## Document 3:

## GOVERNANCE DEVELOPMENT PROGRAMMES

## Evaluation Criteria (including the standard Selection Questionnaire)

**Lot 1: Leadership Development**

**&**

**Lot 2: Clerking Development**

**July 2017**

**Bidders must follow ALL of the instructions in the Redimo2 tool.**

There are a number of mandatory requirements in this Invitation to Tender (ITT) which must be completed if your bid is to be considered compliant. **Every question must be answered.** Please note that the Authority may at its absolute discretion refuse to consider your bid further, dependent on the answers given to these questions.

Unless otherwise directed, please complete all questions within Redimo2 and upload attachments as and where appropriate. Please submit the relevant attachments in the formats requested.

***Bidders should ensure all responses are explicit and should not rely on a potential opportunity to expand upon their written responses at later stages of the tendering process.***

**Desktop Evaluation**

All Compliant Bids will be subject to a desktop evaluation against the evaluation criteria and scoring methodology as stated within this ITT and Redimo 2. Following this evaluation, the Authority reserves the right to undertake further clarifications prior to making a final decision. A final decision to award will be subject to moderation which will take into account both written and clarified responses, including a best and final offer where requested.

**Clarification**

All Bidders who submit a Compliant Bid may be invited to answer further clarification questions as part of the evaluation of their Bid. The clarification questions will be used to finalise the evaluation panel’s scores from the desktop evaluation. Clarification is anticipated to take place the week commencing 16 October 2017 and bidders need to be aware that clarifications may be via an email request or bidders may be invited to attend Clarification meetings with the Authority within that week.

**Notes for completion**

1. The “Authority” means the Department for Education (DfE) or anyone acting on behalf of the DfE, that is seeking to invite suitable candidates to participate in this procurement process.
2. “ITT” means this Invitation to Tender.
3. “You”/“Your” refers to the potential supplier completing this standard Selection Questionnaire i.e. the legal entity responsible for the information provided. The term “potential supplier” is intended to cover any economic operator as defined by the Public Contracts Regulations 2015 (referred to as the “regulations”) and could be a registered company; the lead contact for a group of economic operators; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.
4. Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state ‘N/A’. Should you need to provide additional information in response to the questions, please submit a clearly identified annex.
5. The Authority recognises that arrangements set out in section 1.2 of the standard Selection Questionnaire, in relation to a group of economic operators (for example, a consortium) and/or use of sub-contractors, may be subject to change and will, therefore, not be finalised until a later date. The lead contact should notify the Authority immediately of any change in the proposed arrangements and ensure a completed Part 1 and Part 2 is submitted for any new organisation relied on to meet the selection criteria. The Authority will make a revised assessment of the submission based on the updated information.
6. For Part 1 and Part 2 every organisation that is being relied on to meet the selection must complete and submit the self-declaration.
7. All sub-contractors are required to complete Part 1 and Part 2.
8. For answers to Part 3 – If you are bidding on behalf of a group, for example, a consortium, or you intend to use sub-contractors, you should complete all of the questions on behalf of the consortium and/ or any sub-contractors, providing one composite response and declaration.
9. The Authority confirms that it will keep confidential and will not disclose to any third parties any information obtained from a named customer contact, other than to the Cabinet Office and/or contracting authorities defined by the regulations, or pursuant to an order of the court or demand made by any competent authority or body where the Authority is under a legal or regulatory obligation to make such a disclosure.

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## Section 1: Supplier Information

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the Part 1 and Part 2 self-declaration.

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| **Section 1a** | **Supplier Information** |
| **Number** | **Question** | **Response Type** |
| 1.01 | Full name of the potential supplier submitting the information | Free text |
| 1.02 | Registered office address (if applicable) | Free text |
| 1.03 | Registered website address (if applicable) | Free text |
| 1.04 | Trading status 1. public limited company
2. limited company
3. limited liability partnership
4. other partnership
5. sole trader
6. third sector
7. other (please state below)
 | Drop-down |
| 1.05 | If selected 'other' in response to 1.04, please specify your trading status | Free text |
| 1.06 | Date of registration in country of origin | Free text |
| 1.07 | Company registration number (if applicable) | Free text |
| 1.08 | Charity registration number (if applicable) | Free text |
| 1.09 | Head office DUNS number (if applicable) | Free text |
| 1.10 | Registered VAT number  | Free text |
| 1.11 | If applicable, is your organisation registered with the appropriate professional or trade register(s) in the member state where it is established? | Drop-down |
| 1.12 | If you responded ‘Yes’ to 1.11, please provide the relevant details, including the registration number(s). | Free text |
| 1.13 | Is it a legal requirement in the state where you are established for you to possess a particular authorisation, or be a member of a particular organisation in order to provide the services specified in this procurement? | Conditional text |
| 1.14 | Trading name(s) that will be used if successful in this procurement | Free text |
| 1.15 – 1.17  | Relevant classifications (state whether you fall within one of these, and if so which one)1. Voluntary Community Social Enterprise (VCSE)
2. Sheltered Workshop
3. Public service mutual
 | Tick box |
| 1.18 | Are you a Small, Medium or Micro Enterprise (SME)[[1]](#footnote-1)? | Drop-down |
| 1.19 | Details of Persons of Significant Control (PSC), where appropriate:[[2]](#footnote-2) - Name; - Date of birth; - Nationality; - Country, state or part of the UK where the PSC usually lives; - Service address; - The date he or she became a PSC in relation to the company (for existing companies 6 April 2016 should be used); - Which conditions for being a PSC are met;  - Over 25% up to (and including) 50%,  - More than 50% and less than 75%,  - 75% or more.[[3]](#footnote-3)(Please enter N/A if not applicable) | Free text |
| 1.20 | Details of immediate parent company: - Full name of the immediate parent company- Registered office address (if applicable)- Registration number (if applicable)- Head office DUNS number (if applicable)- Head office VAT number (if applicable)(Please enter N/A if not applicable) | Free text |
| 1.21 | Details of ultimate parent company:- Full name of the ultimate parent company- Registered office address (if applicable)- Registration number (if applicable)- Head office DUNS number (if applicable)- Head office VAT number (if applicable(Please enter N/A if not applicable) | Free text |
| **Section 1b** | **Bidding Model** |
| **Number** | **Question** | **Response Type** |
| 1.22 | Are you bidding as the lead contact for a group of economic operators? | Drop-downIf ‘Yes’, please provide details listed in questions 1.23 – 1.27.If‘No’, and you are a supporting bidder please provide the name of your group at 1.23 for reference purposes, and complete 1.26 – 1.27. |
| 1.23 | Name of group of economic operators (if applicable) | Free text |
| 1.24 | Proposed legal structure if the group of economic operators intends to form a named single legal entity prior to signing a contract, if awarded. If you do not propose to form a single legal entity, please explain the legal structure. | Free text |
| 1.25 | Are you or, if applicable, the group of economic operators proposing to use sub-contractors? | Drop-down |
| 1.26 | If you responded ‘Yes’ to 1.24 please provide a completed attachment detailing the following information for each sub-contractor: • Name• Registered address• Trading status• Company registration number• Head office DUNS number (if applicable)• Registered VAT number• Type of organisation• SME (Yes/No)• The role each sub-contractor will take in providing the works and/or supplies e.g. key deliverables• The approximate % of contractual obligations assigned to each sub-contractor |
| 1.27 | 1. Please attach a completed and signed copy of the standard Selection Questionnaire Declaration’ document.
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## Section 2: Grounds for Mandatory Exclusion

You will be excluded from the procurement process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if you have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations (except where this is disproportionate e.g. only minor amounts involved).

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the self-declaration.

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| **Regulations 57(1), (2) and (3)**The detailed grounds for mandatory exclusion of an organisation are set out on this [web page](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf), which should be referred to before completing these questions. Please indicate if, within the past five years you, your organisation or any other person who has powers of representation, decision or control in the organisation been convicted anywhere in the world of any of the offences within the summary below and listed on the [web page](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf). |
| **Number** | **Question** | **Response Type** |
| 2.01 | Participation in a criminal organisation.  | Drop-downIf ‘Yes’ please provide details at 2.07 |
| 2.02 | Corruption.  | Drop-downIf ‘Yes’ please provide details at 2.07 |
| 2.03 | Fraud.  | Drop-downIf ‘Yes’ please provide details at 2.07 |
| 2.04 | Terrorist offences or offences linked to terrorist activities | Drop-downIf ‘Yes’ please provide details at 2.07 |
| 2.05 | Money laundering or terrorist financing | Drop-downIf ‘Yes’ please provide details at 2.07 |
| 2.06 | Child labour and other forms of trafficking in human beings | Drop-downIf ‘Yes’ please provide details at 2.07  |
| 2.07 | If you have answered ‘Yes’ to any of questions 2.01 – 2.06, please provide further details.Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction.Identity of who has been convictedIf the relevant documentation is available electronically please provide the web address, issuing authority and precise reference of the documents. | Free text |
| 2.08 | If you have answered ‘Yes’ to any of the points above have measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self-cleaning) | Drop-down |
| 2.09 | **Regulation 57(3) Non-payment of taxes**Has it been established, for your organisation by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the organisation is established (if outside the UK), that the organisation is in breach of obligations related to the payment of tax or social security contributions? | Drop-downIf ‘Yes’ please provide details at 2.10 |
| 2.10 | If you have answered ‘Yes’ to question 2.09, please provide further details. Please also confirm you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines. | Free text |

Please Note: The Authority reserves the right to use its discretion to exclude a potential supplier where it can demonstrate by any appropriate means that the potential supplier is in breach of its obligations relating to the non-payment of taxes or social security contributions.

**‘Self-cleaning’**

Any Supplier that answers ‘Yes’ to sections 2 and/or 3 should provide sufficient evidence, in a separate Appendix, that provides a summary of the circumstances and any remedial action that has taken place subsequently and effectively “self-cleans” the situation referred to in that question. The supplier has to demonstrate that it has taken such remedial action to the satisfaction of the Authority in each case.

If such evidence is considered by the Authority (whose decision will be final) as sufficient, the economic operator concerned shall be allowed to continue with the procurement process.

In order for the evidence referred to above to be sufficient, the Supplier shall, as a minimum, prove that it has;

● paid or undertaken to pay compensation in respect of any damage caused by the criminal offence or misconduct;

● clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities; and

● taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct.

The measures taken by the Supplier shall be evaluated taking into account the gravity and particular circumstances of the criminal offence or misconduct. Where the measures are considered by the Authority to be insufficient, the Supplier shall be given a statement of the reasons for that decision.

## Section 3: Grounds for Discretionary Exclusion

The Authority may exclude any Supplier who answers ‘Yes’ in any of the following situations set out in paragraphs (a) to (i);

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| **Regulation 57 (8)**The detailed grounds for discretionary exclusion of an organisation are set out on this [web page](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/551130/List_of_Mandatory_and_Discretionary_Exclusions.pdf), which should be referred to before completing these questions. Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation. |
| **Number** | **Question** | **Response Type** |
| 3.01 | Breach of environmental obligations?  | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.02 | Breach of social obligations?  | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.03 | Guilty of grave professional misconduct? | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.04 | Breach of labour law obligations?  | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.05 | Bankrupt or is the subject of insolvency or winding-up proceedings, where the organisation’s assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State? | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.06 | Entered into agreements with other economic operators aimed at distorting competition? | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.07 | Aware of any conflict of interest within the meaning of Regulation 24 of the Public Contracts Regulations 2015due to the participation in the procurement procedure? | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.08 | Been involved in the preparation of the procurement procedure? | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.09 | Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions? | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.10 | The organisation is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria. | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.11 | The organisation has withheld such information. | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.12 | The organisation is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015. | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.13 | The organisation has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or to negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award. | Drop-downIf ‘Yes’ please provide details at 3.14 |
| 3.14 | If you have answered ‘Yes’ to any of the above, explain what measures have been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self-cleaning) | Free text |

**Conflicts of Interest**

The Authority may exclude an organisation if there is a conflict of interest which cannot be effectively remedied. The concept of a conflict of interest includes any situation where relevant staff members have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure.

Where there is any indication that a conflict of interest exists or may arise then it is the responsibility of the organisation to inform the Authority, detailing the conflict in a separate Appendix. Provided that it has been carried out in a transparent manner, routine pre-market engagement carried out by the Authority should not represent a conflict of interest for the organisation.

**Taking Account of Bidders’ Past Performance**

The Authority may assess the past performance of a Supplier (through a Certificate of Performance provided by a Customer or other means of evidence). The Authority may also assess whether specified minimum standards for reliability for such contracts are met.

In addition, the Authority may re-assess reliability based on past performance at key stages in the procurement process (i.e. supplier selection, tender evaluation, contract award stage etc.). Suppliers may also be asked to update the evidence they provide in this section to reflect more recent performance on new or existing contracts (or to confirm that nothing has changed).

## Section 4 : Economic and Financial Standing – Part 1

In order to minimise any potential risk to the Authority as a result of financial failure of the successful organisation/consortium, a number of financial metrics will be used to provide an assessment of the financial capabilities of interested organisations/consortia. These will include consideration of growth, liquidity and debt management, together with review of each set of audited accounts and notes. However this list is not exhaustive and other information may be considered if required. Additionally, consideration will be given to any information provided by a third party company assessment provider, with particular attention being given to credit and risk indicators.

Parent company and/or other guarantees of performance and financial standing may be required if the Authority considers this measure appropriate following the assessment of your organisation’s PQQ submission.

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| **Number** | **Question** | **Response Type** |
| Please confirm you are able to provide one of the following to demonstrate your economic/financial standing upon request:  |
| 4.01 | A copy of the audited accounts for the most recent two years | Drop-downIf ‘No’ please answer 4.02 |
| 4.02 | A statement of the turnover, profit & loss account, current liabilities and assets, and cash flow for the most recent year of trading for this organisation | Drop-downIf ‘No’ please answer 4.03 |
| 4.03 | A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position | Drop-downIf ‘No’ please answer 4.04 |
| 4.04 | Alternative means of demonstrating financial status if any of the above are not available (e.g. forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status). | Drop-down |
| 4.05 | Where we have specified a minimum level of economic and financial standing and/or a minimum financial threshold within the evaluation criteria for this procurement, please self-certify by answering ‘Yes’ or ‘No’ that you meet the requirements set out.  | Drop-down |

## Section 5 : Economic and Financial Standing – Part 2

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| If you have indicated in the Selection Questionnaire questions 1.22 – 1.27 that you are part of a wider group, please provide further details below: |
| **Number** | **Question** | **Response Type** |
| 5.01 | Name of Organisation | Free text |
| 5.02 | Relationship to the Supplier completing these questions | Free text |
| 5.03 | Are you able to provide parent company accounts if requested to at a later stage? | Drop-downIf ‘Yes’ please answer question 5.04 OR if ‘No’ please answer question 5.05. |
| 5.04 | If ‘Yes’, would the parent company be willing to provide a guarantee if necessary? | Drop-down |
| 5.05 | If no, would you be able to obtain a guarantee elsewhere (e.g. from a bank)?  | Drop-down |

## Section 6: Technical and Professional Ability

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| **Number** | **Question** | **Response Type** |
| Relevant experience and contract examples |
| 6.01 | Please provide details of up to three contracts, in any combination from either the public or private sector; voluntary, charity or social enterprise (VCSE) that are relevant to our requirement. VCSEs may include samples of grant-funded work. Contracts for supplies or services should have been performed during the past three years. Works contracts may be from the past five years.The named contact provided should be able to provide written evidence to confirm the accuracy of the information provided below. | Attachment |
| 6.02 | Consortia bids should provide relevant examples of where the consortium has delivered similar requirements. If this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle is to be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member). | Attachment |
| 6.03 | Where the Supplier is a Special Purpose Vehicle, or a managing agent not intending to be the main provider of the supplies or services, the information requested should be provided in respect of the main intended provider(s) or sub-contractor(s) who will deliver the contract.If you cannot provide examples see question 6.05. | Attachment |
| 6.04 | Where you intend to sub-contract a proportion of the contract, please demonstrate how you have previously maintained healthy supply chains with your sub-contractor(s).Evidence should include, but is not limited to, details of your supply chain management tracking systems to ensure performance of the contract and including prompt payment or membership of the UK Prompt Payment Code (or equivalent schemes in other countries). | Attachment |
| 6.05 | If you cannot provide at least one example for questions 6.01–6.03, in no more than 500 words please provide an explanation for this e.g. your organisation is a new start-up or you have provided services in the past but not under a contract. | Free text |

## Section 7: Modern Slavery Act 2015

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| **Requirements under Modern Slavery Act 2015[[4]](#footnote-4)** |
| **Number** | **Question** | **Response type** |
| 7.01 | Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")? | Drop-down |
| 7.02 | If you have answered ‘Yes’ to question 7.01 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015? | Drop-downIf ‘Yes’ please provide relevant the url OR if no please provide an explanation |

## Section 8: Additional Questions

Suppliers who self-certify that they meet the requirements to these additional questions will be required to provide evidence of this if they are successful at contract award stage.

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| **Section 8a** | **Insurance** |
| **Number** | **Question** | **Response type** |
| 8.01 | Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below: Y/N Employer’s (Compulsory) Liability Insurance = £5,000,000Public Liability Insurance = £1,000,000Professional Indemnity Insurance = £1,000,000Product Liability Insurance = £1,000,000\*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. | Drop-down |
| **Section 8b** | **Suppliers’ Past Performance[[5]](#footnote-5)**  |
| 8.02 | Can you supply a list of your relevant principal contracts for goods and/or services provided in the last three years? | Drop-down |
| 8.03 | On request can you provide a certificate from those customers on the list?  | Drop-down |
| 8.04 | If you cannot obtain a certificate from a customer can you explain the reasons why? | Drop-down |
| 8.05 | If the certificate states that goods and/or services supplied were not satisfactory are you able to supply information which shows why this will not recur in this contract if you are awarded it?  | Drop-down |
| 8.06 | Can you supply the information in questions 8.02 to 8.05.above for any sub-contractors [or consortium members] who you are relying upon to perform this contract?  | Drop-down |
| 8.07 | Can you certify that your organisation meets the Cyber Essential Scheme as required by DfE and provide evidence of this on request?Alternatively, if your organisation and sub-contractors do not currently meet these standards, please can you provide a commitment to achieve Cyber Essential Scheme standards (or equivalent) if successful? | Drop-down |

## Section 9: Delivery Specific Mandatory Requirement – Leadership Development (Lot 1)

The Authority requires all bids to demonstrate ability to deliver impact of national significance. Bids will be considered only if they can either:

* 1. propose and demonstrate capacity to deliver at least £70,000 of funded activity in 2018-19 (the first full financial year of delivery) for governance leadership development; or
	2. set out an alternative justification (other than scale) for the national significance of their proposals which may relate to the specific nature of its target audience or its level of innovation.

|  |  |
| --- | --- |
| Are you able to demonstrate capacity to deliver the minimum volume of activity required? | **YES/NO** |
| If ‘No’, does your bid demonstrate evidence of how it will achieve national significance? | **YES/NO** |

The Authority will refer to the detail of bidder responses to technical question 10.2 and the ‘projected volumes and funding’ worksheet of Document 5 – volumes and costs spreadsheet leadership in evaluating the evidence of cability to meet this mandatory requirement.

As an example, we want you to fill in this worksheet to outline what your proposed volumes are for each region.

Bidders should note that:

1. Volumes proposed form part of the evaluation and as such are the basis of the contract with the Authority.
2. Proposing volumes which are not supported by evidence regarding strategies for recruiting participants will result in a lower evaluation score.
3. Over-inflating proposed volumes and failing to make adequate progress towards achieving these may result in the contract being terminated.

**In the event that a bid fails to meet this mandatory requirement it will be excluded and not evaluated further.**

## Evaluation instructions to bidders

**Bidders are strongly advised to read this document and to adhere to its guidelines before submitting their proposal.**

1. Bids will be evaluated wholly on responses to each of the questions for the technical requirements. Evaluation criteria for these requirements are detailed below along with the weighting to be applied.
2. Bidders should ensure all responses are explicit and complete and not rely on a potential opportunity to expand upon their written responses at a clarification interview stage. References to answers in other questions/sections may not be considered, and could result in a lower score being applied.
3. Evaluators cannot take into account previous knowledge of your delivery unless it is included in the bid, therefore please be explicit about outcomes you have delivered and provide clear evidence and examples of your skills and experience.

**Desktop Evaluation**

1. All bids received will be evaluated against the evaluation criteria and scoring methodology as stated within the ITT and Redimo2. Following this evaluation, the Authority reserves the right to undertake further clarifications prior to making a final decision. A final decision to award will be subject to a final moderation which will take into account both written and clarified responses, including a best and final offer where requested.

**Clarification Questions**

1. If needed, the Authority will ask to Bidders to clarify in writing any aspects of a bid that are not clearly understood by evaluators. Bidders may also be invited to attend an interview if a face-to-face meeting is required. Note that such meetings will not be an opportunity for bidders to sell their overall bid and will be strictly limited to the areas for clarification. Any clarification meetings will take place w/c 16 October 2017.

**Minimum Standard**

1. The Authority may at its absolute discretion refuse to consider your bid further if:
	1. bids fail to demonstrate capacity to deliver the minimum volume of activity
	2. the score in the two Technical Requirements with the highest weighting (10.3 and 10.5) is below 3
	3. the mean average score achieved across all of the remaining Technical Requirements is below 3 following desktop evaluation. (i.e. before any clarification questions are issued).

**Information or documentation**

1. The Authority reserves the right to further clarify any information or documentation which appears to be incomplete or erroneous, or where specific documents are missing. The Authority may request the bidders to submit, supplement, clarify or complete the relevant information or documentation within an appropriate time limit and will ensure that such requests are made in full compliance with the principles of equal treatment and transparency pursuant to regulation 56(4) of the Regulations.
2. The Authority may seek independent advice to validate information declared, or to assist in the evaluation.
3. Following the final moderation, bidders will be notified of the outcome in accordance with the Regulations.
4. There will be a standstill period of at least 10 calendar days during which the contract will not be entered into.

**Scoring and weighting**

1. This section describes the criteria against which bids will be scored, together with the scoring mechanism and associated weightings for each section. This matrix will be used as a guide only to ensure a consistent approach is taken when scoring the bids.
2. Evaluators will have the scope to use their own judgement and discretion when awarding scores under each evaluation criteria heading and they should make appropriate notes to validate all scores awarded. Unless otherwise stated against the criteria in this document the scoring guidelines below shall apply.
3. In general terms higher scores will be awarded when the evidence provided demonstrates and provides high confidence in reliable delivery of the requirement. Lower scores will be given when the evidence provided does not demonstrate and/or provide confidence in reliable delivery of the requirement as specified.
4. Scores for responses will be allocated on a 6-point scale (0–5) as set out below. Scores will then be multiplied by the respective question weighting to produce a weighted score for each evaluation question. Scores will be given in whole numbers only.

|  |  |  |
| --- | --- | --- |
| **Evaluation** | **Score** | **Interpretation** |
| Excellent | 5 | * A score of 5 will reflect that bidders have addressed all, or the vast majority of the requirements in full and have identified significant additional benefits.
* The bid demonstrates clearly the relevant understanding, capability and capacity to meet all of the Authority’s requirements.
* All proposals are linked directly to the requirements; show how they will be delivered; and provide strong evidence of the potential impact on required outcomes.
* Proposals contain innovative or creative ideas (which are realistic) and which would enhance the service provision.
* Strong evidence is provided to support all areas of the response.
 |
| Good  | 4 | * A score of 4 will reflect that bidders have addressed all, or the vast majority of the requirements in some detail with some recognisable additional benefits.
* The bid demonstrates clearly the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* All proposals are linked directly to the requirements; show how they will be delivered; and provide clear evidence of the potential impact on required outcomes.
* Proposals contain some innovative or creative ideas (which are realistic) and which would enhance the service provision.
* Clear evidence is provided to support all areas of the response.
 |
| Acceptable | 3 | * A score of 3 will reflect that bidders have addressed the majority of the requirements as stated in the specification but will lack some clarity or detail in how the proposed solutions will be achieved and very few recognisable additional benefits.
* The bid demonstrates the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* All proposals are linked directly to the requirements and show how they will be delivered but evidence of potential impact on outcomes lacks detail or is limited to general statements.
* Proposals contain one or two innovative or creative ideas (which are realistic) and which would enhance the service provision.
* Any significant omission of information will result in a maximum score of 3.
* Some evidence is provided to support all areas of the response but is lacking in detail.
 |
| **The Authority reserves the right to exclude a bid where the score in the two highest weighted Technical Requirements is 2 or lower**  |
| Minor Reservations | 2 | * A score of 2 will reflect that bidders have not addressed all of the requirements or have addressed all of the requirements but with an inadequate level of detail.
* The bid fails to demonstrate in enough detail the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* Proposals are not linked directly to the requirements; the bid lacks clarity on how proposals will be delivered and little evidence of potential impact on outcomes is provided.
* Evidence provided is inappropriate to the scope of the requirement or it is unclear how it supports proposals made in the bid.
 |
| Major Reservations | 1 | * A score of 1 will reflect that bidders have not addressed all of the requirements as stated in the specification or have addressed all of the requiredments but with an inadequate level of detail.
* The bid fails to demonstrate the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* Proposals are vague, not linked to the requirements, lacking any clarity on how proposals will be delivered and evidence of potential impact on outcomes is sketchy or unclear.
* Very little evidence is provided to support the response.
 |
| Unacceptable | 0 | * A score of 0 will result if no response is given and/or if the response is not appropriate and/or does not address the requirements.
* Insufficient information provided to demonstrate the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* Proposals are unrealistic, not supported by detail of how they will be delivered and no relevant evidence is provided of potential impact on outcomes.
* No meaningful evidence provided to support the response.
 |

**Selection for award of contract**

1. All bids scoring above the minimum standard (see para 6) will be awarded a contract.
2. The Authority reserves the right to request that contractors consider operating in geographical areas additional to those in their bid if, following award of contracts, there are regions with no coverage

## Section 10: Technical Requirements – Leadership Development (Lot 1)

|  |
| --- |
| **Please upload only the information requested and where directed to do so.  Any additional documentation will not be evaluated.**Word counts are maximums – please note that no advantage will be gained by using the maximum word count and no penalty will be made for answers that are more concise. Acronyms or abbreviations should be detailed either in their first use in the bid or in a glossary – where they are not in common parlance for the subject area.  |
| **Ref** | **Delivery - question** | **Look fors** | **Question weighting** |
| **10.1** | **Summary of proposals**Please provide a concise summary of your bid including:* A description of your proposed activity and how it will deliver the required outcomes.
* The date by which you expect to commence delivery.
* The evidence you have for demand in your chosen area of operation.
* The date by which you expect to commence delivery.

*Single attachment of no more than 1000 words* | NOT INDIVIDUALLY SCORED but forms part of the overall evaluation as it will be read by all evaluators involved in scoring your bid. | **-** |
| **10.2** | **Proposed volumes and regional spread**Please set out in which RSC regions you intend to operate and indicate your proposed volumes in each of those regions and for each year of funding (2017-18 and 2018-19) for:1. The number of boards at the standard funding rate (£500 per board) and/or
2. The number of boards at the higher funding rate (£2000) per board

If your proposed volumes amount to less than £70,000 in 2018-19 (the first full year of funding) please explain how they provide an offer of national significance (for example due to the specific needs of the target market or the innovative methods proposed)Please also indicate if there are other regions (other than the primary regions set out above) that you would be willing to consider operating in if asked to by the Authority.Complete the ‘projected volumes and funding’ worksheet of ‘Document 5 – volumes and costs spreadsheet leadership’ in evaluating the evidence of cability to meet this mandatory requirement.As an example, we want you to fill in this worksheet to outline what your proposed volumes are for each region.*If you are not proposing to deliver minimum volumes, you may upload a single attachment of no more than 1000 words to explain why your offer is of national significance.* | NOT INDIVIDUALLY SCORED but provides evidence of proposal to deliver minimum volumes for mandatory requirement x | **PASS/FAIL** |
| **10.3** | **Delivery proposal** Please set out how you propose to deliver the intended outcomes set out in the specification, differentiating your proposals for standard and higher funding rates where applicable. You should include:* A description of the learning and development activity/programme you will be providing.
* The method of delivery including the volume, frequency and duration of each method.
* A description of the participant journey including the frequency of contact with participants and your approach to participant interaction with each other e.g. will you recruit cohorts of participants who will complete the activity/programme as a group?
* Information about whether your proposed activity requires a minimum cohort size in order to commence.
* A description of anything in your proposal that you consider to be an innovative or creative solution, along with detail about how this will enhance the achievement of the published requirements.

*Single attachment of no more than 5000 words. If your proposal includes activity at both the standard and the higher funding rate you may upload a single attachment of 5000 words for each.* | *A strong bid will:** Provide a clear and detailed description of support and development activities for governance leaders, and where applicable their boards, which build a solid foundation of competence in all areas of the Competency Framework while focusing most strongly on their specific development needs.
* Give the Authority confidence that the proposed approach will cover the whole of the Competency Framework.
* Demonstrate proposals which have flexibility to adapt to participant preferences and can be tailored to participant development needs.
* Provide detail of a clear process for understanding participant development needs, tracking programmes against them and assessing whether content and delivery method are meeting those development needs.
* Give the Authority clear evidence that the approach has been successful with similar strategic groups at board level or an equivalent
* Defines any innovative aspects of the approach along with appropriate linked evidence of successful delivery
* Give the Authority confidence that the proposal will deliver sustainable peer support networks which are accessible to all participants, supported by experienced governance leaders
 | **30** |
| **10.4** | **Theory of Change**A Theory of Change explains the logic of an intervention, stepping through inputs, outputs, outcomes and impacts and explains the rationale – the how and why it will work. It also shows the evidence underpinning this. Please set out your theory of change and the evidence you have for why your proposed approach will deliver the programme outcomes, differentiating as appropriate for standard and higher funding rates and/or support targeted at boards of specific types of school. You should:* Create and submit your own ToC document. You are free to create any format either A4 or A3 size but no more than 4 sides maximum.

*Single attachment of no more than 2000 words.* | *A strong bid will:** Build on the information provided for 10.3 to articulate a clear link between the type of activity proposed; the required outcomes and the impact.
* Clearly articulate the justification for the proposal – how the proposal will deliver the requirements set out in the specification linking the activities (outputs) to the goals (outcomes).
* Give the Authority confidence that your proposal is based on sound evidence of activity that works in practice and is not just theoretical.
 | **10** |
| **10.5** | **Capacity, capability and credibility**Please set out evidence to show that you have the relevant capacity and capability to deliver the proposed activity to the proposed volume and explain how your organisation has credibility in the sector which will drive up demand from participants.You should include detail of:* Relevant previous activity.
* A organogram or other chart which sets out the details of key people in leadership, management and delivery roles (and for consortia the relationship between the different organisations).
* A resource plan which sets out any sub-contracting, consortia or other arrangements with delivery partners.
* The administrative resource you have available to support delivery.
* CVs of people in key management and delivery roles.

*1 attachment of no more than 3000 words**1 attachment of organogram with no more than 2 A3 or A4 pages**Each CV should be limited to 2 A4 pages at most (Arial font 11; 1.5 line-spacing)* |  *A strong bid will:** Provide evidence of successful track record which will give the Authority confidence that your organisation has the necessary capability to design and deliver high-quality learning and development activity.
* Demonstrate that your organisation will have credibility in the education system including a deep understanding of the educational landscape; the role of, and challenges facing, governing boards; your understanding of effective governance in an educational setting; and the strength of relationship with the wider school improvement infrastructure.
* Provide evidence of the calibre of the proposed leadership and delivery workforce and demonstrate that you have identified and filled key roles or have a plan in place to recruit to these before commencement of delivery.
* Demonstrate that the programme will be managed effectively, with a robust management structure and sufficient administrative support.
 | **30** |
| **10.6** | **Demand**Please set out how you will identify need and generate and register demand from boards for your proposed activities.You should:* Differentiate where appropriate between approaches required for standard and higher funding rates; specific types of board; or particular geographical areas.
* Include a draft marketing plan which sets out your understanding of the target market and participant recruitment strategy. You should include free and paid-for marketing activity with indicative costs for the latter.
* Outline your communication strategy with proposals for the channels you will use and key messages to raise awareness of and promote your offer.
* Set out any plans you have for working with other contractors should there be any demand you are unable to meet.

*1 attachment of no more than 2000 words.**1 attachment of marketing plan with no more than 2 A3 or A4 pages (Arial font 11; 1.5 line spacing)**1 attachment summarising communications strategy with no more than 2 A4 pages (Arial font 11; 1.5 line spacing)**There will be further opportunity to develop and finalise your marketing plan and communications strategy before commencement should you be awarded a contract.* | *A strong bid will:** Provide evidence of the demand that you will meet in your chosen area of operation
* Give the Authority confidence in your ability to generate the proposed volume.
* Demonstrate that you have considered current competition in your chosen areas of operation and that your proposals demonstrate added value.
* Provide realistic plans for addressing the target market.
* Show that you have considered equity of access so that no board is disadvantaged in accessing provision.
* Provide evidence of robust systems to manage enquiries about the programmes you will offer which will ensure that customers should receive timely and accurate responses in order to make informed choices about their professional development.
 | **10** |
| **10.7** | **Quality assurance**Please provide a description of the arrangements you will put in place to monitor the quality of your offer; how you will know that it is meeting the needs of participants and how you will handle complaints if/when things go wrong. You should include detail on: * Processes for ensuring that all the materials/resources you develop are accurate, current, reflect the whole of the Competency Framework for governance and are high quality.
* Systems for performance management, the people you have recruited and how you will assess and monitor the quality of what they are delivering.
* Your complaints management policy and how related lessons learned will be applied to future delivery.
* Your cancellation policy.
* How you will capture, monitor and respond to participant feedback and satisfaction.
* Any other relevant systems or processes.

*Single attachment of no more than 2000 words.*  | *A strong bid will:** Demonstrate a firm understanding of the principles of quality assurance and the importance of these in giving participants confidence in the quality of provision
* Give the Authority confidence that you will closely monitor the quality of provision and have clear plans in place to address any issues which arise.
* Demonstrate how all of the processes for assessing and monitoring quality fit into a cycle of continuous improvement.
 | **10**  |
| **10.8** | **Implementation**Please provide an implementation plan which sets out the detail of activity you plan to undertake in mobilising your organisation ahead of commencing delivery and in the first 6 months of delivery. You should include:* The date by which you expect to commence delivery.
* Any development funding you are requesting and a description of the activity to be funded.
* Monthly activity, milestones and outputs which will take place in order to meet your expected start date.
* A risk register which identifies the key risks to delivery [by the date identified] along with appropriate countermeasures and contingencies.
* The extent to which detailed design and materials/resources exist, need to be re-purposed, or need to be developed.

The implementation plan will form part of the Contract with the Authority and, as such, will be required to be updated into final form within four weeks of any award and then agreed with the Authority within three weeks thereafter.*Summary of no more than 500 words.* *Chart or table milestone plan in chosen format. No more than 2 A3 or A4 pages (Arial font 11; 1.5 line spacing)**Completion of ‘projected volumes and funding’ worksheet of Document 5 – volumes and costs spreadsheet leadership in evaluating the evidence of cability to meet this mandatory requirement with amount per quarter.* | *A strong bid will:** Provide evidence that your organisation is prepared to deliver at pace to ensure commencement within [x] months of award of contract.
* Demonstrate a realistic implementation plan which provides a clear articulation of relevant activity that will be completed and the relevant timescales to ensure readiness for delivery showing an organised and co-ordinated approach.
* Give the Authority confidence that your organisation has the capability to deliver the proposed activity within the proposed timescales and has robust plans in place to manage any risks to delivery.
* Demonstrate value for money in use of development funding.
 | **10** |

## Section 11: Delivery Specific Mandatory Requirement – Clerking Development (Lot 2)

The Authority requires all bids to demonstrate ability to deliver impact of national significance. Bids will be considered only if they can either:

* 1. propose and demonstrate capacity to deliver at least £15,000 of funded activity in 2018–19 (the first full financial year of delivery) for clerking development; or
	2. set out an alternative justification (other than scale) for the national significance of their proposals which may relate to the specific nature of its target audience or its level of innovation.

|  |  |
| --- | --- |
| Are you able to demonstrate capacity to deliver the minimum volume of activity required? | **YES/NO** |
| If ‘No’, does your bid demonstrate evidence of how it will achieve national significance? | **YES/NO** |

The Authority will refer to the detail of bidder responses to technical question 12.2 and the ‘projected volumes and funding’ worksheet of Document 6 – volumes and costs spreadsheet clerking in evaluating the evidence of cability to meet this mandatory requirement.

As an example, we want you to fill in this worksheet to outline what your proposed volumes are for each region.

Bidders should note that:

1. Volumes proposed form part of the evaluation and as such are the basis of the contract with the Authority.
2. Proposing volumes which are not supported by evidence regarding strategies for recruiting participants will result in a lower evaluation score.
3. Over-inflating proposed volumes and failing to make adequate progress towards achieving these may result in the contract being terminated.

**In the event that a bid fails to meet this mandatory requirement it will be excluded and not evaluated further.**

## Evaluation instructions to bidders

**Bidders are strongly advised to read this document and to adhere to its guidelines before submitting their proposal.**

1. Bids will be evaluated wholly on responses to each of the questions for the technical requirements. Evaluation criteria for these requirements are detailed below along with the weighting to be applied.
2. Bidders should ensure all responses are explicit and complete and not rely on a potential opportunity to expand upon their written responses at a clarification interview stage. References to answers in other questions/sections may not be considered, and could result in a lower score being applied.
3. Evaluators cannot take into account previous knowledge of your delivery unless it is included in the bid, therefore please be explicit about outcomes you have delivered and provide clear evidence and examples of your skills and experience.

**Desktop Evaluation**

1. All bids received will be evaluated against the evaluation criteria and scoring methodology as stated within the ITT and Redimo2. Following this evaluation, the Authority reserves the right to undertake further clarifications prior to making a final decision. A final decision to award will be subject to a final moderation which will take into account both written and clarified responses, including a best and final offer where requested.

**Clarification Questions**

1. If needed, the Authority will ask to Bidders to clarify in writing any aspects of a bid that are not clearly understood by evaluators. Bidders may also be invited to attend an interview if a face-to-face meeting is required. Note that such meetings will not be an opportunity for bidders to sell their overall bid and will be strictly limited to the areas for clarification. Any clarification meetings will take place w/c 16 October 2017.

**Minimum Standard**

1. The Authority may at its absolute discretion refuse to consider your bid further if:
	1. bids fail to demonstrate capacity to deliver the minimum volume of activity
	2. the score in the two Technical Requirements with the highest weighting (12.3 and 12.5) is below 3
	3. the mean average score achieved across all of the remaining Technical Requirements is below 3 following desktop evaluation. (i.e. before any clarification questions are issued).

**Information or documentation**

1. The Authority reserves the right to further clarify any information or documentation which appears to be incomplete or erroneous, or where specific documents are missing. The Authority may request the bidders to submit, supplement, clarify or complete the relevant information or documentation within an appropriate time limit and will ensure that such requests are made in full compliance with the principles of equal treatment and transparency pursuant to regulation 56(4) of the Regulations.
2. The Authority may seek independent advice to validate information declared, or to assist in the evaluation.
3. Following the final moderation, bidders will be notified of the outcome in accordance with the Regulations.
4. There will be a standstill period of at least 10 calendar days during which the contract will not be entered into.

**Scoring and weighting**

1. This section describes the criteria against which bids will be scored, together with the scoring mechanism and associated weightings for each section. This matrix will be used as a guide only to ensure a consistent approach is taken when scoring the bids.
2. Evaluators will have the scope to use their own judgement and discretion when awarding scores under each evaluation criteria heading and they should make appropriate notes to validate all scores awarded. Unless otherwise stated against the criteria in this document the scoring guidelines below shall apply.
3. In general terms higher scores will be awarded when the evidence provided demonstrates and provides high confidence in reliable delivery of the requirement. Lower scores will be given when the evidence provided does not demonstrate and/or provide confidence in reliable delivery of the requirement as specified.
4. Scores for responses will be allocated on a 6-point scale (0–5) as set out below. Scores will then be multiplied by the respective question weighting to produce a weighted score for each evaluation question. Scores will be given in whole numbers only.

|  |  |  |
| --- | --- | --- |
| **Evaluation** | **Score** | **Interpretation** |
| Excellent | 5 | * A score of 5 will reflect that bidders have addressed all, or the vast majority of the requirements in full and have identified significant additional benefits.
* The bid demonstrates clearly the relevant understanding, capability and capacity to meet all of the Authority’s requirements.
* All proposals are linked directly to the requirements; show how they will be delivered; and provide strong evidence of the potential impact on required outcomes.
* Proposals contain innovative or creative ideas (which are realistic) and which would enhance the service provision.
* Strong evidence is provided to support all areas of the response.
 |
| Good | 4 | * A score of 4 will reflect that bidders have addressed all, or the vast majority of the requirements in some detail with some recognisable additional benefits.
* The bid demonstrates clearly the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* All proposals are linked directly to the requirements; show how they will be delivered; and provide clear evidence of the potential impact on required outcomes.
* Proposals contain some innovative or creative ideas (which are realistic) and which would enhance the service provision.
* Clear evidence is provided to support all areas of the response.
 |
| Acceptable | 3 | * A score of 3 will reflect that bidders have addressed the majority of the requirements as stated in the specification but will lack some clarity or detail in how the proposed solutions will be achieved and very few recognisable additional benefits.
* The bid demonstrates the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* All proposals are linked directly to the requirements and show how they will be delivered but evidence of potential impact on outcomes lacks detail or is limited to general statements.
* Proposals contain one or two innovative or creative ideas (which are realistic) and which would enhance the service provision.
* Any significant omission of information will result in a maximum score of 3.
* Some evidence is provided to support all areas of the response but is lacking in detail.
 |
| **The Authority reserves the right to exclude a bid where the score in the two highest weighted Technical Requirements is 2 or lower**  |
| Minor Reservations | 2 | * A score of 2 will reflect that bidders have not addressed all of the requirements or have addressed all of the requirements but with an inadequate level of detail.
* The bid fails to demonstrate in enough detail the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* Proposals are not linked directly to the requirements; the bid lacks clarity on how proposals will be delivered and little evidence of potential impact on outcomes is provided.
* Evidence provided is inappropriate to the scope of the requirement or it is unclear how it supports proposals made in the bid.
 |
| Major Reservations | 1 | * A score of 1 will reflect that bidders have not addressed all of the requirements as stated in the specification or have addressed all of the requirements but with an inadequate level of detail.
* The bid fails to demonstrate the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* Proposals are vague, not linked to the requirements, lacking any clarity on how proposals will be delivered and evidence of potential impact on outcomes is sketchy or unclear.
* Very little evidence is provided to support the response.
 |
| Unacceptable | 0 | * A score of 0 will result if no response is given and/or if the response is not appropriate and/or does not address the requirements.
* Insufficient information provided to demonstrate the relevant understanding, capability and capacity to meet all the Authority’s requirements.
* Proposals are unrealistic, not supported by detail of how they will be delivered and no relevant evidence is provided of potential impact on outcomes.
* No meaningful evidence provided to support the response.
 |

**Selection for award of contract**

1. All bids scoring above the minimum standard (see para 6) will be awarded a contract.
2. The Authority reserves the right to request that contractors consider operating in geographical areas additional to those in their bid if, following award of contracts, there are regions with no coverage.

## Section 12: Technical Requirements – Clerking Development (Lot 2)

|  |
| --- |
| **Please upload only the information requested and where directed to do so. Any additional documentation will not be evaluated.**Word counts are maximums – please note that no advantage will be gained by using the maximum word count and no penalty will be made for answers that are more concise. Acronyms or abbreviations should be detailed either in their first use in the bid or in a glossary – where they are not in common parlance for the subject area.  |
| **Ref** | **Delivery – question** | **Look fors** | **Question weighting** |
| 12.1 | **Summary of proposals**Please provide a concise summary of your bid including:* A description of your proposed activity and how it will deliver the required outcomes
* The date by which you expect to commence delivery
* The evidence you have for demand in your chosen area of operation
* The date by which you expect to commence delivery

*Single attachment of no more than 1000 words* | NOT INDIVIDUALLY SCORED but forms part of the overall evaluation as it will be read by all evaluators involved in scoring your bid | - |
| 12.2 | **Proposed volumes and regional spread**Please set out in which RSC regions you intend to operate and indicate your proposed volumes in each of those regions and for each year of funding (2017–18 and 2018–19) for the number of clerks you will work with.If your proposed volumes amount to less than £15,000 in 2018–19 (the first full year of funding) please explain how they provide an offer of national significance (for example due to the specific needs of the target market or the innovative methods proposed)Please also indicate if there are other regions (other than the primary regions set out above) that you would be willing to consider operating in if asked to by the Authority.Complete the ‘projected volumes and funding’ worksheet of ‘Document 6 – volumes and costs spreadsheet clerking’ in evaluating the evidence of cability to meet this mandatory requirement.*If you are not proposing to deliver minimum volumes, you may upload a single attachment of no more than 1000 words to explain why your offer is of national significance.* | NOT INDIVIDUALLY SCORED but provides evidence of proposal to deliver minimum volumes for mandatory requirement x | PASS/FAIL |
| 12.3 | **Delivery proposal** Please set out how you propose to deliver the intended outcomes set out in the specification. You should include:* A description of the learning and development activity/programme you will be providing
* The method of delivery including the volume, frequency and duration of each method
* A description of the participant journey including the frequency of contact with participants and your approach to participant interaction with each other e.g. will you recruit cohorts of participants who will complete the activity/programme as a group?
* Information about whether your proposed activity requires a minimum cohort size in order to commence
* A description of anything in your proposal that you consider to be an innovative or creative solution, along with detail about how this will enhance the achievement of the published requirements.

*Single attachment of no more than 5000 words* | *A strong bid will:** Provide a clear and detailed description of support and development activities for individuals providing clerking services, which build a solid foundation of competence in all areas of the Competency Framework while focusing most strongly on their specific development needs.
* Give the Authority confidence that the proposed approach will cover the whole of the Competency Framework.
* Demonstrate proposals which have flexibility to adapt to participant preferences and can be tailored to participant development needs.
* Provide detail of a clear process for understanding participant development needs, tracking programmes against them and assessing whether content and delivery method are meeting those development needs.
* Defines any innovative aspects of the approach along with appropriate linked evidence of successful delivery
* Give the Authority confidence that the proposal will deliver sustainable peer support networks which are accessible to all participants.
 | 30 |
| 12.4 | **Theory of Change**A Theory of Change explains the logic of an intervention, stepping through inputs, outputs, outcomes and impacts and explains the rationale – the how and why it will work. It also shows the evidence underpinning this. Please set out your theory of change and the evidence you have for why your proposed approach will deliver the programme outcomes.*Single attachment of no more than 2000 words.* | *A strong bid will:** Build on the information provided for 12.3 to articulate a clear link between the type of activity proposed; the required outcomes and the impact.
* Clearly articulate the justification for the proposal – how the proposal will deliver the requirements set out in the specification linking the activities (outputs) to the goals (outcomes).
* Give the Authority confidence that your proposal is based on sound evidence of activity that works in practice and is not just theoretical.
 | 10 |
| 12.5 | **Capacity, capability and credibility**Please set out evidence to show that you have the relevant capacity and capability to deliver the proposed activity to the proposed volume and explain how your organisation has credibility in the sector which will drive up demand from participants.You should include detail of:* Relevant previous activity
* A organogram or other chart which sets out the details of key people in leadership, management and delivery roles (and for consortia the relationship between the different organisations)
* A resource plan which sets out any sub-contracting, consortia or other arrangements with delivery partners
* The administrative resource you have available to support delivery
* CVs of people in key management and delivery roles

*1 attachment of no more than 3000 words**1 attachment of organogram with no more than 2 A3 or A4 pages**CVs should be limited to 2 A4 pages each (Arial font 11; 1.5 line-spacing)* | *A strong bid will:** Provide evidence of successful track record which will give the Authority confidence that your organisation has the necessary capability to design and deliver high-quality learning and development activity.
* Demonstrate that your organisation will have credibility in the education system including a deep understanding of the educational landscape; the role of, and challenges facing, governing boards and the individuals providing clerking services to them; your understanding of effective governance in an educational setting; and the strength of relationship with the wider school improvement infrastructure.
* Provide evidence of the calibre of the proposed leadership and delivery workforce and demonstrate that you have identified and filled key roles or have a plan in place to recruit to these before commencement of delivery.
* Demonstrate that the programme will be managed effectively, with a robust management structure and sufficient administrative support.
 | 30 |
| 12.6 | **Demand**Please set out how you will identify need and generate and register demand from clerks for your proposed activities.You should:* Include a draft marketing plan which sets out your understanding of the target market and participant recruitment strategy. You should include free and paid-for marketing activity with indicative costs for the latter.
* Outline your communication strategy with proposals for the channels you will use and key messages to raise awareness of and promote your offer.
* Set out any plans you have for working with other contractors should there be any demand you are unable to meet.

*1 attachment of no more than 2000 words.**1 attachment of marketing plan with no more than 2 A3 or A4 pages (Arial font 11; 1.5 line spacing)**1 attachment summarising communications strategy with no more than 2 A4 pages (Arial font 11; 1.5 line spacing)**There will be further opportunity to develop and finalise your marketing plan and communications strategy before commencement should you be awarded a contract.* | *A strong bid will:** Provide evidence of the demand that you will meet in your chosen area of operation
* Give the Authority confidence in your ability to generate the proposed volume.
* Demonstrate that you have considered current competition in your chosen areas of operation and that your proposals demonstrate added value.
* Provide realistic plans for addressing the target market.
* Show that you have considered equity of access so that no individual is disadvantaged in accessing provision.
* Provide evidence of robust systems to manage enquiries about the programmes you will offer which will enable your customers should receive timely and accurate responses in order to make informed choices about their professional development.
 | 10 |
| 12.7 | **Quality assurance**Please provide a description of the arrangements you will put in place to monitor the quality of your offer; how you will know that it is meeting the needs of participants and how you will handle complaints if/when things go wrong. You should include detail on: * Processes for ensuring that all the materials/resources you develop are accurate, current, reflect the whole of the Competency Framework for governance and are high-quality
* Systems for performance management the people you have recruited and how you will assess and monitor the quality of what they are delivering
* Your complaints management policy and how related lessons learned will be applied to future delivery
* Your cancellation policy
* How you will capture, monitor and respond to participant feedback and satisfaction
* Any other relevant systems or processes

*Single attachment of no more than 2000 words.*  | *A strong bid will:** Demonstrate a firm understanding of the principles of quality assurance and the importance of these in giving participants confidence in the quality of provision
* Give the Authority confidence that you will closely monitor the quality of provision and have clear plans in place to address any issues which arise.
* Demonstrate how all of the processes for assessing and monitoring quality fit into a cycle of continuous improvement.
 | 10  |
| 12.8 | **Implementation**Please provide an implementation plan which sets out the detail of activity you plan to undertake in mobilising your organisation ahead of commencing delivery and in the first 6 months of delivery. You should include:* The date by which you expect to commence delivery
* Any development funding you are requesting and a description of the activity to be funded
* Monthly activity, milestones and outputs which will take place in order to meet your expected start date
* A risk register which identifies the key risks to delivery [by the date identified] along with appropriate countermeasures and contingencies
* The extent to which detailed design and materials/resources exist, need to be re-purposed, or need to be developed.

The implementation plan will form part of the Contract with the Authority and, as such, will be required to be updated into final form within four weeks of any award and then agreed with the Authority within three weeks thereafter.*Summary of no more than 500 words.* *Chart or table milestone plan in chosen format. No more than 2 A3 or A4 pages (Arial font 11; 1.5 line spacing)**Completion of ‘projected volumes and funding’ worksheet of Document 6 – volumes and costs spreadsheet clerking in evaluating the evidence of cability to meet this mandatory requirement with amount per quarter.* | *A strong bid will:** Provide evidence that your organisation is prepared to deliver at pace to ensure commencement within 3 months of award of contract.
* Demonstrate a realistic implementation plan which provides a clear articulation of relevant activity that will be completed and the relevant timescales to ensure readiness for delivery showing an organised and co-ordinated approach.
* Give the Authority confidence that your organisation has the capability to deliver the proposed activity within the proposed timescales and has robust plans in place to manage any risks to delivery.
* Demonstrate value for money in use of development funding.
 | 10 |

## Willingness to contract under the supplied Draft Contract

Bidders are being asked to confirm their agreement in principle they will be willing to contract with the Authority under the Draft Contract – Document 4 – Draft Contract.

In the event that a bidder declines to accept the Draft Contract, the Authority may at their reasonable discretion reject the bid.

The Authority’s aim is to move the Bids selected for Award rapidly to contract under the final version of the Draft Contract, following any clarifications. This point is extremely important because before final Award the Authority reserves the right to deselect a Bid if it transpires that upon seeking to contract, the Bidder materially alters their position as to commitments – which may by way of example affect the service itself, the volume, dates, pricing or other material items upon which the evaluation has been based.

Declarations

1 ...............................................……………………………. (Name of tenderer) declares that we accept the Authority’s standard terms and conditions included at Document 4 as the basis of the contract; and

2 agree that the Authority may disclose the Contractor's information/documentation (submitted to the Authority during this Procurement) more widely within Government for the purpose of ensuring effective cross-Government procurement processes, including value for money and related purposes”.

3 declare that we have not communicated to any other party the amount or approximate amount of the tender price other than in confidence and for the express purpose of obtaining insurances or a bond in connection with this tender. The tender price has not been fixed nor adjusted in collusion with any third party, and

4 declare that the tender will remain valid until *(insert a date)* and that we are not entitled to claim from the Authority any costs or expenses incurred in preparing the tender or subsequent negotiations whether or not the tender is successful.

signed on behalf of the Tenderer

## Section 13: Further Information (Not scored)

## Defining Different Types of Organisations

The Authority,in line with the Government’s Growth Agenda, is keen to collect information about small and medium enterprises (SMEs). We are particularly interested in discovering how many SMEs apply for our contracts through the tendering process. Completion of the table below is for the Authority’s information purposes only and will have no effect on the evaluation process outcomes. Government is committed to changing how it does business to make sure that small companies, charities and voluntary sector organisations are included and encouraged to compete for our contracts.

A voluntary sector organisation may also be a SME if it has the same attributes.

Definition: An SME must be autonomous, an EU Company not owned or controlled by a non EU parent, and employ less than 250 staff and have sales below €50million

*Source:* <http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_report_2009_en.pdf>

Please complete the information below.

|  |
| --- |
| **Describe your Organisation**  |
| **Number** | **Question** | **Response Type** |
| 13.01 | Are you registered for VAT? | Yes/No |
| 13.02 | Is VAT applicable to your net bid? | Whole/Part/NA |
| 13.03 | Please declare any information submitted by your organisation that you consider to be commercially sensitive beyond the period 12 months post the Contract Award. Please ensure that you: • clearly identify such information as commercially sensitive; • explain the potential implications of disclosure of such information; and • provide an estimate of the period of time during which the organisations believes that such information will remain commercially sensitive. | *Attachment allowed* |
| 13.04 | Please declare any Conflicts of Interest. | *Free text* |
| 13.05 | **Please attach any completed “Declarations” here** | *Attachments allowed* |

The Authority uses Dun & Bradstreet Numbers to manage its data around suppliers; we strongly encourage all suppliers to apply for a free D&B DUNS number. The link to apply is: <http://www.dnb.co.uk/myduns> – add ‘GOVERNMENT SUPPLIER’ as a reason for requesting your D&B DUNS number.

**NB: Do not delay returning your tender if you do not already have a Dun & Bradstreet number, returning your tender within the deadline is more important.**

1. See EU definition of SME: http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/ [↑](#footnote-ref-1)
2. UK companies, European Companies (Societas Europaea (SEs)) and limited liability partnerships (LLPs) will be required to identify and record the people who own or control their company. Companies, SEs and LLPs will need to keep a PSC register, and must file the PSC information with the central public register at Companies House. [See PSC guidance](https://www.gov.uk/government/publications/guidance-to-the-people-with-significant-control-requirements-for-companies-and-limited-liability-partnerships). [↑](#footnote-ref-2)
3. Central Government contracting authorities should use this information to have the PSC information for the preferred supplier checked before award. [↑](#footnote-ref-3)
4. [Procurement Policy Note 9/16 Modern Slavery Act 2015](https://www.gov.uk/government/collections/procurement-policy-notes) [↑](#footnote-ref-4)
5. [Procurement Policy Note 04/15 Taking Account of Suppliers’ Past Performance](https://www.gov.uk/government/publications/procurement-policy-note-0415-taking-account-of-suppliers-past-performance) [↑](#footnote-ref-5)