessary standards detailed in the criteria but does not recognise key constraints.
* Does not clearly show efficiencies in the use of resources.

2. Some effects on the Authority resulting from the Tenderer’s solution are undesirable. |
| 20 | Major ConcernsThe Tender shows **any** of the following:1. The Tenderer has failed, or only partially, demonstrated that the solution is deliverable; evidence for this:* Fails to detail how the capability will be delivered.
* Fails to comply with minimum necessary standards detailed in the criteria and does not recognise key constraints.
* Fails to identify any efficiency in the use of resources.

2. Any effects on the Authority resulting from the Tenderer’s solution are unacceptable. |
| 0 | FailNo response provided. |

Questions 4.1, 4.2, 4.4 will use the following evaluation criteria:

Pass / Fail

| **Mark** | **Proposed Solution** |
| --- | --- |
| Pass  | The Tender shows **all** of the following:1. The Tenderer has demonstrated that the solution is fully deliverable; evidence for this:* Details how the capability will be delivered.
* Complies with necessary standards detailed in the criteria and recognises key constraints.
* Shows efficiencies in the use of resources.

2. Any effects on the Authority resulting from the Tenderer’s solution are acceptable. |
| Fail | The Tender shows **any** of the following:1. The Tenderer has failed, or only partially, demonstrated that the solution is deliverable; evidence for this:* Vaguely details how the capability will be delivered.
* Only complies with necessary standards detailed in the criteria but does not recognise key constraints.
* Does not clearly show efficiencies in the use of resources.

2. Some effects on the Authority resulting from the Tenderer’s solution are undesirable. |

Question 4.9 will use the following evaluation criteria:

|  |  |
| --- | --- |
| **Pass** | Good: (meets the Award Criteria) The response broadly meets what is expected for the criteria. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement pro-cess. The response therefore shows:- Good understanding of the requirements as set out in the Sub-Criteria.- Sufficient competence demonstrated through relevant evidence.- Some insight demonstrated into the relevant issues.- The response addresses most of the social value policy outcome and also shows general market experience |
| **Fail** | Fail: the response completely fails to meet the required standard or does not provide a proposal. |

Each evaluator will score and capture their rationale for their score for each question they are assessing.

If the evaluation panel wishes to clarify any areas of your bid, bid clarification questions will be issued via the e-Sourcing suite on an individual basis.

### Consensus

Once the evaluators have independently assessed your answers to the questions, we will arrange for the evaluators to meet. We will facilitate the discussion.

At this meeting, the evaluators will discuss the technical responses and review their scores and reasons for that score. The discussion will continue until they reach a consensus regarding the score, and reason for that score, for each question. These final scores will be used to calculate your non-cost, technical score.

When the consensus meeting has taken place and the final score for each question has been agreed by the evaluators, your final score for each question will be multiplied by that question’s weighting to calculate your weighted score for that question.

The weighted score for each question will then be added together and adjusted to reflect the 70/30 weighting allocation. This score will then be your non-cost, technical score for the purposes of the Weighted Value for Money Index calculation.

### Technical threshold

If you have not met the minimum acceptable score for each question (Pass or 60 – Satisfactory), you will be excluded from the competition and you will not receive a Weighted Value for Money Index score. We will tell you that you have been excluded from the procurement and why at the award stage.

### Commercial evaluation

This section contains information on how to complete Attachment 4 - Pricing Schedule and the Commercial Envelope evaluation process.

How to complete your Attachment 4 – Price Schedule

* + 1. Read and understand the instructions in Attachment 4 - Pricing Schedule, and in this section before submitting your prices.
		2. Your prices must be sustainable and inclusive of all costs, for example your operating costs and profit.
		3. Your prices are to exclude VAT.
		4. Pricing is to be inclusive of expenses to a base location.
		5. The currency is British Pounds Sterling.
		6. Any percentages submitted shall be up to two decimal places.
		7. Pricing will be based on:
			- Eight (8) hour Working Day (excluding breaks);
			- Rounded to the nearest £10; and
			- Zero bids will not be allowed.
		8. Where we consider any price you have submitted to be abnormally low, we will ask you to explain what you have submitted (as required in regulation 69 of the Public Contracts Regulations 2015).
		9. The prices submitted shall not exceed the framework maximum rates for this commercial agreement.
		10. You must download and complete the Attachment 4 – Pricing Schedule you are submitting a bid for. Further detail may be provided within the Attachment 4 – Pricing Schedule.
		11. When you have completed your Attachment 4 - Pricing Schedule, you must upload this into the e-Sourcing Suite in the Commercial Envelope. If you do not upload your Attachment 4 – Pricing Schedule your bid may be rejected from this competition.
		12. Do not alter, amend or change the format or layout of the Attachment 4 – Pricing Schedule.

We will consider your commercial response and conduct compliance checks, review for abnormal bids and conduct any clarifications required to formally evaluate your submission. This will be conducted in parallel with the technical evaluations and completed by a commercial evaluation panel.

We will only calculate your commercial score using the scoring mechanism outlined within the Bid Pack.

The Commercial evaluation shall be conducted using the following process:

* + 1. We will check you have completed the Attachment 4 – Pricing Schedule as instructed.
		2. Failure to complete the Attachment 4 - Pricing Schedule as instructed may result in your bid being deemed non-compliant and it may be rejected from this competition.
		3. The commercial evaluation will be undertaken separately to the technical evaluation process.
		4. The commercial evaluation will be undertaken against each pricing tab/question detailed within Attachment 4 – Pricing Schedule.

Following the above process, your price submission for Question 5.1 will be used in the Weighted Value for Money Index calculation as detailed below.

### Weighted Value for Money Index – Overarching Evaluation

The award of the resultant contract will be on the basis of the highest scoring Weighted Value for Money (WVfM) index.

This approach divides the total weighted score of the non-cost (technical) criteria by the tender cost. It ranks tenders on the quality (represented by the non-cost score) for each £ (or £k or £m) of cost, calculated to 6 decimal places. The overall Weighted Value for Money Index tender score is calculated as follows:



Where: wQ = weighting of non-cost criteria, wC = weighting applied to cost

The bidder with the highest final Weighted Value for Money index score, where the bid is deemed compliant, will constitute the winning bidder.

Please see table A below for an illustrative example of how the Weighted Value for Money Index scores will be calculated, please note that this table is for illustrative purposes only and does not necessarily reflect the questions and weightings being used to run this procurement.

**Table A**



**Award**

Award will be made to the successful bidder, subject to contract.

We will notify successful and unsuccessful bidder(s) providing feedback via the e-sourcing suite.

In some cases we may include a standstill period in which case the successful bidder will be issued an Intention to Award letter with all Bidders notified of the intended outcome

Communications will be via the e-sourcing suite, including notification of outcome.

Standstill Period

The term Standstill Period is set out in the Public Contract Regulations 87(2).

If a Standstill Period is invoked then we will send Intention to Award letters to all Bidders and a Standstill Period of ten (10) calendar days will start. During this time you can ask questions that relate to our decision to award.

Following the Standstill period, and if there are no challenges to our decision, successful bidder will be formally awarded a contract.

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