



Crown
Commercial
Service

Invitation to tender

Attachment 2 – How to Bid

RM6187 – Management Consultancy Framework Three (MCF3)

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1. How to make your bid

- 1.1 Your bid must be made by the organisation that will be responsible for providing the goods and/or services if your bid is successful.
- 1.2 You may bid for one or more of the Lots; please ensure you read sections 3 and 4 of Attachment 1 - About the Framework.
- 1.3 Your bid must be **entered into the eSourcing suite**. We can only accept bids that we receive through the eSourcing suite.
- 1.4 Upload **ONLY** those attachments we have asked for. Do not upload any attachments we haven't asked for.
- 1.5 Make sure you answer every question.
- 1.6 You must submit your bid before the bid submission deadline, in paragraph 5 "Timelines for the competition" in Attachment 1 - About the Framework.
- 1.7 It will be our decision whether we will accept bids submitted after the bid submission deadline.
- 1.8 You must regularly check for messages in the eSourcing suite throughout the competition. You must log on to the eSourcing suite and access your message inbox for this competition to check for messages.
- 1.9 If anything is unclear, or you are unsure how to complete your bid submission, you can raise a question before the clarification question deadline, via the eSourcing suite. Read paragraph 6 "When and how to ask questions" in Attachment 1 - About the Framework.
- 1.10 We may require you to clarify aspects of your bid in writing and/or provide additional information. Failure to respond within the time required, or to provide an adequate response will result in the rejection of your bid and your exclusion from this competition.

2. Selection Stage

- 2.1 At the selection stage, we evaluate the Bidders' technical, professional and financial capabilities. We will ask a range of questions appropriate to the procurement. It is important that you answer these questions accurately.
- 2.2 If you are relying on any key subcontractors to provide the answers to the technical and professional ability or you are relying on a guarantor to pass the economic and financial assessment, they must complete the relevant Parts of Attachment 4 – Information and Declaration Workbook for themselves.
- 2.3 In addition, if you are the lead member of a consortium, you must get each of the other members to answer the questions in the relevant Parts of Attachment 4 – Information and Declaration Workbook for themselves.

- 2.4** We are providing Attachment 4 - Information and Declaration Workbook to enable you to collect and submit this data to us, whether from organisations on whom you are relying (for example a key subcontractor or a guarantor) or from other members of a consortium.

3. Selection Process

- 3.1** After the bid submission deadline we will check all bids to make sure we have received everything we have asked for.
- 3.2** We may ask you to clarify information you provide, if that is necessary. Don't forget to check for messages in the eSourcing suite throughout the competition. You must log on to the eSourcing suite and access your message inbox for this competition to check for messages.
- 3.3** If your bid is not compliant we will reject your bid and you will be excluded from the competition. We will tell you why your bid is not compliant.
- 3.4** Not all selection questions need guidance as the questions are self-evident. However other questions such as the financial question, require a process to be undertaken before we can assess your response. In those instances we have told you what we will do in the **evaluation guidance**.

4. Selection Criteria

- 4.1** We may exclude you from the competition at the Selection Stage if:
- you receive a 'fail' for any of the evaluated Selection Questions;
 - any of the information you have provided proves to be false or misleading;
 - you have broken any of the competition rules in Attachment 1 - About the Framework, or not followed the instructions given in this ITT pack.
- 4.2** If we exclude you from the competition we will tell you and explain why.

5. Selection Questionnaire

Please refer to Attachment 2a - Selection Questionnaire. Remember you must complete the questionnaire online in the eSourcing suite (qualification envelope).

6. Award stage

- 6.1** If you have successfully passed the selection stage, you will proceed to the award stage.
- 6.2** We have tried to make our award stage as simple as possible, whilst achieving the best possible commercial outcomes.

6.3 Your bid must deliver what our buyers need, at the best possible price you can give.

6.4 When completing your bid you must:

- Read through the entire ITT pack, specifically Attachment 9 - Framework Schedule 1 (Specification) carefully, and read more than once;
- Read each question, the response guidance, marking scheme and evaluation criteria;
- Read the contract terms;
- If you are unsure, ask questions before the clarification questions deadline. See paragraph 5 'Timelines for the competition' and paragraph 6 'When and how to ask questions' in Attachment 1 - About the Framework document;
- Allow plenty of time to complete your responses; it always takes longer than you think to submit;
- Your prices should be in line with the service level you offer, in response to the award quality questions.

7. Award Criteria

7.1 The Award Stage consists of a Quality Evaluation (see section 9 of this document) and a Price Evaluation (see section 11 of this document).

7.2 The award of this framework will be on the basis of the 'Most Economically Advantageous Tender' (MEAT).

7.3 The weighting for the Quality and Price Evaluations varies by Lot, as shown in the table below:

Lots	Quality	Price
Lot 1	10%	90%
Lot 2	90%	10%
Lot 3	90%	10%
Lot 4	90%	10%
Lot 5	75 %	25%
Lot 6	75 %	25%
Lot 7	75 %	25%

Lot 8	75 %	25%
Lot 9	75 %	25%

8. Award Process

8.1 What YOU need to do:

- Answer the Quality Questions in sections A to I of the Quality Questionnaire in the eSourcing suite in the Technical Envelope, relevant to the Lots for which you are bidding.
- Complete Attachment 3 - Price Matrix for the Lot(s) for which you are bidding.
- Upload your completed Price Matrix into the eSourcing Suite at question PQ1 within the commercial envelope.

8.2 What WE will do at the Award Stage

1.	Compliance Check First, we will do a check to make sure that you completed the Price Matrix in line with our instructions.
2.	Quality Evaluation We will give your responses to our evaluation panel. Each evaluator will independently assess your responses to the quality questions using the response guidance and the evaluation criteria. Each evaluator will give a mark and a reason for their mark for each question they are assessing. Each evaluator will enter their marks and reasons into the eSourcing suite.
3.	Consensus Once the evaluators have independently assessed your answers to the questions we will arrange for the evaluators to meet and we will facilitate the discussion. At this consensus meeting, the evaluators will discuss the quality of your answers and discuss their marks and reasons for that mark. The discussion will continue until they reach a consensus regarding the mark, and a reason for that mark, for each question. These final marks will be used to calculate your quality score for each Lot you have bid for.
4.	Quality Thresholds Lots 2, 3 and 4:

	<p>In Lots 2, 3 and 4, if you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for a quality question within a Lot, your bid will fail and will be excluded from the competition for that Lot.</p> <p>We will tell you that your bid has been excluded from the competition and why.</p> <p>Lots 5 – 9 (inclusive):</p> <p>If you receive a mark of 0 (zero) for a quality question in Lots 5 - 9 your bid for the applicable Lot(s) will fail and will be excluded from the competition for the applicable Lot(s).</p> <p>In Lots 5 – 9 the minimum quality threshold is 37.50 out of 75.00. If you receive a quality score for a Lot that is below the minimum quality threshold of 37.50 out of 75.00, your bid will fail and you will be excluded from the competition for the applicable Lot.</p> <p>We will tell you that your bid has been excluded from the competition and why.</p>
5.	<p>Evaluate Pricing</p> <p>We will then give your pricing to the price evaluation panel, who are different evaluators from those who assessed your quality responses.</p> <p>They will calculate your price score using the evaluation criteria in Part 11 – Price Evaluation.</p>
6.	<p>Final Score</p> <p>Your quality score will be added to your price score, to create your final score as illustrated in section 12 - Final Decision to Award.</p>
7.	<p>Award</p> <p>Awards will be made to the successful Bidders following the standstill period, subject to contract.</p>

9. Quality Evaluation

- 9.1** Questions QA1 and QA2 are mandatory questions, and will be evaluated PASS/FAIL. If you answer 'no' to these questions, we will reject your bid and you will be excluded from the competition. We will tell you that your bid has been excluded and why.
- 9.2** 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 for example reports or information located on your website.
- 9.3** Each of the quality questions, in sections B to I of the Quality Questionnaire will be independently assessed by our evaluation panel.

- 9.4** When the consensus meeting has taken place and the final mark for each question has been agreed by the evaluators, your final mark for each question will be multiplied by that question's weighting to calculate your weighted mark for that question.
- 9.5** Each weighted mark for each question for each Lot you have submitted a bid for will then be added together to calculate your quality score.
- 9.6** Please see tables B to I below for an example of how your Quality Score will be calculated, according to the Lots for which you are bidding:

Table B – Lot 2

Question B		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QB1	B1 Requirement	50%	100	50	25.00
QB2	B2 Requirement	40%	100	100	40.00
Quality score					65.00

Table C – Lot 3

Question C		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QC1	C1 Requirement	50%	100	100	50.00
QC2	C2 Requirement	40%	100	100	40.00
Quality score					90.00

Table D - Lot 4

Question D		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QD1	D1 Requirement	50%	100	100	50.00
QD2	D2 Requirement	40%	100	50	20.00

Quality score	70.00
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Table E – Lot 5

Question E		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QE1	E1 Requirement	25%	100	66	16.50
QE2	E2 Requirement	50%	100	75	37.50
Quality score					54.00

Table F – Lot 6

Question F		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QF1	F1 Requirement	37.50%	100	66	24.75
QF2	F2 Requirement	37.50%	100	50	18.75
Quality score					43.50

Table G – Lot 7

Question G		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QG1	G1 Requirement	37.50%	100	100	37.50
QG2	G2 Requirement	37.50%	100	66	24.75
Quality score					62.25

Table H – Lot 8

Question H		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QH1	H1 Requirement	37.50%	100	66	24.75
QH2	H2 Requirement	37.50%	100	100	37.50
Quality score					62.25

Table I – Lot 9

Question I		Question Weighting	Maximum mark available	Your final mark	Your weighted mark
QI1	I1 Requirement	37.50%	100	100	37.50
QI2	I2 Requirement	37.50%	100	100	37.50
Quality score					75.00

10. Award Quality Questionnaire

10.1 The Quality Questionnaire is split as follows:

- Section A – Mandatory questions
- Sections B to I - Lot-specific questions

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

Question		Marking scheme	Weighting %
A1	A1 Requirement	Pass/Fail	10%
A2	A2 Requirement	Pass/Fail	N/A
B1	B1 Requirement	100/75/50/25/0	50%
B2	B2 Requirement	100/75/50/25/0	40%

C1	C1 Requirement	100/75/50/25/0	50%
C2	C2 Requirement	100/75/50/25/0	40%
D1	D1 Requirement	100/75/50/25/0	50%
D2	D2 Requirement	100/75/50/25/0	40%
E1	E1 Requirement	100/66/33/0	25%
E2	E2 Requirement	100/75/50/25/0	50%
F1	F1 Requirement	100/66/33/0	37.50%
F2	F2 Requirement	100/75/50/25/0	37.50%
G1	G1 Requirement	100/66/33/0	37.50%
G2	G2 Requirement	100/66/33/0	37.50%
H1	H1 Requirement	100/66/33/0	37.50%
H2	H2 Requirement	100/66/33/0	37.50%
I1	I1 Requirement	100/66/33/0	37.50%
I2	I2 Requirement	100/66/33/0	37.50%

Section A – Mandatory Service Requirements

A1 Compliance with Framework Schedule 1 (Specification) – Lot 1

If you are awarded a framework contract, will you unreservedly deliver in full the Deliverables for Lot 1, as set out in Framework Schedule 1 (Specification)?

Please answer 'Yes' or 'No', or N/A if you are not bidding for Lot 1.

A1 Response Guidance

This is a Pass/Fail question.

If you cannot or are unwilling to select 'Yes' to this question, you will be disqualified from further participation in this competition.

You are required to select option YES, NO or N/A from the drop down list.

Providing a 'Yes' response means you will unreservedly deliver in full the Deliverables for Lot 1, as set out in Framework Schedule 1 (Specification).

If you select 'No' (or do not answer the question) to indicate that you will not, or cannot, deliver in full all Deliverables for Lot 1, as set out in Framework Schedule 1 (Specification), you will be excluded from further participation in this competition.

Select 'N/A' if you are not bidding for Lot 1.

If you select 'No' and fail the question your bid will be excluded from the competition.

If you select 'Yes' and pass the question you will be awarded the maximum quality score of 10 for Lot 1.

Marking scheme	Evaluation Guidance
Pass Quality Score of 10	You have selected option 'Yes' confirming that you will unreservedly deliver in full the Deliverables for Lot 1, as set out in Framework Schedule 1 (Specification). OR You have selected option N/A confirming that you are not bidding for Lot 1.
Fail	You have selected 'No' confirming that you will not, or cannot, deliver in full the Deliverables for Lot 1, as set out in Framework Schedule 1 (Specification). OR You have not selected 'Yes', 'No' or N/A.

Section A – Mandatory Service Requirements

A2 Compliance with Framework Schedule 1 (Specification) – Lots 2 – 9

If you are awarded a framework contract in any or all of Lots 2 – 9, will you unreservedly deliver in full the Deliverables for the applicable Lots, as set out in Framework Schedule 1 (Specification)?

A2 Response Guidance

This is a Pass/Fail question.

If you cannot or are unwilling to select 'Yes' to this question, you will be disqualified from further participation in this competition.

You are required to select option YES, NO or N/A from the drop down list.

Providing a 'Yes' response means you will unreservedly deliver in full the Deliverables for the applicable Lots, as set out in Framework Schedule 1 (Specification).

If you select 'No' (or do not answer the question) to indicate that you will not, or cannot, deliver in full all the Deliverables for the applicable Lots, as set out in Framework Schedule 1 (Specification).

Select 'N/A' if you are not bidding for any of Lots 2 – 9.

If you select 'No' and fail the question your bid will be excluded from the competition.

Marking scheme	Evaluation Guidance
Pass	You have selected option 'Yes' confirming that you will unreservedly deliver in full the Deliverables for the applicable Lots, as set out in Framework Schedule 1 (Specification). OR You have selected option N/A confirming that you are not bidding for any of Lots 2 - 9.
Fail	You have selected 'No' confirming that you will not, or cannot, deliver in full the Deliverables for the applicable Lots, as set out in Framework Schedule 1 (Specification). OR You have not selected 'Yes', 'No' or N/A.

Section B – Lot 2 – Strategy and Policy

B1 Requirement:

CCS requires you to demonstrate your ability to deliver robust strategic advice through a hypothetical assignment, which addresses how you would work with a Government department which is facing a new challenge.

Assignment: Flash flooding has caused problems in urban areas across several regions and created the need for a new temporary agency to be established within an existing Government department, to provide a specialised focus on recovery efforts and public safety. The existing department is currently under-resourced and does not have sufficient staff in-house, with the appropriate skills and expertise in crisis management, to provide an effective response. Therefore, the department requires strategic advice and support from external specialists.

The new agency needs to be up and running, operating with 50% of staff within two weeks of contract award, rising to 100% within the following four weeks. It is unknown how long the agency is needed, but it is expected that approximately 50 staff will be

required at the peak of the emergency (i.e. the first six weeks outlined), but that this number is likely to taper off as the crisis subsides. The department envisages agency staff will be a mix of seconded civil servants and consultants.

Key assignment deliverables:

- Ensure the new agency is set up with a suitable operating structure;
- Ensure the new agency is operating at 100% capacity within 6 weeks;
- Ensure risks are identified and mitigated throughout the project to ensure successful delivery

B1 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Demonstrate how you would advise the customer, including the scoping of roles and matching these to suitable resources, to ensure the new agency is set up with a suitable operating structure.
- b. Explain how you would provide strategic planning and advice around prioritising the agency's workload and efforts, based on the severity of the problems facing the urban areas affected, to ensure overall efficiency and effectiveness.
- c. Demonstrate how you would use your strategic expertise to help customers make informed decisions, and how you would transfer knowledge to ensure they are up-skilled and can continue to make informed decisions once you leave.
- d. Describe the processes you would put in place to ensure that you identify any risks associated with the project, and demonstrate how you would propose to mitigate identified risks.

Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.

Your response should focus on the points in the Response Guidance above (a to d) and must demonstrate how you would meet the requirement including the key assignment deliverables.

Please attend to layout, spelling, punctuation and grammar. Address each of the **component parts points in the response guidance** in the order they are listed **above. in this response guidance**. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes B1(i), B1(ii), B1(iii) and B1(iv), each box has a character count of 2,000 characters.

If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is comprehensive, clear, and fully demonstrates your ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides comprehensive evidence that fully demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been fully satisfied.</p> <p>The response provides the evaluator with a high level of confidence that the approach will meet, and potentially exceed, the requirement including the key assignment deliverables. There are no concerns with the approach set out in the response.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is sufficiently detailed and clear to demonstrate your ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides a good level of evidence that demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been sufficiently satisfied.</p> <p>The response provides the evaluator with a good level of confidence that the approach will meet the requirement including the key assignment deliverables. There are only minor concerns with the approach set out in the response.</p>
50	<p>A SATISFACTORY ANSWER</p> <p>The response is relevant to the requirement.</p> <p>Whilst there is some detail included within the response, it is insufficient to clearly demonstrate your ability to meet</p>

	<p>the requirement including the key assignment deliverables.</p> <p>The response provides a satisfactory level of evidence, with some gaps, and demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been partially satisfied.</p> <p>The response provides the evaluator with an adequate level of confidence that the approach will meet the requirement including the key assignment deliverables. There are moderate concerns with the approach set out in the response.</p>
25	<p>A BELOW-SATISFACTORY ANSWER</p> <p>The response is not entirely relevant to the requirement.</p> <p>The response includes a significant lack of detail, and only demonstrates that you have minor ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides a significant lack of evidence. This demonstrates to the evaluator that the requirement, including the points within the response guidance, has not been satisfied beyond a minor extent.</p> <p>The response provides the evaluator with a low level of confidence that the approach will meet the requirement including the key assignment deliverables. There are considerable concerns with the approach set out in the response.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement,</p> <p>AND / OR</p> <p>The response includes no, or very little, detail, and demonstrates no ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides a very significant lack of evidence related to the requirement. This demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has not been satisfied at all.</p> <p>The response provides the evaluator with no confidence that the approach will meet the requirement including the key assignment deliverables,</p> <p>OR</p> <p>No response provided.</p>

Section B – Lot 2 – Strategy and Policy

B2 Requirement:

CCS requires you to demonstrate how you will deliver policy across central or local government. Your response must focus on the interpretation and implementation of policy within a customer organisation.

B2 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Explain how you would contribute to the development of new policies, demonstrating how you would use your knowledge and expertise to ensure they are purposeful and necessary.
- b. Demonstrate how you would support a customer in the interpretation and implementation of a new policy within their organisation, including how you would draw upon experience gained from other projects to help them embed the policy.
- c. Describe how you would engage with key stakeholders in relation to policy reform, demonstrating how you would ensure they understand the impact on their organisations and actions they may need to take.
- d. Demonstrate how you would take account of relevant policy when creating strategies for customers to ensure alignment between policy and customer objectives.

Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a - d) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the **component parts points in the response guidance** in the order they are listed **above**. **in this response guidance**. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes B2(i), B2(ii), B2(iii) and B2(iv), each box has a character count of 2,000 characters.

If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is comprehensive, clear, and fully demonstrates your ability to meet the requirement.</p> <p>The response provides comprehensive evidence that fully demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been fully satisfied.</p> <p>The response provides the evaluator with a high level of confidence that the approach will meet, and potentially exceed, the requirement. There are no concerns with the approach set out in the response.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is sufficiently detailed and clear to demonstrate your ability to meet the requirement.</p> <p>The response provides a good level of evidence that demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been sufficiently satisfied.</p> <p>The response provides the evaluator with a good level of confidence that the approach will meet the requirement. There are only minor concerns with the approach set out in the response.</p>
50	<p>A SATISFACTORY ANSWER</p> <p>The response is relevant to the requirement.</p> <p>Whilst there is some detail included within the response, it is insufficient to clearly demonstrate your ability to meet the requirement.</p> <p>The response provides a satisfactory level of evidence, with some gaps, and demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been partially satisfied.</p>

	The response provides the evaluator with an adequate level of confidence that the approach will meet the requirement. There are moderate concerns with the approach set out in the response.
25	<p>A BELOW-SATISFACTORY ANSWER</p> <p>The response is not entirely relevant to the requirement.</p> <p>The response includes a significant lack of detail, and only demonstrates that you have minor ability to meet the requirement.</p> <p>The response provides a significant lack of evidence. This demonstrates to the evaluator that the requirement, including the points within the response guidance, has not been satisfied beyond a minor extent.</p> <p>The response provides the evaluator with a low level of confidence that the approach will meet the requirement. There are considerable concerns with the approach set out in the response.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement,</p> <p>AND / OR</p> <p>The response includes no, or very little, detail, and demonstrates no ability to meet the requirement.</p> <p>The response provides a very significant lack of evidence related to the requirement. This demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has not been satisfied at all.</p> <p>The response provides the evaluator with no confidence that the approach will meet the requirement,</p> <p>OR</p> <p>No response provided.</p>

Section C – Lot 3 – Complex and Transformation

C1 Requirement:

CCS requires you to demonstrate your ability to deliver complex and transformational consultancy services through a hypothetical assignment.

Assignment: A Government department is embarking on a digital transformation programme which will focus on their back office functions: HR, Finance and

Commercial. Historically, these functions have not kept pace with new technology and ways of working so are using outdated systems and processes. The transformation programme will consist of several phases.

You are required to support phase 1 of the programme, 'Discovery', for which four months has been allocated. This will include a review of the current state, identifying opportunities for digitalisation and presenting recommendations for phase 2, 'Proposal for Design'.

The assignment commences in October 2021 and phase 1 'Discovery' requires completion by January 2022.

Key assignment deliverables:

- Mapping of the core processes and existing systems used within the three functions, including the current technology landscape;
- Identification of pilot opportunities to digitalise processes and systems to improve efficiency and effectiveness; and
- Provision of a range of recommended design options along with associated investment needed for each.

C1 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement your response must:

- a. Describe your approach to meeting the deliverables of the assignment and how you would structure the programme, including key milestones, in order to complete phase 1 on time.
- b. Describe how you will ensure the right mix of individuals are deployed and demonstrate how you will balance the need for relevant functional knowledge alongside digitalisation expertise.
- c. Set out how you would create a change management strategy for the customer, including employee communications, that takes account of the potential impact on staff roles and need for re-training.
- d. Demonstrate how you will communicate identified opportunities for digitalisation and recommendations for phase 2 of the programme to customer stakeholders, so that they are clear and fully understood.

Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.

Your response should focus on the points in the Response Guidance above (a to d) and must demonstrate how you would meet the requirement including the key assignment deliverables.

Please attend to layout, spelling, punctuation and grammar. Address each of the **component parts points in the response guidance** in the order they are listed **above**. **in this response guidance**. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes C1(i), C1(ii), C1(iii) and C1(iv), each box has a character count of 2,000 characters.

If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is comprehensive, clear, and fully demonstrates your ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides comprehensive evidence that fully demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been fully satisfied.</p> <p>The response provides the evaluator with a high level of confidence that the approach will meet, and potentially exceed, the requirement including the key assignment deliverables. There are no concerns with the approach set out in the response.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is sufficiently detailed and clear to demonstrate your ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides a good level of evidence that demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been sufficiently satisfied.</p> <p>The response provides the evaluator with a good level of confidence that the approach will meet the requirement including the key assignment deliverables.</p>

	There are only minor concerns with the approach set out in the response.
50	<p>A SATISFACTORY ANSWER</p> <p>The response is relevant to the requirement.</p> <p>Whilst there is some detail included within the response, it is insufficient to clearly demonstrate your ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides a satisfactory level of evidence, with some gaps, and demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been partially satisfied.</p> <p>The response provides the evaluator with an adequate level of confidence that the approach will meet the requirement including the key assignment deliverables. There are moderate concerns with the approach set out in the response.</p>
25	<p>A BELOW-SATISFACTORY ANSWER</p> <p>The response is not entirely relevant to the requirement.</p> <p>The response includes a significant lack of detail, and only demonstrates that you have minor ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides a significant lack of evidence. This demonstrates to the evaluator that the requirement, including the points within the response guidance, has not been satisfied beyond a minor extent.</p> <p>The response provides the evaluator with a low level of confidence that the approach will meet the requirement including the key assignment deliverables. There are considerable concerns with the approach set out in the response.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement,</p> <p>AND / OR</p> <p>The response includes no, or very little, detail, and demonstrates no ability to meet the requirement including the key assignment deliverables.</p> <p>The response provides a very significant lack of evidence related to the requirement. This demonstrates</p>

	<p>to the evaluator that the requirement, including the points listed within the response guidance, has not been satisfied at all.</p> <p>The response provides the evaluator with no confidence that the approach will meet the requirement including the key assignment deliverables,</p> <p>OR</p> <p>No response provided.</p>
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Section C – Lot 3 – Complex and Transformation

C2 Requirement:

CCS requires you to demonstrate how you would add value and ensure long term efficiency and cost effectiveness to a customer engagement.

For context, your response should address an engagement to deliver a transformational change to the customer's organisation over a period of 2 years.

C2 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- Demonstrate how you would proactively integrate staff with the appropriate skills and experience into a customer's organisation to ensure they build productive working relationships.
- Demonstrate how you would manage conflicting demands and requests from a range of customer stakeholders, including how you would prioritise your team's workload to ensure it is focused on delivering the customer's key objectives.
- Explain how you would change the composition and size of your team as an assignment moved into different phases (from discovery, to implementation, to delivery), demonstrating how this would ensure the engagement is cost effective for the customer and that the customer's reliance on you reduces over time.

Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a - c) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the ~~component parts~~ **points in the response guidance** in the order they are listed **above**. ~~in this response guidance~~. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes C2(i), C2(ii), C2(iii) and C2(iv), each box has a character count of 2,000 characters.

If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is comprehensive, clear, and fully demonstrates your ability to meet the requirement.</p> <p>The response provides comprehensive evidence that fully demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been fully satisfied.</p> <p>The response provides the evaluator with a high level of confidence that the approach will meet, and potentially exceed, the requirement. There are no concerns with the approach set out in the response.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is sufficiently detailed and clear to demonstrate your ability to meet the requirement.</p> <p>The response provides a good level of evidence that demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been sufficiently satisfied.</p> <p>The response provides the evaluator with a good level of confidence that the approach will meet the requirement. There are only minor concerns with the approach set out in the response.</p>
50	<p>A SATISFACTORY ANSWER</p>

	<p>The response is relevant to the requirement.</p> <p>Whilst there is some detail included within the response, it is insufficient to clearly demonstrate your ability to meet the requirement.</p> <p>The response provides a satisfactory level of evidence, with some gaps, and demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been partially satisfied.</p> <p>The response provides the evaluator with an adequate level of confidence that the approach will meet the requirement. There are moderate concerns with the approach set out in the response.</p>
25	<p>A BELOW-SATISFACTORY ANSWER</p> <p>The response is not entirely relevant to the requirement.</p> <p>The response includes a significant lack of detail, and only demonstrates that you have minor ability to meet the requirement.</p> <p>The response provides a significant lack of evidence. This demonstrates to the evaluator that the requirement, including the points within the response guidance, has not been satisfied beyond a minor extent.</p> <p>The response provides the evaluator with a low level of confidence that the approach will meet the requirement. There are considerable concerns with the approach set out in the response.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement,</p> <p>AND / OR</p> <p>The response includes no, or very little, detail, and demonstrates no ability to meet the requirement.</p> <p>The response provides a very significant lack of evidence related to the requirement. This demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has not been satisfied at all.</p> <p>The response provides the evaluator with no confidence that the approach will meet the requirement,</p> <p>OR</p> <p>No response provided.</p>

Section D – Lot 4 – Finance

D1 Requirement:

CCS requires you to demonstrate how you will support and provide advice to customers so that they can identify and manage financial risk effectively.

You are required to demonstrate how you would identify, manage and communicate financial risk during a complex multi-million pound capital investment programme, and how you would ensure the customer is able to make informed decisions based on financial risks.

D1 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement your response must:

- a. Set out your approach for identifying and assessing financial risk, and demonstrate how you would formulate advice and recommendations in response to a risk so that it is managed and mitigated effectively.
- b. Set out how you would continually monitor financial risks and communicate them to the customer throughout a programme, demonstrating how your approach would ensure the customer always has visibility of the current status of risks and how they are being managed and mitigated.
- c. Set out the approach you would take to engaging with, and providing advice to, a senior customer stakeholder who is committed to a course of action that you have identified as having a high level of financial risk, and demonstrate how this would ensure that you successfully communicate the risks to the stakeholder so they make a decision based on full information.

Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a - c) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the ~~component parts~~ **points in the response guidance** in the order they are listed **above**. ~~in this response guidance~~. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes D1(i), D1(ii), D1(iii) and D1(iv), each box has a character count of 2,000 characters.

If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is comprehensive, clear, and fully demonstrates your ability to meet the requirement.</p> <p>The response provides comprehensive evidence that fully demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been fully satisfied.</p> <p>The response provides the evaluator with a high level of confidence that the approach will meet, and potentially exceed, the requirement. There are no concerns with the approach set out in the response.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is sufficiently detailed and clear to demonstrate your ability to meet the requirement.</p> <p>The response provides a good level of evidence that demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been sufficiently satisfied.</p> <p>The response provides the evaluator with a good level of confidence that the approach will meet the requirement. There are only minor concerns with the approach set out in the response.</p>
50	<p>A SATISFACTORY ANSWER</p> <p>The response is relevant to the requirement.</p> <p>Whilst there is some detail included within the response, it is insufficient to clearly demonstrate your ability to meet the requirement.</p>

	<p>The response provides a satisfactory level of evidence, with some gaps, and demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been partially satisfied.</p> <p>The response provides the evaluator with an adequate level of confidence that the approach will meet the requirement. There are moderate concerns with the approach set out in the response.</p>
25	<p>A BELOW-SATISFACTORY ANSWER</p> <p>The response is not entirely relevant to the requirement.</p> <p>The response includes a significant lack of detail, and only demonstrates that you have minor ability to meet the requirement.</p> <p>The response provides a significant lack of evidence. This demonstrates to the evaluator that the requirement, including the points within the response guidance, has not been satisfied beyond a minor extent.</p> <p>The response provides the evaluator with a low level of confidence that the approach will meet the requirement. There are considerable concerns with the approach set out in the response.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement,</p> <p>AND / OR</p> <p>The response includes no, or very little, detail, and demonstrates no ability to meet the requirement.</p> <p>The response provides a very significant lack of evidence related to the requirement. This demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has not been satisfied at all.</p> <p>The response provides the evaluator with no confidence that the approach will meet the requirement,</p> <p>OR</p> <p>No response provided.</p>

Section D – Lot 4 – Finance

D2 Requirement:

CCS requires you to demonstrate, in the form of a hypothetical assignment, your ability to deploy financial analysis to assess the feasibility of a project.

Assignment: A Government department, predominantly based in London, is experiencing a period of growth and plans to increase its existing employee headcount, of 250 staff, by an additional 100 staff over the next 18 months. To facilitate this growth, the department is considering opening a new office, with the location still to be agreed on. Historically, new offices have not been approved by management due to the associated costs and risk of underutilisation. The department requires consultancy support to assess the financial feasibility of opening a new office, where it should be located, and to assist in developing recommended options to present to its management board. It is also interested to hear proposals of how else this challenge could be met without opening a new office.

Key assignment deliverable:

- Creation of a preliminary business case including an options analysis, demonstrating the financial viability of opening new office locations, and presenting alternative options such as increasing capacity at existing office sites.

D2 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Detail the information you would require to create the preliminary business case, specifying how you would obtain the information, and how you would use this to identify a range of options for the customer.
- b. Describe the parameters you would consider when conducting cost-benefit analysis on different options and explain why these parameters would be relevant in developing your options.
- c. Describe how you would ensure that your team delivers a high-quality business case, including your process for ensuring adequate oversight and scrutiny of their work by the partner or person otherwise accountable for the overall project.

Whilst you may want to use examples in your response to help demonstrate how you will satisfy the requirement, please note that the marking scheme will assess your future ability to deliver the requirement and not past experience.

Your response should focus on the points in the Response Guidance above (a to c) and must demonstrate how you would meet the requirement including the key assignment deliverable.

Please attend to layout, spelling, punctuation and grammar. Address each of the ~~component parts~~ points in the response guidance in the order they are listed above. ~~in this response guidance~~. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes D2(i), D2(ii), D2(iii) and D2(iv), each box has a character count of 2,000 characters

If you receive a mark of below 50 (i.e. a mark of 0 (zero) or 25) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is comprehensive, clear, and fully demonstrates your ability to meet the requirement including the key assignment deliverable.</p> <p>The response provides comprehensive evidence that fully demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been fully satisfied.</p> <p>The response provides the evaluator with a high level of confidence that the approach will meet, and potentially exceed, the requirement including the key assignment deliverable. There are no concerns with the approach set out in the response.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement.</p> <p>The response is sufficiently detailed and clear to demonstrate your ability to meet the requirement including the key assignment deliverable.</p> <p>The response provides a good level of evidence that demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been sufficiently satisfied.</p>

	<p>The response provides the evaluator with a good level of confidence that the approach will meet the requirement including the key assignment deliverable. There are only minor concerns with the approach set out in the response.</p>
50	<p>A SATISFACTORY ANSWER</p> <p>The response is relevant to the requirement.</p> <p>Whilst there is some detail included within the response, it is insufficient to clearly demonstrate your ability to meet the requirement including the key assignment deliverable.</p> <p>The response provides a satisfactory level of evidence, with some gaps, and demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has been partially satisfied.</p> <p>The response provides the evaluator with an adequate level of confidence that the approach will meet the requirement including the key assignment deliverable. There are moderate concerns with the approach set out in the response.</p>
25	<p>A BELOW-SATISFACTORY ANSWER</p> <p>The response is not entirely relevant to the requirement.</p> <p>The response includes a significant lack of detail, and only demonstrates that you have minor ability to meet the requirement including the key assignment deliverable.</p> <p>The response provides a significant lack of evidence. This demonstrates to the evaluator that the requirement, including the points within the response guidance, has not been satisfied beyond a minor extent.</p> <p>The response provides the evaluator with a low level of confidence that the approach will meet the requirement including the key assignment deliverable. There are considerable concerns with the approach set out in the response.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement,</p> <p>AND / OR</p> <p>The response includes no, or very little, detail, and demonstrates no ability to meet the requirement including the key assignment deliverable.</p>

	<p>The response provides a very significant lack of evidence related to the requirement. This demonstrates to the evaluator that the requirement, including the points listed within the response guidance, has not been satisfied at all.</p> <p>The response provides the evaluator with no confidence that the approach will meet the requirement including the key assignment deliverable,</p> <p>OR</p> <p>No response provided.</p>
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Section E – Lot 5 – HR

E1 Requirement:

CCS requires you to demonstrate how you will deliver HR function-specific expertise and insight to improve a customer's employee recruitment and retention so that the customer organisation meets its objectives.

E1 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- Set out the sources of customer data you would gather and demonstrate how you would analyse this data to accurately assess the organisation's current employee recruitment and retention practices against its objectives.
- Demonstrate how you would use your findings from the assessment, and comparable benchmarks, to identify areas for improvement in the organisation's current practices.
- Demonstrate how you would ensure that your proposals to improve the organisation's recruitment and retention are aligned with the organisation's overall strategy.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes E1(i), E1(ii) and E1(iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance OR A response has not been provided to this question.

Section E – Lot 5 – HR

E2 Requirement:

CCS requires you to demonstrate how you would support and advise a customer so that its HR function can transform its policies and processes in response to a national pandemic.

A department's HR function requires expert external support in adapting rapidly to new conditions brought about by the pandemic. This includes reviewing ways of working, advising on adapting HR policies and processes and engaging with relevant stakeholders. It is also vital that staff are kept adequately informed of these changes, and that appropriate measures are taken to support increasing workloads.

E2 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Describe how you would assess the impact of the pandemic on the department, and demonstrate how this approach would ensure you identify, and can advise the customer, which HR policies and processes need adapting.
- b. Demonstrate how you would work with the customer to prioritise areas for action, and how you would advise and support the customer to ensure they can adapt and implement the changes identified.
- c. Describe how you would select and deploy consultants of the right grade, and with relevant knowledge and expertise, and demonstrate how this approach would ensure that you deploy a team that will deliver a successful outcome for the department.
- d. Demonstrate how you would engage with the department's staff to measure the impact of the changes and determine if any further changes were needed.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to d) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes E2(i), E2(ii), E2(iii) and E2(iv), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 4 of the component parts (a – d) of the response guidance

75	The response has fully addressed 3 of 4 component parts (a – d) of the response guidance
50	The response has fully addressed 2 of the 4 component parts (a – d) of the response guidance
25	The response has fully addressed 1 of the 4 component parts (a - d) of the response guidance
0	The response has NOT fully addressed any of the 4 component parts (a – d) of the response guidance OR A response has not been provided to this question.

Section F – Lot 6 – Procurement and Supply Chain
<p>-F1 Requirement:</p> <p>CCS requires you to demonstrate how you will undertake a maturity assessment of a customer's procurement capability and performance, and identify areas for improvement, so that the customer achieves its functional performance objectives.</p>
<p>F1 Response Guidance:</p> <p>You must answer this question if you are bidding for this Lot.</p> <p>You must insert your response into the text fields in the eSourcing suite.</p> <p>In order to satisfy the requirement, your response must:</p> <ol style="list-style-type: none"> Describe the techniques and methodologies you would utilise to undertake the maturity assessment, demonstrating how this approach would ensure the assessment is complete and accurate. Demonstrate how you would identify improvement opportunities for the customer, and how you would prioritise them, based on their potential impact and ease of implementation. Describe how you would create a roadmap that set out both short and longer term improvement opportunities, including any associated financial investment, and demonstrate how you would use the roadmap as a tool to help the customer create a more detailed plan for implementation.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes F1(i), F1(ii) and F1(iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance OR A response has not been provided to this question.

Section F – Lot 6 – Procurement and Supply Chain

F2 Requirement:

CCS requires you to demonstrate how you would deliver procurement and supply chain expertise and advice to a customer.

You are required to demonstrate how your expertise and advice would enable a customer to undertake a project to centralise and integrate their procurement and supply chain operations into a single function.

Historically operations, including the management of spend and suppliers, have been split across four sites and different teams, which lacked co-ordination and common working practices.

F2 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Describe how you would undertake an assessment of the customer's current state of operations, demonstrating how this approach would ensure the assessment is complete and accurate.
- b. Demonstrate how you would ensure that your proposed future state represents an optimal solution that is tailored to the customer's requirements.
- c. Describe the tools and techniques you would use to create a target operating model, and demonstrate how this would enable you to ensure operational effectiveness is balanced with efficiencies.
- d. Evidence how you will gather spend data and information on suppliers to conduct analysis and identify quick win opportunities that can be achieved through the integration

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to d) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 8,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes F2(i), F2(ii), F2(iii) and F2(iv), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/75/50/25/0

Marking scheme

Evaluation criteria

100	The response has fully addressed all 4 of the component parts (a – d) of the response guidance
75	The response has fully addressed 3 of the 4 component parts (a – d) of the response guidance
50	The response has fully addressed 2 of the 4 component parts (a – d) of the response guidance
25	The response has fully addressed 1 of the 4 component parts (a – d) of the response guidance
0	The response has NOT fully addressed any of the 4 component parts (a – d) of the response guidance OR A response has not been provided to this question.

Section G – Lot 7 – Health, Social Care and Community

G1 Requirement:

CCS requires you to demonstrate how you would advise a customer within the scope of one of the following sectors - health, social care, or community - so that they are able to successfully implement legislative and policy change within their organisation.

G1 Response Guidance:

All Bidders must answer this question.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement your response must:

- Demonstrate how you would keep informed of, and up-to-date with, relevant legislative and policy changes impacting the sector and how you would ensure this information is shared with customers.
- Demonstrate how you would support customers in the implementation of new legislation and policies and how your approach would ensure the practical application of the legislation and policies within the customer's organisation.
- Demonstrate how you would apply your knowledge of the sector to enhance the customer's implementation of new legislation and policies, and how you would deliver efficiencies and improvements within the customer's front line services.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes G1(i), G1(ii) and G1(iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance OR A response has not been provided to this question.

Section G – Lot 7 – Health, Social Care and Community

G2 Requirement:

CCS requires you to demonstrate how you would ensure learning and experience from previous projects is used to deliver efficiencies in future projects and how you would transfer knowledge and upskill customers.

G2 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Demonstrate how you will identify and deploy appropriately experienced individuals for a project, and how you would ensure they integrate seamlessly with the customer in order to create a beneficial customer / supplier relationship.
- b. Demonstrate how your organisation will ensure the knowledge and expertise within your team is transferred to the customer, both throughout the engagement and at the end of a project.
- c. Describe how you will apply lessons learnt on previous projects to future engagements and demonstrate the efficiencies and benefits you would deliver as a result.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes G2(i), G2(ii) and G2(iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance

OR

A response has not been provided to this question.

Section H – Lot 8 – Infrastructure including Transport

H1 Requirement:

CCS requires you to demonstrate how you would support a customer to develop a business case to explore the viability of a large infrastructure project

H1 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Describe the key factors, and their potential impacts, that the customer would need to include in their business case, and demonstrate how this would support a robust options generation process with a proposed recommendation.
- b. Set out how you would undertake a cost / benefit analysis of the infrastructure project and demonstrate how this would contribute to ensuring that value for money is achieved.
- c. Demonstrate how you would help the customer to identify stakeholder groups who may be opposed to the project or present obstacles to the project's successful delivery, and how this information would be used to ensure an effective stakeholder management plan was included in the business case.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information.

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes H1(i), H1(ii) and H1(iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance OR A response has not been provided to this question.

Section H – Lot 8 – Infrastructure including Transport

H2 Requirement:

CCS requires you to demonstrate how you would successfully project manage a large infrastructure programme within the remit of the service lines in Lot 8.

H2 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Set out how you would develop a programme plan, demonstrating how you would define and manage key milestones and ensure the delivery of the infrastructure programme to agreed timescales and within budget.

- b. If there were any deviations from the initial timeline and budget, demonstrate how you would identify recommendations to mitigate this and how you would ensure this is communicated between all relevant parties.
- c. Demonstrate how your organisation would work with other programme stakeholders to ensure compliance with relevant regulations, and how you would manage any arising issues that could impact the on-time delivery of the infrastructure programme.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes H2(i), H2(ii) and H2 (iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance OR A response has not been provided to this question.

Section I – Lot 9 – Environmental Sustainability and Socio-Economic Development

I1 Requirement:

CCS requires you to demonstrate how you would deliver sector-specific insight and expertise to support a customer in creating a sustainability vision and strategy.

I1 Response Guidance:

You must answer this question if you are bidding for this Lot.

You must insert your response into the text fields in the eSourcing suite.

In order to satisfy the requirement, your response must:

- a. Demonstrate how you would stay informed of new and updated legislation in relation to sustainability issues and how this would ensure the advice you provide to the customer is up to date.
- b. Describe how you would support the customer in creating a sustainability strategy which goes beyond legislative requirements, demonstrating how your insight and expertise on a range of sustainability issues would ensure they create a holistic strategy.
- c. Demonstrate how you would engage with a range of internal and external stakeholders to ensure the development of the strategy is informed by their feedback.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes I1(i), I1(ii) and I1(iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0	
Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	<p>The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance</p> <p>OR</p> <p>A response has not been provided to this question.</p>

Section I – Lot 9 – Environmental Sustainability and Socio-Economic Development
<p>I2 Requirement:</p> <p>CCS requires you to demonstrate how you would support a customer in scoping sustainability initiatives relevant to their organisation and setting appropriate targets against which the customer's performance can be measured.</p>
<p>I2 Response Guidance:</p> <p>You must answer this question if you are bidding for this Lot.</p> <p>You must insert your response into the text fields in the eSourcing suite.</p> <p>In order to satisfy the requirement, your response must:</p> <ol style="list-style-type: none"> Demonstrate how you would support a customer to scope and prioritise sustainability initiatives and how you would ensure they are relevant to the customer's organisation. Demonstrate how you would use both data and your knowledge of the sector to help the customer set stretching but achievable targets for sustainability initiatives.

- c. Set out methods that the customer could use to monitor and measure their performance against the targets, and demonstrate how you would advise the customer to ensure that they build on their successes and continue to improve their sustainability performance.

Your response should be limited to, and focused on, each of the points in the Response Guidance above (a to c) for this question. You must not make generalised statements or give irrelevant information

Please attend to layout, spelling, punctuation and grammar. Address each of the component parts in the order they are listed in this response guidance. State which part you are responding to.

Maximum character count – 6,000 characters including spaces and punctuation.

You must not exceed the character count within the e-Sourcing suite. Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in boxes I2(i), I2(ii) and I2(iii), each box has a character count of 2,000 characters.

If you receive a mark of 0 (zero) for this question your bid will fail and will be excluded from the competition for this Lot.

Marking scheme 100/66/33/0

Marking scheme	Evaluation criteria
100	The response has fully addressed all 3 of the component parts (a – c) of the response guidance
66	The response has fully addressed 2 of the 3 component parts (a – c) of the response guidance
33	The response has fully addressed 1 of the 3 component parts (a – c) of the response guidance
0	The response has NOT fully addressed any of the 3 component parts (a – c) of the response guidance OR A response has not been provided to this question.

11. Price Evaluation

This paragraph 11 contains information on how to complete Attachment 3 - Price Matrix, and on the price evaluation process.

11.1 Guidance for completion of Attachment 3 - Price Matrix:

Please read and understand the instructions in the Price Matrix, and in this paragraph, before submitting your prices.

You must download and complete Attachment 3 - Price Matrix for the Lot(s) for which you are submitting a bid.

You must ensure that you read and understand the Instructions Tab within Attachment 3 - Price Matrix before submitting your framework prices.

You must not alter, amend or change the format or layout of Attachment 3 - Price Matrix in any way. You must not insert or attach any comments into any of the tabs. Any such alteration, amendment, change or additional information will be disregarded and your Price Matrix may be deemed to be non-compliant.

A definition of the grade structure can be found in the 'Grade Descriptions' tab of Attachment 3 - Price Matrix.

You must complete all the cells highlighted blue for each Lot you are bidding for. This information will form the pricing evaluation. If you do not insert an applicable price this will result in your tender being deemed to be non-compliant, and will be excluded from further participation in this procurement.

Zero bids are not permitted. If you submit a zero bid, this will result in your tender being deemed to be non-compliant, and will be excluded from further participation in this procurement.

The prices submitted will be the maximum payable under this Framework Contract. Prices may be lowered during a further competition procedure.

Bidders are required to submit a maximum day rate for each of the six grades.

Prices must be:

- Inclusive of all profit and overheads;
- Exclusive of value added tax;
- Entered using British pounds sterling;
- Based on an eight hour Work Day;
- Inclusive of expenses to the Buyer(s) location at which the Services are principally to be performed. The location will be confirmed by the Buyer(s) in the Further Competition process; and
- Inclusive of the Management Charge of 1% which shall be paid by the Supplier to CCS.

Where a price is required, you must enter a figure in multiples of £10 - for example, £500. No decimal places are permitted. The following examples are not permitted: £505, £501.50 and £552.00.

You must ensure that you have read and understood paragraph 8 TUPE in Attachment 1 - About the Framework document. You are reminded that it is your responsibility to take your own advice and consider whether TUPE is likely to apply and to act accordingly. You are encouraged to carry out your own due diligence exercise on the application of TUPE when completing Attachment 3 - Price Matrix.

You must ensure that you adhere to the National Living Wage when submitting your maximum day rates in Attachment 3 - Price Matrix.

For the purposes of the price evaluation, the median is the number halfway between the prices submitted for the Principal Consultant / Associate Director grade and the Senior Consultant / Engagement Manager / Project Lead grade.

Attachment 3 - Price Matrix must be completed in grade order, starting with Partner grade, followed by Managing Consultant / Director grade etc. You must ensure that the rate for each grade is between a minimum of 10% lower and a maximum of 50% lower than the grade above.

For example, if a Partner grade is priced at £2,000, the Managing Consultant / Director grade must be between £1,800 (10% minimum) and £1,000 (50% maximum). If you submit prices outside of these parameters, your bid will be deemed to be non-compliant, and will be excluded from this procurement.

- Partner - you must enter the price for this grade first
- Managing Consultant / Director - must be between a minimum of 10% lower and a maximum of 50% lower than the Partner
- Principal Consultant / Associate Director - must be between a minimum of 10% lower and a maximum of 50% lower than the Managing Consultant / Director
- Senior Consultant / Engagement Manager / Project Lead - must be between a minimum of 10% lower and a maximum of 50% lower than the Principal Consultant / Associate Director
- Consultant - must be between a minimum of 10% lower and a maximum of 50% lower than the Senior Consultant / Engagement Manager / Project Lead
- Analyst / Junior Consultant - must be between a minimum of 10% lower and a maximum of 50% lower than the Consultant

When you have completed your Attachment 3 - Price Matrix this must be uploaded in the commercial envelope at question PQ1 of RM6187 - Management Consultancy Framework Three (MCF3) in the eSourcing Suite. If you do not upload your completed Attachment 3 - Price Matrix your bid may be rejected from this competition.

11.2 Price Evaluation Process – Lot 1

In Lot 1 the Price weighting is 90%. The maximum Price Score available in Lot 1 is 90.

CCS will calculate the median of the 6 grades Bidders have submitted, to produce the “median price by Bidder”.

CCS will then rank all Bidders from lowest to highest, according to their “median price by Bidder” i.e. the Bidder with the lowest median price is ranked 1st.

CCS will then allocate a Price Score to each Bidder according to their ranking group, in line with the table below:

Ranking Group	Price Score
1-15	90
16-30	80
31-45	70
46-60	60
61-75	50
76-100	40
101-115	30
116+	20

An example of how Bidders’ Price Scores will be calculated is provided below:

Grade	Bidder A	Bidder B	Bidder C	Bidder D
Partner	£1,600	£1,400	£1,500	£2,300
Managing Consultant / Director	£1,300	£1,100	£1,250	£1,700
Principal Consultant / Associate Director	£1,100	£900	£1,000	£1,300
Senior Consultant / Engagement Manager / Project Lead	£750	£700	£800	£1,000
Consultant	£600	£600	£500	£600
Analyst / Junior Consultant	£420	£400	£350	£450

Median price by Bidder	£925	£800	£900	£1,150
Rank	32	5	24	55

In the above example, the Bidders would achieve the following Price Score:

- Bidder A's median price is £925 and is ranked 32. Bidder A's Price Score is 70
- Bidder B's median price is £800 and is ranked 5. Bidder B's Price Score is 90
- Bidder C's median price is £900 and is ranked 24. Bidder C's Price Score is 80
- Bidder D's median price is £1,150 and is ranked 55. Bidder D's Price Score is 60

11.3 Price Evaluation Process - Lots 2, 3 and 4

In Lots 2, 3 and 4 the Price weighting is 10%. The maximum Price Score available in Lots 2, 3 and 4 is 10.

CCS will calculate the median of the 6 grades Bidders have submitted, to produce the "median price by Bidder".

CCS will then rank all Bidders from lowest to highest, according to their "median price by Bidder" i.e. the Bidder with the lowest median price by Bidder is ranked 1st.

CCS will then allocate a price score to each Bidder according to their ranking group, in line with the table below:

Ranking Group	Price score
1-10	10
11-20	8
21-30	6
30+	4

An example of how Bidders' price scores will be calculated is provided below:

Grade	Bidder A	Bidder B	Bidder C	Bidder D
Partner	£1,600	£1,400	£1,500	£2,300

Managing Consultant / Director	£1,300	£1,100	£1,250	£1,700
Principal Consultant / Associate Director	£1,100	£900	£1,000	£1,300
Senior Consultant / Engagement Manager / Project Lead	£750	£700	£800	£1,000
Consultant	£600	£600	£500	£600
Analyst / Junior Consultant	£420	£400	£350	£450
Median price by Bidder	£925	£800	£900	£1,150
Rank	16	5	13	40

In the above example, the Bidders would achieve the following Price Score:

- Bidder A's median price is £925 and is ranked 16. Bidder A's Price Score is 8
- Bidder B's median price is £800 and is ranked 5. Bidder B's Price Score is 10
- Bidder C's median price is £900 and is ranked 13. Bidder C's Price Score is 8
- Bidder D's median price is £1,150 and is ranked 40. Bidder D's Price Score is 4

11.4 Price Evaluation Process - Lots 5, 6, 7, 8 and 9

In Lots 5, 6, 7, 8 and 9 the Price weighting is 25%. The maximum Price Score available in Lots, 5, 6, 7, 8, and 9 is 25.

CCS will calculate the median of the 6 grades Bidders have submitted, to produce the "median price by Bidder".

CCS will then rank all Bidders from lowest to highest, according to their "median price by Bidder" i.e. the Bidder with the lowest median price by Bidder is ranked 1st.

CCS will then allocate a price score to each Bidder according to their ranking group, in line with the table below:

Ranking Group	Price Score
1-7	25
8-15	22

16-23	19
24-31	16
32-39	13
40-47	11
48-55	8
55+	5

An example of how Bidders' Price Scores will be calculated is provided below:

Grade	Bidder A	Bidder B	Bidder C	Bidder D
Partner	£1,600	£1,400	£1,500	£2,300
Managing Consultant / Director	£1,300	£1,100	£1,250	£1,700
Principal Consultant / Associate Director	£1,100	£900	£1,000	£1,300
Senior Consultant / Engagement Manager / Project Lead	£750	£700	£800	£1,000
Consultant	£600	£600	£500	£600
Analyst / Junior Consultant	£420	£400	£350	£450
Median price by Bidder	£925	£800	£900	£1,150
Rank	16	5	13	40

In the above example, the Bidders would achieve the following price score:

- Bidder A's median price is £925 and is ranked 16. Bidder A's Price Score is 19
- Bidder B's median price is £800 and is ranked 5. Bidder B's Price Score is 25
- Bidder C's median price is £900 and is ranked 13. Bidder C's Price Score is 22
- Bidder D's median price is £1,150 and is ranked 40. Bidder D's Price Score is 11

11.5 Tied positions guidance

If two or more Bidders are ranked in an equal, or 'tied' position, the Bidder that is in the next position will be ranked in accordance with their overall position in the ranked list. For example, if two Bidders are ranked in equal 1st place, the next Bidder is ranked in 3rd place, not 2nd place. This is illustrated in the table below:

Bidder:	Rank:
Bidder A	=1
Bidder B	=1
Bidder C	3
Bidder D	=4
Bidder E	=4
Bidder F	6

If any of these Bidders are 'tied' in last place within a ranking group (see Price Evaluation Process – Lot 1, section 4), then the following ranking group will commence after the Bidders tied last place. For example, in Lot 1 if there were five Bidders tied in 15th place (in ranking group 1 - 15), then the next ranking group would start at 20 (instead of 16) but would still end in 30th position, unless there was another 'tied' situation.

11.6 Abnormally low tenders

Where we consider any of the prices you have submitted to be potentially **abnormally low** we will ask you to explain the prices you have submitted (in accordance with regulation 69 of the Regulations).

If your explanation is not acceptable, we will reject your bid and exclude you from this competition. We will inform you if your bid has been excluded and why.

12. Final decision to Award

12.1 How we will calculate your Final Score

We will add your Quality Score to your Price Score to calculate your Final Score.

Example Lot 1:

Bidder	Quality Score	Price Score	Final Score
	(Maximum score available - 10)	(Maximum score available - 90)	(Maximum score available - 100)
Bidder A	10.00	90.00	100.00
Bidder B	10.00	50.00	60.00
Bidder C	10.00	40.00	50.00

Example Lots 2, 3 and 4:

Bidder	Quality Score	Price Score	Final Score
	(Maximum score available - 90)	(Maximum score available - 10)	(Maximum score available - 100)
Bidder A	90.00	10.00	100.00
Bidder B	70.00	8.00	78.00
Bidder C	65.00	8.00	73.00

Example Lot 5:

Bidder	Quality Score	Price Score	Final Score
	(Maximum score available - 75)	(Maximum score available - 25)	(Maximum score available - 100)
Bidder A	75.00	25.00	100.00
Bidder B	54.00	19.00	73.00
Bidder C	50.00	22.00	72.00

Example Lots 6, 7, 8 and 9:

Bidder	Quality Score	Price Score	Final Score
	(Maximum score available - 75)	(Maximum score available - 25)	(Maximum score available - 100)
Bidder A	75.00	25.00	100.00
Bidder B	62.50	19.00	81.50
Bidder C	43.50	22.00	65.50

We will then rank all Final Scores from highest to lowest.

In each Lot, we will offer a Framework Contract to the highest ranked number of Bidders that corresponds to the number of places in the Lot, as set out in the table at section 3 of Attachment 1 – About the Framework. So that:

- In Lot 1, the 75 highest ranked Bidders will be offered a Framework Contract.
- In Lots 2, 3, 4, 5 and 6, the 30 highest ranked Bidders in each Lot will be offered a Framework Contract.
- In Lots 7, 8 and 9, the 40 highest ranked Bidders in each Lot will be offered a Framework Contract.

The maximum number of Bidders for all Lots of this framework may increase where two (2) or more Bidders have tied scores in last awarded position only.

For example, in Lot 8 if there are four Bidders all with the same Final Score in 40th place (the last awarded position), then they will all be awarded a Framework Contract.

12.2 Reserved rights

We also reserve the right to award a Framework Contract to any Bidders whose final score is within 1% of the last position on a Lot.

Example:

The last awarded position in Lot 9 is 40th position.

The Bidder in 40th place has a final score of 80.00

The calculation we will use is:

Lot 9 - 40th place Bidder's final score is 80.00

1% of 80.00 = 0.80

The calculation will be rounded to two decimal places in Excel.

80.00 - 0.80 = 79.20

Any Bidder whose final score is 79.20 or above will be awarded a place on Lot 9 of the framework.

The above process will be followed for each Lot, to identify any Bidders whose Final Score falls within 1% of the final score of the Bidder in the final awarded place for that Lot.

12.3 Intention to Award

We will tell you if you have been successful or unsuccessful via the eSourcing suite. We will send Intention to Award letters to all Bidders who are still in the competition i.e. who have not been excluded.

At this stage, a standstill period of ten (10) calendar days will start, the term 'standstill period' is set out in regulation 87(2) of the Regulations. During this time, you can ask questions that relate to our decision to award. We cannot provide advice to unsuccessful Bidders on the steps they should take, and they should seek independent legal advice if required.

If during standstill period we do receive a substantive challenge to our decision to award and the challenge is for a certain Lot, we reserve the right to conclude a Framework Contract with successful Bidders for the Lot(s) that have not been challenged.

Following the standstill period, and if there are no challenges to our decision, successful Bidders will be formally awarded a Framework Contract subject to signatures.

12.4 Framework Contract

You must sign and return the Framework Contract within 10 days of being asked. If you do not sign and return, we will withdraw our offer of a Framework Contract.

The conclusion of a Framework Contract is subject to the provision of due 'certificates, statements and other means of proof' where Bidders have, to this point, relied on self-certification.

This means:

- Employer's (Compulsory) Liability Insurance* = £5,000,000
- Public Liability Insurance = £5,000,000
- Professional Indemnity Insurance = £5,000,000
- Cyber Essentials Certificate

**It is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to sole traders.*