

## Section D - Requirements of Response

### Document Structure

Section	Purpose	Page
<b>General Instructions</b>	To provide Bidders guidance on key requirements applicable across all RoRs	1
<b>Summary Table and Weightings</b>	To show the breakdown of the RoRs and the associated weightings	3
<b>Requirements of Response</b>	Sets out the background and aim of the Authority with respect to each required response and then details the evidence required for the response.	4
<b>Evaluation Criteria</b>	Included with each RoR. Explains how the Bidder's response to each RoR will be evaluated and scored.	-

### General Instructions

The following points provide guidance on responding to the RoRs, above and beyond what is detailed within each individual RoR.

1. Bidders shall ensure responses to RoRs are consistent with each other. Where an assumption or planning figure is stated, it should be included in the Master Data Assumptions List (MDAL) / Cost Data Assumptions List (CDAL).
2. In addition to the specific evidence requested **for each RoR**, the Bidder's response shall include (within the page limit provided):
  - a) Identification of key dependencies and liabilities;
  - b) Identification of key risks associated with the solution and risk management plans; and
  - c) Identification of key assumptions.
3. To support consistency across the entire response, Bidders shall produce an overarching document set (MDAL, CDAL, Risk Register and Risk Management Plan, and a dependency matrix) which captures the requirement given in 2 a–c. These will be made available to evaluators alongside the responses to individual questions and relevant elements will be taken into account in evaluating responses. Templates for these documents will be provided. RoR responses shall reference out to these documents to enable evaluators to establish an appropriate level of confidence when assessing. There is no specified page limit for these documents.
4. Bidders shall ensure their responses do not exceed any specified page limits. Evaluators will ignore any content beyond the stated page limit and the response will be scored accordingly. Where a response to an RoR is required to address stated / associated references, this means that the response must demonstrate that it has addressed the references to documents, SOR, Agreement or Schedules which are specified in that RoR.

5. Evaluation criteria specific to the RoR are shown after each RoR; it should be noted that the scoring bands (100, 70, 30, 0 or pass / fail) remain consistent across the RoRs. There are broadly four types of criteria, though variations also exist within these. Bidders should check evaluation criteria before responding to the RoR:
  - Service Delivery evaluation criteria (scored);
  - Commercial / Financial criteria (scored);
  - Service Delivery and Commercial / Financial (pass / fail); and
  - Social Value criteria (scored) – adapted from the Social Value Model (PPN 06/20).
6. To be awarded a score for an RoR, the response shall meet or exceed all of the requirements specified in the evaluation criteria for that score. If the response fails to meet any of the specified criteria in a given score definition (other than the score of 0 points), then that score cannot be awarded and the next score down will be given, e.g. if 4 of the 5 sub-criteria for a score of 100 are met or exceeded, but the 5<sup>th</sup> is not met, then a score of 70 would be awarded.
7. Where a Bidder's response to an RoR is deemed "Low Confidence" (0 points), the Authority may, in its discretion but at all times acting in accordance with the Public Contracts Regulations, deem the Tender to be non-compliant and exclude the Bidder from the Competition.
8. Where an RoR is indicated as Pass/Fail, and a Bidder's response to that RoR is a Fail, the Authority may, in its discretion but at all times acting in accordance with the Public Contracts Regulations, deem the Tender to be non-compliant and exclude the Bidder from the Competition.
9. In each RoR, reference to a solution is a reference to the required response to that RoR.
10. The Social Value RoRs have been drawn from the Social Value Model (PPN 06/20) and as such, it should be noted that the format of those RoRs are different from the others.
11. The RoR are issued as of the date of this ITPD and will be re-issued in the ITSFB following the close of dialogue. The ITSFB will contain the final Terms and Conditions and Schedules against which Bidders will be required to submit their Final Tenders. The ITSFB will include detailed instructions as to which:
  - a) elements of the Schedules are to be completed by Bidders as part of their Tender submission;
  - b) elements of the Agreement and Schedules are to be accepted without reservation; and
  - c) elements may be marked up subject to the limitations to be set out in the ITSFB and to the scoring to be conducted in accordance with the related Evaluation Criteria.
12. The weightings set out below will not change. The Authority however reserves the right to make non-material updates to the Evaluation Criteria and Evidence Required to support each Requirement of Response as a consequence of or following dialogue. It also reserves the right to finalise the elements of the Agreement and Schedules which must be accepted without reservation during dialogue and to notify these in the ITSFB.

## Summary Table and Weightings

RoR - Level 1	Weighting %	Requirement of Response – Level 2		Weighting %	Individual Requirements of Response - Level 3		Weighting %	Page Count
Service Delivery	86	Overarching						
		1	Recruitment Strategy	12	1	Recruitment Strategy	12	30 + 6
		2	Candidate Experience	8	2	Candidate Experience	8	12 (+ 15 mins video)
		3	Transition	10	3.1	Implementation Plan	10	15 (+ plan)
					3.2	TUPE of Staff	Pass / Fail	20
		Functional						
		4	Marketing	5	4.1	Marketing Strategy and Marketing function	3	15
					4.2	Campaign Case Study	2	20
		5	Contact	5	5	Contact Operating Model	5	15
		6	Assessment	5	6	Assessment Operating Model	5	20
		7	Digital & Management Information (MI)	14	7.1	Digital Solution Definition, Support and Through Life plan	7	15
					7.2	Security and Data Protection	Pass / Fail	10
					7.3	Data, MI & Reporting	7	15
		8	Improvement	5	8	Improvement Plan	5	12 (+ Schedule mark-up)
		9	Governance and Organisation	3	9	Authority - Supplier Governance and Organisation Model	3	15
		10	Ways of Working	5	10	Relationship Management Plan	5	10
		11	Use of Service Personnel	4	11	Use of Service Personnel	4	10
		12	Social Value	10	12.1	Diverse Supply Chains	4	10
					12.2	Tackling Inequality and Improving Equality and Diversity in the Workforce	4	10
					12.3	Support Health and Wellbeing in the Recruitment Workforce	2	10
Commercial	12	13	Commercial Arrangements and Risk Transfer	4	13	Commercial Arrangements and Risk Transfer	4	15 (+ Schedule mark-up)
		14	Pricing, Payment and Incentivisation Mechanism	4	14	Pricing, Payment and Incentivisation Mechanism	4	20 (+ Schedule mark-up)
		15	Insurance	Pass/Fail	15	Insurance	Pass / Fail	Schedule mark up
		16	Contract Management	4	16	Contract Management Plan, Change and Change Management	4	15 (+ Schedule mark-up)
		17	Exit	Pass / Fail	17	Exit Arrangements Upon Expiry or Termination of the Contract	Pass / Fail	25 (+ Schedule mark-up)
Financial	2	18	Financial management	2	18	Financial Management	2	10

**Service Delivery****1. Recruitment Strategy****Background**

The Supplier shall be responsible for developing a **Recruitment Strategy** that sets out how it intends to deliver the outcomes for Armed Forces Recruitment and the sS priorities. The Strategy will be approved by Armed Forces Recruiting (AFR) HQ.

**Aim**

The Authority seeks a solution that combines Defence & single Service workforce priorities into a coherent, forward-looking tri-Service end-to-end process. It will set the future direction, deliver the right inflow of Candidates, and shape and manage a culture of innovation. This strategy will achieve a consistent flow of raw talent and skilled personnel nurtured to meet Armed Forces demand including specialist roles. The solution shall focus on the vision for Armed Forces recruiting, quality of Candidate experience, and delivering against sS demand plans and recruiting priorities.

**References**

Demand Plan

Indicative Demand Forecast Plan

**Statement of Requirement:** RS.1, RS.2, RS.3, RS.4, RS.5, RS.6, RS.DR.1, RMI.DR.12

**Evidence Required**

**The response shall be no more than 30 sides of A4 text font (Arial 11), including relevant diagrams. In addition, a further 6 sides of A4 text font (Arial 11), including relevant diagrams and charts is permitted to articulate the supporting Delivery Plan.** The Bidder's response to this RoR shall form part of Schedule 4.1 (*Supplier Solution*) and Schedule 6.1 (*Implementation Plan*)

Please provide a response that details how the Recruitment Strategy will address identified challenges, opportunities, priorities and gaps, consistent with the strategic ambition for Defence and Armed Forces Recruiting and Demand Plans. This will take the form of the **Recruitment Strategy** from Service Commencement Date and should cover the duration of the Contract and a **Delivery Plan**. The response should include, but not be limited to:

- (a) The Bidder's strategic assessment for delivering the ambition, outcomes and benefits for Armed Forces recruiting, including defining how this is delivered through strategic programmes and projects;
- (b) How the Bidder's Strategy is consistent with and delivers on wider strategies for the Armed Forces (including the Integrated Review and Modernising Defence Programme, Defence Diversity & Inclusion Strategy, Defence People, Mental Health & Wellbeing);
- (c) The Bidder's overall approach on how they will deliver the recruiting objectives and priorities and specifically address Diversity & Inclusion, cross-cutting issues, challenges identified in the sS Demand Plans, and approaches to addressing priority fill roles;
- (d) What are the expected Candidate times of flight and conversion rates through the Bidder's solution;
- (e) The Bidder's proposals for the recruiting functions throughout the contract duration e.g. marketing, contact, assessment, including how they will be underpinned by the digital model;
- (f) The Bidder's proposed use of personnel, equipment (inc. digital equipment), estates and any other resources in delivery of this service. This will include identifying where Bidders will supply their own assets and where they intend to make use of assets and GFA offered by the Authority;
- (g) Proposed performance indicators / metrics and performance levels to track realisation of the Strategy; and,

- (h) How the Bidder plans to work with the Authority to maintain the currency and relevance of the Strategy.

### Delivery Plan

- (i) A delivery plan for 2025/26, based on the Indicative Demand Plan, which provides confidence as to the deliverability of the Recruitment Strategy.

### Evaluation Criteria (RoR 1)

#### High confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

#### AND

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****2. Candidate Experience****Background**

The Supplier shall be responsible for delivering an end-to-end recruitment process, including successfully integrating a number of functional areas, whilst placing the Candidate at the heart of the recruitment process, and working closely and in collaboration with the Authority.

**Aim**

The Authority seeks a solution that delivers a positive recruiting experience for the Candidate, making them feel valued, informed and well supported throughout their recruitment journey. This is central to the delivery of the AFRS. Candidates shall be nurtured with end-to-end support throughout and shall be able to interact at all recruitment stages throughout the process. Candidates shall have regular feedback including the ability to utilise self-service and raise questions / concerns throughout the recruitment journey. The Candidate experience shall be supportive, feel inclusive and tailored to their needs, enabling progression throughout a seamless Recruitment Service.

**References****Statement of Requirement:**

C.1, C.2, C.3, C.7, C.8, C.10, C.DR.5, C.DR.8, C.DR.15

**Case studies:**

Candidate and User Story Catalogue

High Level Candidate Experience Report

**Evidence Required**

**The response shall be a recorded presentation of no more than 15 minutes and can be supported by up to 12 sides of A4 text font (Arial 11), including relevant diagrams.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*).

Please provide a response that will illustrate how the Bidder will deliver a positive and engaging experience across a diverse range of Candidates. This will take the form of three **Experience Case Studies** (drawn from the Candidate and User Stories Catalogue) shown below:

1. [REDACTED] Regular Candidate interested in RAF technical roles;
2. [REDACTED] Dentist, Reserve and Lateral Entry Candidate to the RAF; and
3. [REDACTED] Regular RN Intelligence Candidate.

The solution should include, but not be limited to:

- (a) The end-to-end experience of the persona throughout the recruitment process, including how the Candidate shall interact with Recruiters as well as any other digital and physical touchpoints;
- (b) Explanation of how and why each persona's experience serves their needs and ensures no adverse impact;
- (c) Key principles and features of the recruitment process and how these meet Candidates expectations and needs;
- (d) How the Bidder ensures a Candidate still has a positive experience if unsuccessful in their choice of role / Service or fails to meet Armed Forces employment standards; and
- (e) How the Bidder intends to measure and gather feedback on the Candidate's experience.

**Evaluation Criteria (RoR 2)**

**High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

**Good confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****3. Transition****3.1 Implementation Plan****Background**

The Supplier shall be responsible for the full demand of tS recruiting, delivering end-to-end recruitment for all three Services employing a new Digital Solution, from Service Commencement Date (1 Apr 25). This question seeks to understand the Bidder's solution from Contract Award through Service Commencement to Full Solution Implementation.

**Aim**

The Authority seeks a solution that will deliver the AFRS into service in a coherent, de-risked and seamless manner. The plan to ensure that this is achieved should be articulated in an **Implementation Plan** (which includes Digital Transition) covering from Contract Award through Service Commencement Date to Full Solution Implementation (should the extended six-month window to FSI be required).

**References**

Schedule 6.1 (*Implementation Plan*)

**Evidence Required**

**The response shall be no more than 15 sides of A4 text font (Arial 11) and up to 3 A3 sides for supporting Gantt charts. Relevant diagrams are included in the page limit. This limit does not include the Implementation Plan.**

Please provide a response that details the implementation plan for delivery of AFRS from Contract Award to Full Solution Implementation. The **Implementation Plan** will form Schedule 6.1 of the contract. The detailed and resourced plan should cover the key activities and set out key delivery milestones (with associated benefits to the delivery of the Recruitment Service) against the recruiting outcomes. The response should include, but not be limited to:

- (a) How the Bidder shall ensure that they are able to take on responsibility for the full demand of tS recruiting from Service Commencement Date;
- (b) How the Bidder shall demonstrate, if they are to utilise existing digital solutions beyond SCD, how this results in the best quality and not the fastest solution;
- (c) How the Bidder shall ensure there is no detrimental impact to inflow against sS Demand;
- (d) How the Bidder shall ensure that there is no negative impact on the Candidate experience;
  - *Candidates already in the recruiting pipeline must not be disadvantaged as a result of the transition to the new solution. For example, recruiting commitments, specifically timelines, to candidates already in flight must be maintained by the new Supplier;*
- (e) How the transition shall be managed and resourced and the locations at which activities will be undertaken;
- (f) How the Bidder shall engage with the extant service providers to transition the Recruitment Services, including digital services and to minimise risks materialising;
- (g) Transfer of the delivery of recruiting services currently provided by discrete contracts;
- (h) How continuity shall be provided with current service providers and delivery organisations in order for them to continue delivering their service until expiry without compromising outputs;
- (i) How testing and acceptance (inc. Digital Solution) is embedded into the Implementation Plan;
- (j) How the Bidder shall ensure appropriate transfer of knowledge and skills;
- (k) Planning, design and delivery of training;

- (l) Estate transition;
- (m) Bidder requirement for Authority provided equipment and IT systems;
- (n) Communications and change management;
- (o) How the solution shall address the needs of and manage personnel affected by the change brought about through the implementation;
- (p) Proposed service readiness tests, including digital elements, to demonstrate that the Bidder can deliver the required Recruitment Services;
- (q) Details of proposed changes to the way that the Recruitment Services shall be delivered at the commencement of the provision of the Recruitment Services in comparison to the extant arrangements;
- (r) How the governance, contract and performance management arrangements shall be established and fully operational from the Service Commencement Date; and
- (s) The proposed governance arrangements responsible for overseeing the smooth transition of the extant arrangements to the provision of Recruitment Services and how these arrangements align with current governance arrangements.

When describing the digital aspects of the **Implementation Plan**, the following other digital-specific points should be considered:

- (a) If required, how the Bidder could use the existing digital recruiting systems for the interim period (between SCD and FSI) and then, for the AFRS Digital Solution;
- (b) Discovery, including User Research and Knowledge Transfer from incumbent Bidders;
- (c) Design, build and / or configuration;
- (d) Overall connectivity - Interfaces and Integrations to existing Authority systems;
- (e) Data migration and cutover strategy from legacy system(s);
- (f) GDS Assurance (meeting the Service Standard), Accreditation (including planned annual re-accreditation) & pen testing;
- (g) Deployment to the MODCloud environment; and
- (h) Roll out and training plan.

### Evaluation Criteria (RoR 3.1)

#### High confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

#### AND

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and

- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****3. Transition****3.2 TUPE of Staff****Background**

The current delivery landscape and the nature of the activities required by the Authority will trigger Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") transfers of employees to the Supplier (and / or its subcontractors): from the current Supplier, their subcontractors, and / or the Authority. The timing, scope and scale of these transfers will be in part determined by the Bidder's solution.

**Aim**

The Authority seeks a solution which demonstrates that it is compliant with TUPE regulations and other relevant employment law, and how the Supplier will manage the integration of personnel, as needed, from the existing recruitment operations into the AFRS, to ensure smooth transfers of people and activity.

**References**

Schedule 9.1 (*Staff Transfer*)

**Evidence Required**

**The response shall be no more than 20 sides of A4 text font (Arial 11) and up to 3 sides of A3 for Gantt charts. Relevant diagrams are included in the page limit.**

Please provide a response that details the **plan for the timing and conduct of TUPE transfers of employees to the Supplier** (and where relevant its subcontractors, which will require separate plans) from the current provider and their subcontractors, and from the Authority, to meet the needs of the Authority, compliant with legislation and Government policy, and to implement the technical solution for delivering the Recruitment Services. Please detail any relevant HR risks. The response should include, but not be limited to:

- (a) A detailed HR transition plan, including a timeline incorporating milestones, setting out how transfers of employees will be managed and the expected timescales, including engagement with the current providers and transferring employees, participation in TUPE consultation (to the extent requested by the Authority and any transferor employer(s)), provision of measures, and other stakeholder communication;
- (b) The expected responsibilities, skills, competencies and experience of the Supplier's personnel who will be responsible for leading the transfer of employees;
- (c) The Bidder's strategy and detailed plans for integrating the transferring employees into a single cohesive team able to deliver the AFRS;
- (d) The Bidder's strategy for engaging and communicating with the transferring employees (and their representatives) on the impact on them individually and collectively, of changes the Bidder envisages in the delivery of the Recruitment Services;
- (e) How any relocation of transferring employees (current providers' and / or Authority employees) will be managed;
- (f) Details of any changes the Bidder envisages it shall make to the employment terms and conditions and / or working practices of those staff employees transferring to the Supplier (and if relevant to its subcontractors), together with details of how the changes will be managed;

Group of transferring employees applies to (e.g., Authority, current provider, subcontractors)	Change to employment terms and conditions or working practice of transferring employees	Reason for, and impact of, the proposed change	Measures to ensure service delivery and continuity

- (g) Whether the Bidder currently anticipates making redundancies among transferring employees on economical, technical or organisational grounds, together with any supporting details including timing/phasing of redundancies, reason and number of redundancies, locations and roles of employees affected and composition of the 'at risk' grouping of staff. It shall be consistent with the information submitted in the financial templates as part of the Financial Response;
- (h) How the Bidder shall meet all legal and policy obligations when managing and administering redundancies, ensuring it is a fair and reasonable process, including how dismissals will be decided upon and the proposed selection criteria;
- (i) How people skills and knowledge requirements will be managed where activities are transferred but there is no, or insufficient corresponding employees transfer under the Transfer of Undertaking (Protection of Employment) Regulations 2006. For example, this may arise because transferring employees vacate roles and will not be in scope, immediately prior to transfer. There may also be transferring employees in locations which do not match the Bidder's solution and such employees employment terms and conditions precludes their employer from requiring them to relocate. In doing so, Bidders shall provide details of where they consider significant staff recruitment will be necessary; providing details of locations, functions and how the recruitment will be undertaken; and
- (j) Details of any additional people resource requirements the Bidder envisages, including where possible indications of likely location, functions, and method of recruitment.

### Evaluation Criteria (RoR 3.2)

#### Pass

The Bidder has provided good details of how it will approach TUPE to ensure the effective transfer of employees and activities. The response is at a level of maturity that is at least required for this stage and the Bidder's response provides the Authority with confidence that the requirement is understood and that an appropriate plan, which is robust and achievable would be put in place to meet the requirements to effect the transfers, have a fully resourced and skilled workforce, and deal with redundancies. Information provided includes identification and mitigation of key risks and details on the activities to be undertaken.

#### Fail

The Bidder has provided a response which indicates only limited or no understanding of the requirement. The Authority has concerns over the depth of the understanding and the level of maturity of the plan is below that expected at this stage. It provides the Authority with limited or no confidence that a robust and achievable plan would be put in place to meet the requirement to comply with TUPE, have a fully resourced and skilled workforce, and deal with redundancies. Information on key risk and

mitigation is limited or missing. The omissions in the Bidder's solution cannot be resolved through clarification questions.

**Service Delivery****4. Marketing****4.1 Marketing Strategy and Marketing Function****Background**

The Supplier shall be responsible for creating a Marketing Strategy and delivering a Marketing function for Recruitment to the Armed Forces. The Marketing Strategy should seek to attract Candidates to a career in the Armed Forces such that recruitment targets are reliably and successfully achieved. This Strategy will be approved by Armed Forces Recruiting Headquarters.

**Aim**

The Authority seeks a solution which will deliver optimised campaigns and media channels tailored to the target audience, whilst maintaining the brand identity of each of the single Services. Effective Marketing strategies, campaigns and content will attract and retain a broad and diverse Candidate pool to the recruitment process, which has the characteristics, qualifications and skills in sufficient volume and at the right time as required by the Armed Forces.

**References****Statement of Requirement:**

MKT.1, MKT.2, MKT.3, MKT.4, MKT.5, MKT.6, MKT.7, MKT.8, MKT.9, MKT.10, MKT.11, MKT.DR.1, MKT.DR.2

**Evidence Required**

**The response shall be no more than 15 sides of A4 text font (Arial 11), including relevant diagrams.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*).

Please provide a response that details the approach to marketing the Armed Forces to potential Candidates. This will take the form of a draft **Marketing Strategy** and a Marketing function **Operating Model** as detailed in the SOR (covering an initial period from the Service Commencement Date for three years). The response should include, but not be limited to:

- (a) How the Marketing Strategy shall align with and enable delivery of the ambition and outcomes for Armed Forces recruiting and the Bidder's Recruitment Strategy;
- (b) Specific marketing approaches and priorities for the period (audiences, messages, channels), evidenced research and market analysis, particularly to deliver the sS priorities for Diversity and Inclusion;
- (c) How the solution provides coherence across the Armed Forces and will maintain distinct sS brand identities and guidelines;
- (d) How the Bidder shall work with the Authority to agree marketing strategies, campaigns and content;
- (e) Key marketing processes in the solution and how the Bidder intends to drive efficiency in these processes;
- (f) The Bidder's proposed use of personnel, equipment (inc. digital equipment), estates and any other resources in delivery of this service. This shall include identifying where Bidders shall supply their own assets and where they intend to make use of assets and GFA offered by the Authority;
- (g) The organisation structure proposed for the Marketing solution and the people required (both Contractor, its supply chain, and Authority);

- (h) How the Bidder shall measure the performance of marketing campaigns and, where appropriate, what mechanisms will be used to ensure under performance is addressed; and
- (i) How data / MI will be used to improve the Marketing function, including market and trend analysis.

#### Evaluation Criteria (RoR 4.1)

##### High confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

##### AND

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

##### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

##### AND

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

##### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

##### AND

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

##### Low Confidence (0)

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or**

**multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****4. Marketing****4.2 Campaign Case Study****Background**

The Supplier shall be responsible for delivering a Marketing function that develops and delivers tailored campaigns, once approved by the Authority. Campaigns shall seek to attract Candidates to targeted roles in the Armed Forces.

**Aim**

The Authority seeks a marketing solution that will collaboratively deliver optimised campaigns and media channels tailored to the target audience, whilst maintaining the brand identity of each single Service. Effective marketing campaigns and content will attract and retain a broad and diverse range of Candidates, who have the characteristics, qualifications and skills as required by the Armed Forces.

**References****Statement of Requirement:**

MKT.1, MKT.2, MKT.3, MKT.4, MKT.5, MKT.6, MKT.7, MKT.8, MKT.9, MKT.11

**Evidence Required**

**The response shall be no more than 20 sides of A4 text font (Arial 11), including relevant diagrams and example content.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*).

Please provide a response that will illustrate how the Bidder shall plan and deliver an example marketing campaign for **STEM Candidates across all three Services**. This will take the form of a **Campaign Case Study**. The response should include, but not be limited to:

- (a) The key campaign messages and channels that could be used;
- (b) Analysis on how and why the campaign is intended to reach the target audience appropriate to this case study;
- (c) Example content (in an appropriate format);
- (d) People required to execute the campaign (both Contractor, Authority and any 3rd party supply chain partners);
- (e) How the Bidder shall use their Digital Solution to enable this campaign;
- (f) How the Bidder shall measure the effectiveness of the campaign.

**Evaluation Criteria (RoR 4.2)****High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

**Good confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****5. Contact Operating Model****Background**

The Contact function will ensure Candidates receive sufficient and full information on the Recruiting Service, the roles, the life and the commitment that they may need. The Contact function will ensure Candidates have a clear understanding of the recruitment process and will remain engaged throughout.

**Aim**

The Authority seeks a personal and trusted contact solution that keeps Candidates fully informed from first point of contact through to entering service. A positive Candidate experience shall be enabled by individually tailored Contact that nurtures, inspires and motivates the Candidate.

**References****Statement of Requirement:**

C.1, C.2, C.3, C.4, C.5, C.6, C.7, C.8, C.9, C.10, C.DR.1, C.DR.2, C.DR.3, C.DR.4, C.DR.5, C.DR.6, C.DR.7, C.DR.8, C.DR.9, C.DR.10, C.DR.11, C.DR.12, C.DR.13, C.DR.14, C.DR.15

**Evidence Required**

**The response shall be no more than 15 sides of A4 text font (Arial 11), including relevant diagrams.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*).

Please provide a response that explains how the Contact function will operate in detail. This will take the form of a Contact function **Operating Model**. The response should include, but not be limited to:

- (a) How Contact shall be delivered throughout the recruitment lifecycle;
- (b) How the solution shall ensure that Candidates receive sufficient and appropriate information about a career in the Armed Forces that enables them to make informed decisions;
- (c) How the solution shall ensure that Candidates receive sufficient and appropriate information about their recruitment journey;
- (d) How the Bidder's solution shall engage Candidates and provide a positive Candidate experience;
- (e) How the Contact function shall be tailored to meet the needs of individual Candidates (e.g. minority groups, different genders, commitment types);
- (f) How the Bidder shall use feedback from and to the Candidate to refine the Candidate journey;
- (g) The channels used for Contact and supporting rationale;
- (h) Key processes that will enable an effective Contact function;
- (i) The Bidder's proposed use of personnel, equipment (inc. digital equipment), estates and any other resources in delivery of this service. This shall include identifying where Bidders shall supply their own assets and where they intend to make use of assets and GFA offered by the Authority; and
- (j) How the Bidder shall ensure that the model evolves over time in order to remain effective and current.

**Evaluation Criteria (RoR 5)****High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

**Good confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or

- Key assumptions.

**Service Delivery****6. Assessment Operating Model****Background**

The solution shall enable Armed Forces recruitment that is efficient, effective and meets the required standards. Assessments shall be tailored based on the needs of the Services and the individual Candidate's circumstances and desired career path. The delivery and sequencing of assessments will be optimised to reflect the availability of training places available.

**Aim**

The Authority seeks a Candidate Assessment process that is efficient, effective and consistent which delivers the tests defined by the Authority and the test designed by the Bidder to determine Candidate suitability. The Assessment function shall accurately assess and direct Candidates to the widest possible opportunities within the Armed Forces whilst upholding Brand reputation.

**References****Statement of Requirement:**

A.1, A.2, A.3, A.4, A.5, A.6, A.7, A.8, A.9, A.10, A.13, A.14, A.15, A.16, A.17, A.18, A.19, A.DR.1, A.DR.2, A.DR.3, A.DR.4

**Evidence Required**

**The response shall be no more than 20 sides of A4 text font (Arial 11), including relevant diagrams.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*).

Please provide a response that explains how the Assessment function will operate in detail. This will take the form of an Assessment function **Operating Model** to deliver against the SOR. The response should include, but not be limited to:

- (a) How the Bidder shall deliver the Authority defined assessments to the Authority's standards, how they will focus on Candidate experience, how they balance virtual, digital, and face to face assessment approaches and channels, and how the approach will minimise bias and adverse impact;
- (b) The Bidder's solution to determine Candidate suitability for Service Life. This should include:
  - i. the types of assessments / exercises that will be used;
  - ii. details of what competencies will be measured and why;
  - iii. evidence of reliability and validity of the measures (or how it will be validated prior to Service Commencement);
  - iv. how the assessment will focus on Candidate experience;
  - v. how it will balance virtual, digital, and face to face approaches and channels; and
  - vi. how it will minimise bias and adverse impact.
- (c) How the assessments shall be sequenced to optimise throughflow (with flexibility where needed) and match both the Authority's and Candidates' needs;
- (d) How the Bidder's solution shall present individual assessment results to Candidates;
- (e) How the Bidder's solution shall support the Authority to deliver the outcomes of the assessment and employment decisions;
- (f) The Bidder's proposed use of personnel, equipment (inc. digital equipment), estates and any other resources in delivery of this service. This shall include identifying where Bidders shall supply their own assets and where they intend to make use of assets and GFA offered by the Authority;

- (g) How the Bidder shall drive efficiency in the key assessment processes; and
- (h) How the Bidder shall ensure that the model evolves over time in order to remain effective and current.

### Evaluation Criteria (RoR 6)

#### High confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

#### AND

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Low Confidence (0)

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or**

**multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****7. Digital & Management Information****7.1. Digital Solution Definition, Support and Through Life Plan****Background**

The Supplier shall be responsible for selecting and then providing an ongoing Digital Solution to underpin the delivery and transformation of the Armed Forces Recruiting Services (AFRS).

The Digital Solution shall enable an intuitive and integrated digital end to end recruitment solution that enables the Authority to provide a market leading Candidate experience, attracting and retaining top talent whilst ensuring recruitment targets are met.

**Aim**

The Authority seeks a Digital Solution which is the core enabler to a Candidate-centric experience from Expression of Interest, through Assessment to Onboarding. The solution shall operate seamlessly and efficiently within the required MOD IT infrastructure, and interface with all appropriate Government and Authority systems in a wider digital ecosystem to ensure that Candidates have a seamless experience, irrespective of location and through the life of the Contract.

**References****Statement of Requirement:**

RMI.1, RMI.2, RMI.3, RMI.4, RMI.5, RMI.6, RMI.DR.1, RMI.DR.2, RMI.DR.3, RMI.DR.4, RMI.DR.5, RMI.DR.6, RMI.DR.7, RMI.DR.8, RMI.DR.9, RMI.DR.10, RMI.DR.11, RMI.DR.12.

**Evidence Required**

**The response shall be no more than 15 sides of A4 text font (Arial 11), and up to 3 sides of A3 for supporting diagrams.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*).

Please provide a response that details your approach to the selection and overall solution definition, its architecture and subsequent ongoing maintenance and support of the Digital Solution and how this solution will evolve into the future. This shall be in the form of a **Digital Solution Definition, Support and Through Life Plan** which should include, but not be limited to:

- (a) The Bidder's system / product selection outcomes: including principles, criteria, evaluation and final selection, which considers the tS strategic needs both now and into the future;
- (b) The Digital Solution in terms of high-level systems design / architecture – including proposed integrations;
- (c) How the functionality of the Digital Solution supports the end-to-end recruitment process;
- (d) How the Digital Solution shall identify and enable recruitment process efficiencies (e.g. use of automation, self-service, AI and machine learning);
- (e) What operational resources (Supplier, Authority and any 3rd party supply chain partners) shall be required to deliver the Digital Solution;
- (f) The proposed process for evaluating and making rapid changes / enhancements (proactive and reactive) in an agile manner throughout the lifecycle of the product; and how this will adhere to the Government Service Standards, appropriate policy and legislation; and
- (g) The proposed support and maintenance solution / facilities.

**Evaluation Criteria (RoR 7.1)****High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

**Good confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response,

which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****7. Digital & Management Information****7.2 Security and Data Protection****Background**

The Supplier shall be responsible for managing and ensuring that the Digital Solution is secure by design and remains so through life. It shall be compliant with the Government Functional Standards (Security), with security / accreditation (including cyber security) and data protection with all appropriate laws, regulations, policies, best practice and standards.

**Aim**

The Authority seeks a Digital Solution that meets relevant laws, regulations, policies, best practice and standards in relation to data protection and security/accreditation (including cyber security). The Supplier shall maintain for itself and the Digital Solution compliance through life. This compliance will be re-evaluated periodically and as part of the specified annual accreditation / certification processes.

**References**

Schedule 2.4 (*Security Management*)

Schedule 11 (*Processing personal data*)

**Statement of Requirement:**

RMI.DR.5, RMI.DR.6, RMI.DR.7, RMI.DR.10, RMI.DR.11, RMI.DR.12, RMI.DR.13, RMI.DR.14, RMI.DR.15, RMI.DR.16

**Evidence Required**

**The response shall be no more than 10 sides of A4 text font (Arial 11), including any relevant diagrams.** The Bidder's response to this RoR will form part of Schedule 2.4 (*Security Management*).

Please provide a response that details the Bidder's approach to meeting security/accreditation and data protection requirements. This shall be in the form of a **Security and Data Technical Approach**. The response should include, but not be limited to:

- (a) How the Bidder shall ensure its Digital Solution is compliant with relevant security/accreditation requirements, listed in the SOR, and the draft Contract;
- (b) How the Bidder shall ensure its Digital Solution is compliant with relevant data protection requirements, listed in the SOR, and the draft Contract; and
- (c) How the Bidder shall maintain compliance with these security/accreditation and data protection requirements as they evolve on an ongoing basis.

**Evaluation Criteria (RoR 7.2)****Pass**

The Bidder has provided a solution that is acceptable to the Authority and is capable of being contracted, as the solution

- **Fully meets** the Authority's stated aim;
- **Accepts** the Authority's security and data protection requirements (as identified above) either in full or in accordance with an agreed Schedule of Derogations;

Any omissions in the Bidder's solution **can** be resolved through clarification questions.

**Fail**

The Bidder has provided a solution that is not acceptable to the Authority and/or is not capable of being contracted as a result of one or more of the following, the solution:

- **Does not meet** the Authority's stated aim;
- **Does not accept** the Authority's security and data protection requirements (as identified above) either in full or in accordance with an agreed Schedule of Derogations.

The omissions in the Bidder's solution **cannot** be resolved through clarification questions.

**Service Delivery****7. Digital & Management Information****7.3 Data, MI & Reporting****Background**

Data is central to the success of the AFRS and the Supplier shall be responsible for delivering a data solution that supports the efficient and effective management and ongoing improvement of service delivery.

**Aim**

The Authority seeks a data solution that creates a comprehensive and well managed data foundation, builds the necessary MI and Reporting capability to support the information and insight needs of the AFRS. The data solution shall enable the exploitation of Management and Business Information to enable data driven insights & decision making for continuous improvement.

**References****Statement of Requirement:**

RMI.1, RMI.2, RMI.3, RMI.4, RMI.6, RMI.DR.1, RMI.DR.3, RMI.DR.10, RMI.DR.11, RMI.DR.12, RMI.DR.15.

**Evidence Required**

**The response shall be no more than 15 sides of A4 text font (Arial 11), including relevant diagrams.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*) and Schedule 8.4 (*Records and Reports*).

Please provide a response that details how the Data, Reporting and MI function will operate in detail. This will take the form of a **Data, Reporting and MI Technical Solution** by Full Solution Implementation. The response should include, but not be limited to:

- (a) The capture and management of all required information for the AFRS, with specific focus on the recruitment lifecycle;
- (b) The development and ongoing maintenance of a high quality data foundation that takes advantage of the consistency and standards within the COTS digital platform to manage, govern and administer all relevant data for the AFRS throughout the contract term;
- (c) How the MI and Reporting solution will service the information needs of all levels and functions within the AFRS; including front line operational staff (e.g. Recruiters) and key internal and external governance structures (e.g. Chief of the Defence Staff). This shall include both regular and ad hoc needs;
- (d) How the Bidder shall bring the functionality within the Digital Solution and the skills and capabilities required, to deliver the reporting needs of the AFRS;
- (e) How the Bidder shall scale where required to bring advanced and / or new capabilities which support specific AFRS needs, whilst remaining effective and efficient;
- (f) How the Bidder's solution shall collate performance metrics to enable AFRS-wide Performance Indicator reporting;
- (g) How the solution shall provide scalable analytics and reporting capabilities to ensure data driven decision making;
- (h) How the Digital Solution shall be flexible to change to ensure continued fitness for purpose and remain efficient; and
- (i) How the Bidder shall ensure that the solution evolves over time in order to remain effective and current.

**Evaluation Criteria (RoR 7.3)****High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

**Good confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response,

which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****8. Improvement Plan****Background**

In order to ensure that AFRS operates at the highest levels and remains industry-leading throughout its life, service cannot remain static in its delivery. AFRS must be able to anticipate and respond to change, be that societal, cultural, technological, industry-driven or simply re-aligning with changing Authority needs. To achieve this vision, there must be a collaborative culture that values Continuous Improvement, understands and promotes innovation and has an in-depth understanding of the wider recruitment industry.

**Aim**

The Authority seeks a solution which plans and delivers improvement throughout the life of the Contract, from Contract Award to any change freeze period at the end of the Contract. The Solution shall establish a collaborative culture that values improvement, promotes innovative thinking and sets the conditions to trial innovative ideas without loss of business as usual performance.

**References**

Schedule 2.6 (*Improvement*)

Schedule 8.2 (*Change Control Procedure*)

**Statement of Requirement:**

RS.1, RS.2, RS.4, RS.6, RS.DR.1

**Evidence Required**

**The response shall be no more than 12 sides of A4 text font (Arial 11) and up to 3 sides of A3 for Gantt charts for the Improvement Plan. Relevant diagrams are included in the page limit. The mark-up of the Schedule is not included in the stated page limit.**

Please provide a response that details the approach to continued improvement of service delivery in the form of an **Improvement Plan**, commencing at contract award. Please also provide a **mark-up of Schedule 2.6 (Improvement)** with accompanying rationale. The Improvement Plan will link into Schedules 2.6 (*Improvement*) and 8.2 (*Change Control Procedure*). The response should include, but not be limited to:

- (a) A detailed and resourced Improvement Plan detailing the key activities and setting out key delivery milestones;
- (b) A description of the categories of improvement that will be identified, how changes in those categories will be implemented in an efficient and timely manner, and how they will be measured against Performance Indicators throughout the contract life;
- (c) How improvement activity will be forecast, monitored and reported, including appropriate report formats, submission templates and Performance Indicators;
- (d) How improvement activity will be managed and resourced;
- (e) How the Bidder shall inculcate a culture of Continuous Improvement and innovation in the delivery of AFRS;
- (f) The Bidder's forecast of Continuous Improvement targets / activity throughout the life of the contract;
- (g) The Bidder's approach to use of the Authority provided innovation fund, to include the reviewing and approving processes (including a submission template), and how eligible proposals shall be tested;

- (h) How improvement activity will be trialled and delivered without impacting Business as Usual activity; and
- (i) How the Bidder shall track developments in sector best practice (including developments within the Bidder's own organisation and sub-contractors) and how they shall be assessed and subsequently proposed for inclusion in AFRS.

The response to this RoR should address **how** the improvement process is conducted, not **what** improvements are planned.

### Evaluation Criteria (RoR 8)

#### High confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

#### AND

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and

- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****9. Authority – Supplier Governance and Organisation Model****Background**

The Authority has proposed organisation and governance arrangements in Schedule 8.1 (*Governance*). These arrangements include the Armed Forces Recruiting HQ (AFR HQ) structure, functional model and Board structure. From Contract Award there will be a single contractual interface with the Supplier through the AFR HQ.

**Aim**

The Authority seeks a solution that supports the Authority's governance arrangements and in turn supports the effective delivery of the Recruitment Service, including through the management of dependencies. The governance arrangements shall be effective, efficient, agile, responsive to change and shall seek to minimise the costs and delays incurred by the Supplier and Authority in its operation. The Supplier's Governance and Organisation Model is expected to interface effectively with the Authority's proposals in Schedule 8.1 (*Governance*).

**References**

Schedule 8.1 (*Governance*)

**Statement of Requirement:**

RS.1

**Evidence Required**

**The response shall be no more than 15 sides of A4 text font (Arial 11), including relevant diagrams.** The Bidder's response to this RoR will form part of Schedule 8.1 (*Governance*).

Please provide a response that details the governance for the delivery of Recruitment Services in the form of a **Governance and Organisation Model** that includes, but is not limited to:

- (a) The Bidder's proposed AFRS governance and organisational structure and how it shall support effective governance, contract and performance management and an agile and efficient service delivery;
- (b) How the proposed structure shall ensure effective decision making, collaborative objective setting and delivery, successful management of conflicts of interest between the Supplier and the Authority, and provide strategic direction through the organisation, including a joint vision, mission, objectives and goals;
- (c) How the proposed structure ensures parity of empowered decision making and delegated authority between key Supplier and Authority governance roles (e.g. functional area leads).
- (d) How the Bidder proposes to avoid common governance pitfalls such as overly complicated structures, delays in responding to change, excessive layers in decision making, lack of agility and flexibility, lack of shared vision, goals and priorities.
- (e) Details of the expected levels of skills, experience, qualifications and competencies held by individuals filling key positions.
- (f) How the Bidder's AFRS organisational structure links into its own internal structure, demonstrating how decisions will be made effectively, issues escalated and how underperformance will be addressed;
- (g) How the Bidder shall govern and manage its relationship with its supply chain and flow down risk to that supply chain (consistent with Government policy) in order to deliver the solution in a seamless, efficient and integrated manner; and

- (h) How the Bidder shall manage the composition of its supply chain, how the performance of subcontractors will be monitored, how underperformance will be addressed and how the supply chain shall be refreshed over the life of the contract.

### **Evaluation Criteria (RoR 9)**

#### **High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

#### **AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### **Good confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### **AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### **Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### **AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### **Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low**

level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****10. Relationship Management Plan****Background**

The Authority is seeking a Supplier who will establish itself as a trusted and valued partner of the Armed Forces to collaboratively deliver an industry-leading recruitment experience.

**Aim**

The Authority seeks a solution which demonstrates the required collaborative behaviours of commitment, trust and openness from the Supplier. The Supplier shall align to the values and standards of Defence. The desired behaviours, values and standards will permeate across the Supplier organisation, including its management, supply chain and throughout the Recruitment Operating Model.

**References**

Armed Forces Values and Standards briefing paper

**Statement of Requirement:**

RS.1

**Evidence Required**

**The response shall be no more than 10 sides of A4 text font (Arial 11) and up to 3 sides of A3 for Gantt charts. Relevant diagrams are included in the page limit.** The Bidder's response to this RoR will form part of Schedule 8.1 (*Governance*).

Please provide a response in the form of a **Relationship Management Plan** underpinned by the principles of ISO 44001 (Collaborative Business Relationships) that details the approach for establishing and maintaining the collaborative relationship, values, standards and behaviours required to meet the needs of the Authority. The successful Supplier's Relationship Management Plan shall form part of Schedule 8.1 (*Governance*) of the Contract. The response should include, but not be limited to:

- (a) Identification of the key relationships important to the Bidder's proposals for delivery of the SOR;
- (b) The Bidder's understanding of the collaborative behaviours required to deliver the SOR and how this informs their overall solution;
- (c) The Bidder's understanding of the three sS Values and Standards required to deliver the SOR and how this informs their overall solution;
- (d) An implementation plan, setting out a detailed timeline with milestones, demonstrating how values, standards and behaviours shall be embedded in each operating level within the proposed delivery organisation, including within Service Personnel;
- (e) How the Bidder proposes to maintain a collaborative relationship throughout the duration of the Contract;
- (f) A detailed plan for engagement and communicating with internal and external key stakeholders;
- (g) The Bidder's proposals for periodically assessing the relationship with the Authority, at each level of the organisation, to ensure that the required ways of working are being achieved and corrective action identified;
- (h) The Bidder's approach to identifying and addressing examples of poor behaviour within their own organisation, or Authority personnel, or in the supply chain; and
- (i) Proposals as to how long-term collaborative relationships will be developed with the supply chain, including SMEs, required to support the Bidder's plans to deliver the SOR.

**Evaluation Criteria (RoR 10)**

**High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

**Good confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

**Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****11. Use of Service Personnel****Background**

The Recruitment Services shall be delivered by the Bidder, with Service Personnel embedded within the Supplier organisation to be utilised where military experience can add value to the recruiting operation, such as assessment, outreach and nurturing activities. Deploying staff in the Supplier's delivery organisation is the principal means by which the Authority is able to provide Service Personnel to support these Recruitment Services. Service Personnel shall be made available for the Supplier to deploy and use to optimal effect. This should not entail administrative tasks, nor other tasks where using Service Personnel (as opposed to using other people) adds no material value to recruitment.

**Aim**

The Authority seeks a solution that will optimise the use of Service Personnel throughout the recruiting operation, including within the AFR HQ, ensuring that there is continued access to Service Personnel at appropriate stages of the Candidate journey and where this is beneficial to support engagement, nurturing and minimising loss of Candidates. The solution shall enable the integration of Supplier and Service Personnel operating under shared values and standards.

Authority personnel working with the Supplier shall have a rewarding and engaging working experience, where their time is spent on activities that add value to recruitment.

**References****Statement of Requirement:**

RS.1, RS.2, RS.3, RS.4, RS.5, RS.6, RS.DR.1.

**Evidence Required**

**The response shall be no more than 10 sides of A4 text font (Arial 11), including relevant diagrams, and up to 3 sides of A3 for tables / charts. The Personnel and Development Plan is not included in the state page limit.** The Bidder's response to this RoR will form part of Schedule 4.1 (*Supplier Solution*).

Please provide a response that details the **Personnel Management and Development Plan** for Supplier and Service Personnel in the delivery of the Recruitment Services to meet the needs of the Authority. The Personnel Management and Development Plan shall form part of Schedule 4.1 (*Supplier Solution*) of the Contract. The response should include, but not be limited to:

- (a) The proposed roles that the Bidder envisages shall be provided by Service Personnel in the Bidder's organisational structure;
- (b) The drivers that the Bidder considers to be pertinent to the roles that shall be undertaken by the Bidder's and Service Personnel;
- (c) How Service Personnel shall be used to support the achievement of diversity targets;
- (d) The total number of Service Personnel that the Bidder proposes to employ and where in the organisation they shall be used;
- (e) How all personnel shall be managed, including Service Personnel, to create a coherent and cohesive Recruitment Services organisation;
- (f) The strategy for integrating Service Personnel into the Bidder's proposed operating model, including the use of cross-working to support the transfer of knowledge and improve the flexibility and resilience of the Recruitment Service;
- (g) How the size of the workforce and the relative mix of Supplier and Service Personnel shall vary over the duration of the Contract and the Bidder's strategy for managing such change;

- (h) The Bidder's approach to assessing the required sufficiency of capabilities, competencies and experience to deliver the Recruitment Services;
- (i) The proposals for ensuring that the Bidder's employees (and those of its sub-contractors) and Service Personnel have the appropriate capabilities, competencies and experience throughout the duration of the Contract, including details of the Bidder's approach to recruitment and retention of Supplier personnel, and reskilling of Supplier and Service Personnel;
- (j) What Supplier-provided equipment will be provided and how it will be used by Service Personnel to perform the tasks assigned to them by the Bidder (noting that Service Personnel will have access to standard Authority equipment, including [REDACTED] devices); and
- (k) The responsibilities, skills and competencies that will be held by the principal members of the Bidder's team who shall be responsible for overseeing and managing the delivery of the Personnel Management and Development Plan.

### Evaluation Criteria (RoR 11)

#### High confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

#### AND

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response,

whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### **Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Service Delivery****12. Social Value****12.1 Diverse Supply Chains (MAC 3.1)****Background**

The Public Sector must maximise Social Value effectively and comprehensively through its procurements. Delivering Social Value through AFRS will have a significant positive impact by broadening the benefits that are delivered.

Through the wide range of services that AFRS will deliver, there is great scope for engagement with sub-contractors. To deliver benefit through this, it is imperative that selection and engagement of sub-contractors is conducted in a fair and transparent manner that offers opportunities to all types of businesses and that ultimately, the Policy Outcome of increased supply chain resilience and capacity is achieved (**the Policy Outcome**).

**Aim and Criteria**

The Authority's aim is to deliver the Policy Outcome through effective measures proposed by the Bidder which create a diverse, fair and transparent supply chain including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals.

Sub-criteria includes an assessment of activities that demonstrate and describe the Bidder's existing or planned:

- (a) Understanding of the types of businesses in the market and the level of participation by new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals;
- (b) Activities to identify opportunities to open sub-contracting under the contract to a diverse range of businesses, including new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals;
- (c) Plans for engaging a diverse range of businesses in engagement activities prior to appointing supply chain members (including activities prior to award of the main contract and during the contract term);
- (d) Activities that demonstrate a collaborative way to work with a diverse range of businesses as part of the supply chain. Illustrative examples: co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods; and use of inclusive technology;
- (e) Advertising of supply chain opportunities openly and to ensure they are accessible to a diverse range of businesses, including advertising sub-contracting opportunities on [Contracts Finder](#);
- (f) Ensuring accessibility for disabled business owners and employees; and
- (g) Structuring of the supply chain selection process in a way that ensures fairness (e.g. anti-corruption) and encourages participation by a diverse range of businesses, including with regard to new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.

**References**

Procurement Policy Note 06/20 – Taking Account of Social Value in the Award of Central Government Contracts dated Sep 20

The Social Value Model (Edn 1.1 dated 3 Dec 20)

**Evidence Required**

**Using a maximum of 10 sides of A4 text font (Arial 11) and up to 3 sides of A3 for supporting diagrams / charts etc, describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome.** The response will form part of Schedule 4.1 (*Supplier Solution*) of the Contract.

Please provide a response that includes:

- (a) A 'Method Statement', stating this will be achieved and how the commitment meets the Award Criteria,
- (b) A timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments / the impact of your proposals. You should include but not be limited to:
  - Timed action plan;
  - Use of metrics (including the prescribed reporting metric stated below);
  - Tools / processes used to gather data;
  - Reporting;
  - Feedback and improvement;
  - Transparency; and
- (c) How you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.
- (d) How you will meet and report on prescribed reporting metrics:
  1. The number of contract opportunities awarded under the contract.
  2. The value of contract opportunities awarded under the contract in £.
  3. Total spend under the contract, as a percentage of the overall contract spend.

For each of the following categories:

- Start-ups;
- SMEs;
- VCSEs; and
- Mutuels.

### Evaluation Criteria (RoR 12.1)

#### High Confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The response shows:

- **Very good understanding** of the requirements.
- **Excellent proposals** demonstrated through relevant evidence.
- **Considerable insight** into the relevant issues.
- The response is also likely to propose **additional value** in several respects above that expected.
- The response addresses the social value policy outcome and also shows **in-depth market experience**.

#### Good Confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing

the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references.

**AND**

The response shows:

- **Good understanding** of the requirements.
- **Sufficient competence** demonstrated through relevant evidence.
- **Some insight** demonstrated into the relevant issues.
- The response addresses the social value policy outcome and also shows **good market experience**.

### **Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

The response shows:

- **Good understanding** of the requirements.
- **Sufficient competence** demonstrated through relevant evidence.
- **Some insight** demonstrated into the relevant issues.
- The response addresses most of the social value policy outcome and also shows **general market experience**.

### **Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

Such shortfall may include one or all of the following:

- There is **at least one significant issue** needing considerable attention.
- Proposals **do not demonstrate competence** or understanding.
- The response is **light on detail** and unconvincing.
- The response makes **no reference to the applicable sector** but shows some general market experience.
- The response makes limited reference (naming only) to the social value policy outcome set out within the invitation.

**Service Delivery****12. Social Value****12.2 Tackling Inequality and Improving Equality and Diversity in the Workforce (MAC 6.1)****Background**

The Public Sector must maximise Social Value effectively and comprehensively through its procurements. Delivering Social Value through AFRS will have a significant positive impact by broadening the benefits that are delivered.

Increasing diversity and inclusion in the Armed Forces is central to AFRS; it is therefore imperative that the Supplier who delivers the contract reflects this aim in their own workforce. This is not about merely increasing the numbers from minority groups in the workforce, it is about ensuring all employees, including those in minority groups, have equality in their employment. This will help fulfil the Policy Outcome of Tackling Workforce Inequality (**the Policy Outcome**).

**Aim and Criteria**

The Authority's aim is to deliver the Policy Outcome through effective measures proposed by the Bidder which seeks to identify and address inequality in employment, skills and pay in the contract workforce, both within its own organisation and its key sub-contractors.

Sub-criteria includes an assessment of activities that demonstrate and describe the Bidder's existing or planned:

- (a) Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the Bidder's own organisation and those of its key sub-contractors;
- (b) Measures to address and prevent inequality in employment, skills and pay in the contract workforce. **Illustrative examples:**
  - Inclusive and accessible recruitment practices, and retention-focused activities;
  - Offering a range of quality opportunities with routes of progression if appropriate, e.g. T Level industry placements, students supported into higher level apprenticeships;
  - Working conditions which promote an inclusive working environment and promote retention and progression;
  - Demonstrating how working conditions promote an inclusive working environment and promote retention and progression;
  - A time-bound action plan informed by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level;
  - Including at least one woman in any shortlist for recruitment and promotion;
  - Including people with a range of protected characteristics in shortlist for recruitment and promotion;
  - Using skill-based assessment tasks in recruitment;
  - Using structured interviews for recruitment and promotions;
  - Introducing transparency to promotion, pay and reward processes;
  - Positive action schemes in place to address under-representation in certain pay grades;
  - Jobs at all levels open to flexible working from day one for all workers;

- Collection and publication of retention rates, e.g. for pregnant women and new mothers, or for others with protected characteristics; and
- Regular equal pay audits conducted.

Where the Bidder receives TUPE workforce, it is recognised that the composition of that workforce, and any constraints imposed by their existing contracts, may impact the meeting of the Aim of this RoR and ability to accurately report on progress. Where this is the case, the Bidder shall propose a mechanism which enables reporting of both parts of the workforce (TUPE workforce and remaining workforce). The Bidder shall also detail a timeline to indicate when these groups can be brought together and reported on under a single reporting metric.

## References

Procurement Policy Note 06/20 – Taking Account of Social Value in the Award of Central Government Contracts dated Sep 20

The Social Value Model (Edn 1.1 dated 3 Dec 20)

## Evidence Required

**Using a maximum of 10 sides of A4 text font (Arial 11) and up to 3 sides of A3 for supporting diagrams / charts etc, describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome through effective measures proposed by the Bidder which identify and tackle inequality in employment, skills and pay in the contract workforce, both within its own organisation and its key sub-contractors.** The response will form part of Schedule 4.1 (*Supplier Solution*) of the Contract.

Please provide a response that includes:

- (a) A 'Method Statement', stating this will be achieved and how the commitment meets the Award Criteria;
- (b) A timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments / the impact of your proposals. You should include but not be limited to:
  - Timed action plan;
  - Use of metrics (including the prescribed reporting metric stated below);
  - Tools / processes used to gather data;
  - Reporting;
  - Feedback and improvement;
  - Transparency; and
- (c) How you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.
- (d) How you will meet and report on the following prescribed reporting metric:
  - How you will detail to the Authority, for each potentially (or actually) under-represented group within the recruitment workforce: their percentage representation within the recruitment workforce, by region, annually; with improvements annually.

## Evaluation Criteria (RoR 12.2)

### High Confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The response shows:

- **Very good understanding** of the requirements.
- **Excellent proposals** demonstrated through relevant evidence.
- **Considerable insight** into the relevant issues.
- The response is also likely to propose **additional value** in several respects above that expected.
- The response addresses the social value policy outcome and also shows **in-depth market experience**.

### **Good Confidence (70)**

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references.

**AND**

The response shows:

- **Good understanding** of the requirements.
- **Sufficient competence** demonstrated through relevant evidence.
- **Some insight** demonstrated into the relevant issues.
- The response addresses the social value policy outcome and also shows **good market experience**.

### **Reasonable Confidence (30)**

From the evidence presented, the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

The response shows:

- **Good understanding** of the requirements.
- **Sufficient competence** demonstrated through relevant evidence.
- **Some insight** demonstrated into the relevant issues.
- The response addresses most of the social value policy outcome and also shows **general market experience**.

### **Low Confidence (0)**

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

Such shortfall may include one or all of the following:

- There is **at least one significant issue** needing considerable attention.
- Proposals **do not demonstrate competence** or understanding.
- The response is **light on detail** and unconvincing.

- The response makes **no reference to the applicable sector** but shows some general market experience.
- The response makes limited reference (naming only) to the social value policy outcome set out within the invitation.

**Service Delivery****12. Social Value****12.3 Support Health and Wellbeing in the Recruitment Workforce (MAC 7.1)****Background**

The Public Sector must maximise Social Value effectively and comprehensively through its procurements. Delivering Social Value through AFRS will have a significant positive impact by broadening the benefits that are delivered.

A physically and mentally healthy workforce brings numerous benefits, both internally and externally to the service, ranging from a more engaged, knowledgeable and committed workforce to reducing the draw on public services such as the [REDACTED]. The contract workforce will be working alongside Authority personnel who have good access to mental health services and, for the Armed Forces, physical health services. To aid collaboration and cohesion between the workforces of the two organisations, access to such services should be fair and appropriate. This will aid fulfilment of the associated Policy Outcome of Improving Health and Wellbeing (**the Policy Outcome**).

**Aim and Criteria**

The Authority aim is to deliver the Policy Outcome through effective measures proposed by the Bidder which support health and wellbeing, including physical and mental health, in the contract workforce.

Sub-criteria includes an assessment of activities that demonstrate and describe the Bidder's existing or planned:

- (a) Understanding of issues relating to health and wellbeing, including physical and mental health, in the contract workforce;
- (b) Inclusive and accessible recruitment practices, development practices and retention-focused activities including those provided in the Guide for line managers on recruiting, managing and developing people with a disability or health condition;
- (c) Actions to invest in the physical and mental health<sup>1</sup> and wellbeing of the contract workforce.  
Illustrative examples:
  - Implementing the 6 standards in the Mental Health at Work commitment and, where appropriate, the mental health enhanced standards for companies with more than 500 employees in Thriving at Work with respect to the contract workforce, not just 'following the recommendations';
  - Public reporting by the Supplier and its supply chain on the health and wellbeing of staff comprising the contract workforce, following the recommendations in the Voluntary Reporting Framework; and
  - Engagement plans to engage the contract workforce in deciding the most important issues to address.
- (d) Methods to measure staff engagement over time and adapt to any changes in the results; and
- (e) Processes for acting on issues identified.

**References**

Procurement Policy Note 06/20 – Taking Account of Social Value in the Award of Central Government Contracts dated Sep 20

The Social Value Model (Edn 1.1 dated 3 Dec 20)

**Evidence Required**

<sup>1</sup> The [Mental Health at Work](#) website includes documents, guides, tips, videos, courses, podcasts, templates and information from key organisations across the UK, all aimed at helping employers get to grips with workplace mental health.

Using a maximum of 10 sides of A4 text font (Arial 11) and up to 3 sides of A3 for supporting diagrams / charts etc, describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome through effective measures proposed by the Bidder which support health and wellbeing, including physical and mental health, in the contract workforce. The response will form part of Schedule 4.1 (*Supplier Solution*) of the Contract.

Please provide a response that includes:

- (a) A 'Method Statement', stating this will be achieved and how the commitment meets the Award Criteria;
- (b) A timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments / the impact of your proposals. You should include but not be limited to:
  - Timed action plan;
  - Use of metrics (including the prescribed reporting metric stated below);
  - Tools / processes used to gather data;
  - Reporting;
  - Feedback and improvement; and
  - Transparency.
- (c) How you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.
- (d) How you will meet and report on the following prescribed reporting metric:
  - Percentage of all companies in the supply chain under the contract to have implemented the 6 standards in the [Mental Health at Work commitment](#).

### Evaluation Criteria (RoR 12.3)

#### High Confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The response shows:

- **Very good understanding** of the requirements.
- **Excellent proposals** demonstrated through relevant evidence.
- **Considerable insight** into the relevant issues.
- The response is also likely to propose **additional value** in several respects above that expected.
- The response addresses the social value policy outcome and also shows **in-depth market experience**.

#### Good Confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references.

**AND**

The response shows:

- **Good understanding** of the requirements.
- **Sufficient competence** demonstrated through relevant evidence.
- **Some insight** demonstrated into the relevant issues.
- The response addresses the social value policy outcome and also shows **good market experience**.

### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing **a single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

The response shows:

- **Good understanding** of the requirements.
- **Sufficient competence** demonstrated through relevant evidence.
- **Some insight** demonstrated into the relevant issues.
- The response addresses most of the social value policy outcome and also shows **general market experience**.

### Low Confidence (0)

From the evidence presented, the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

**AND**

Such shortfall may include one or all of the following:

- There is **at least one significant issue** needing considerable attention.
- Proposals **do not demonstrate competence** or understanding.
- The response is **light on detail** and unconvincing.
- The response makes **no reference to the applicable sector** but shows some general market experience.
- The response makes limited reference (naming only) to the social value policy outcome set out within the invitation.

**Commercial****13. Commercial Arrangements and Risk Transfer****Background**

The Contract terms and conditions and Schedules shall clearly define the roles and obligations, responsibilities and accountabilities of each party to the Contract and align their objectives to support the effective and efficient delivery of the Recruitment Services. The Contract shall be sustainable by both Parties throughout the duration of the Contract. For it to be successful there shall be a clear and shared understanding and approach to delivery and risk management.

**Aim**

The Authority seeks to enter into an unambiguous, fair and sustainable contract that supports effective and efficient delivery of the Recruitment Services and gives each party clarity on their roles and obligations, responsibilities and accountabilities. The Contract shall reflect the Authority's preferred position which has emerged during dialogue, resulting in a transfer of risk to the Authority at the start of, during and at the end of the Contract, which is acceptable and supports the delivery of transparent, value for money Recruitment Services that fully meet the stated requirement. The Authority intends to issue a single form of Terms and Conditions and Schedules following conclusion of dialogue and as part of the ITSFB pack but is willing to agree in principle during dialogue a Schedule of Derogations, comprising non-material amendments to its preferred position with the purpose of reflecting the specifics of the Bidder's solution.

The Authority expects to hold direct software licence(s) which relate to the digital solution. The Contract will include a Schedule to identify the software vendors and the scope of the licences. The Bidder is required to source and select the Digital Vendors and their products that will make up the AFRP Digital Solution, and shall arrange the licence terms to be simple, aligned with the expectations of Authority use, and aligned to the terms and conditions of the main Contract and its Schedules.

**References**

List of Contract and Schedules for mark-up to follow.

**Evidence Required**

**The response consists of a mark-up of the Contract and Schedules (within permitted limits) or a confirmation that the Bidder wishes to make no amendments to the Contract and Schedules, the agreed Schedule of Derogations together with a supporting rationale (which shall be no more than 15 sides of A4 text font size (Arial 11)), and the licence agreements between the Authority and Digital Vendor(s) for the products that comprise the Digital Solution.**

**The Risk Register and Risk Management Strategy is the same document as that specified in the General Instructions and is not included in the stated page limits.** The Bidder's response to this RoR will also form part of Schedule 2.2 (*Performance Levels / KPIs*) and Schedule 7.1 (*Charges and Invoicing*).

The ITSFB will provide Bidders with a limited opportunity only to provide a **mark-up of specified elements of the draft Contract and associated Schedules** (or complete the relevant Schedules). The ITSFB will further identify those schedules which require completion by Bidders and those Terms and Conditions and Schedules which must be accepted unconditionally.

Where the Bidder proposes an amendment to a provision in the Agreement and Schedules (and provided this is within the permissions specified in the ITSFB), the response should include, but not be limited to:

- (a) The detailed drafting of the mark-up;
- (b) The rationale for the proposed amendments in the mark-up (where permitted), identifying those which are specific to the Bidder's proposed Recruitment Services delivery solution, highlighting those which require the Authority to assume additional obligations, responsibilities and accountabilities;

- (c) The benefits and risks to the Authority and the Bidder associated with each of the proposed amendments (where permitted);
- (d) Details of the effect these changes have on cost, the delivery of the Recruitment Services and performance (if relevant); and
- (e) Confirmation as to whether the amendment has been developed and agreed in principle with the Authority as part of the dialogue process.

The Bidder's proposed licence agreements with the Digital Vendor(s) should be:

- a) Aligned with the expectation of Authority use; and
- b) Aligned to the terms and conditions of the main Agreement and its Schedules as far as reasonably possible.

Additionally, the Bidder's response should include a list of any assumptions or dependencies (contained in the overarching MDAL and CDAL and referenced here accordingly) that are inherent in the Bidder's Delivery Plan(s) and other plans that are not explicit in the draft Contract (as per General Instructions).

The Bidder is also required to submit a **Risk Register** and **Risk Management Strategy**. These should include, but not be limited to:

- (a) A comprehensive risk register associated with delivery of the Recruitment Services;
- (b) An assessment of the likelihood of the identified risks crystallising, over what time period and the likely impact on the delivery of the Recruitment Services in terms of performance, cost and time;
- (c) The proposed allocation of the risks between the Bidder and the Authority, together with the rationale for the proposed allocation;
- (d) The Bidder's approach to risk assessment and management to identify, mitigate and manage risks during the term of the Contract, including the Bidder's proposals to regularly update the Authority on the assessment and management of risk; and
- (e) The principles underpinning the basis by which the Bidder proposes that new risks identified during the Contract term should be allocated between the Bidder and the Authority.

The solution set out in the Risk Register and Risk Management Strategy should be consistent with any proposed mark-ups and with the Authority's guidance. The Risk Register should identify where risks are linked to responses to other RoRs.

In assessing responses to the RoR, the Authority will also consider any allocation of risk which arises as a result of the MDAL or CDAL.

[Note that Schedule 2.2 (*Performance Levels / KPIs*) and Schedule 7.1 (*Charges and Invoicing*) will be evaluated both under this RoR and under RoR 14]

### Evaluation Criteria (RoR 13)

#### High Confidence (100)

The Bidder has provided a solution that meets each of the following. The solution:

- **Meets** the Authority's stated aim;
- **Accepts** the Authority's Terms and Conditions and Schedules either fully or in accordance with the agreed Schedule of Derogations;
- Provides a **clear identification** of the key risks associated with the delivery of Recruitment Services;
- Provides for an allocation of risk to the Authority which is **acceptable**, with **no more than minor exceptions**;
- **Demonstrates fully** the Bidder's approach to the assessment and management of risk during the Contract term; and

- Sets out an approach as to the **allocation of new risks** identified during the Contract term which is acceptable to the Authority.

### Good Confidence (70)

The Bidder has provided a solution that meets each of the following. The solution:

- **Meets** the Authority's stated aim;
- **Accepts** the Authority's Terms and Conditions and Schedules but there are minor exceptions in addition to the agreed Schedule of Derogations;
- Provides a **clear identification** of the key risks associated with the delivery of Recruitment Services;
- Provides for **an allocation of risk acceptable** to the Authority, albeit there are **limited areas which do not reflect the Authority's preferred risk allocation**;
- **Demonstrates to a good level** the Bidder's approach to the assessment and management of risk during the Contract term; and
- Sets out an approach to the **allocation of new risks** identified during the Contract term which is **acceptable** to the Authority.

### Reasonable Confidence (30)

The Bidder has provided a solution that gives the Authority **reasonable confidence** as a result of one or more of the following. The solution:

- **Does not sufficiently meet** the Authority's stated aim;
- **Accepts** the Authority's Terms and Conditions and Schedules but there are a number of exceptions which lead to a material, if still acceptable, transfer of risk to the Authority;
- **Insufficiently** identifies the risks associated with the delivery of Recruitment Services;
- Includes a number of exceptions where the **allocation of risk** is **unacceptable** to the Authority, albeit the risk allocation is in the round is still acceptable to the Authority;
- The **evidence** presented is **insufficient** to demonstrate the Bidder's approach to the assessment and management of risk during the Contract term; or
- Sets out an **unacceptable** (to the Authority) approach to the **allocation of new risks** identified during the Contract term.

### Low Confidence (0)

The Bidder has provided a solution that gives the Authority **low confidence** as a result of one or more of the following. The solution:

- **Shows a significant shortfall** against the Authority's stated aim;
- **Provides limited acceptance** of the Authority's Terms and Conditions and Schedules and / or amends or rejects a provision which the Authority has indicated as mandatory;
- Has a **significant shortfall** in the identification of the risks associated with the delivery of Recruitment Services;
- Provides for **unacceptable allocation** of risk to the Authority;
- The evidence presented shows a **significant shortfall to demonstrate** the Bidder's approach to the assessment and management of risk during the Contract term; or
- Sets out an **unacceptable** approach (to the Authority) as to the **allocation of new risks** identified during the Contract term.

**Commercial****14. Pricing, Payment and Incentivisation Mechanism****Background**

The Pricing, Payment and Incentivisation Mechanism (PPIM) shall: be appropriately designed to endure over the term of the Contract; be flexible and capable of accommodating changes in the Armed Forces' Demand Plan requirements; incentivise the Supplier to fully deliver the Recruitment Services; be transparent, provide value for money and an appropriate and sustainable return to the Bidder.

**Aim**

The Authority seeks a commercial solution which should be logical and transparent and supported by the Bidder's cost and financial model. It shall be flexible to accommodate changes in demand over the Contract duration and provide the Authority with certainty of the process whereby Charges will be adjusted to take account of changes in service requirements. Note: this RoR does not consider the Bidder's Financial Response (which will be evaluated as set out paragraphs D.19 onwards of the ITPD).

Further, it shall provide an appropriate and sustainable sharing of risk and reward between the Authority and the Supplier. The focus of incentivisation is to be on the achievement of the Authority's intended outcomes for the Agreement as measured by Key Performance Indicators.

The solution shall include a clear and transparent approach to structuring Charges and/or Target Costs, which is agile and responsive to changes in demand.

Following conclusion of dialogue, the final PPIM requirements will be stated in Schedule 7.1 (*Charges and Invoicing*) and Schedule 2.2 (*Performance Levels / KPIs*).

**References**

Schedule 2.2 (*Performance Levels / KPIs*)  
Schedule 7.1 (*Charges and Invoicing*)

**Evidence Required**

**The response shall be no more than 20 sides of A4 text font (Arial 11), and up to 2 sides of A3 for Gantt charts. Relevant diagrams are included in the page limit. The mark-up of the Schedules is not included in the stated page limits.**

Please provide a response to this RoR with a **mark-up of Schedule 7.1 (*Charges and Invoicing*) and Schedule 2.2 (*Performance Levels / KPIs*)** in accordance with the instructions therein. Within the permitted limits and in accordance with the instructions the response should include, but not be limited to:

- (a) Acceptance or amendment of the terms of those Schedules, highlighting:
  - i. Amendments that require the Authority to assume additional obligations, responsibilities and accountabilities; and
  - ii. The benefits and risks to the Authority and the Bidder associated with each of the proposed amendments.
- (b) The Bidder's proposed structure of Charges and/or Target Costs, including how these shall respond to changes in Demand Plan volumes;
- (c) The Bidder's proposed approach to pricing including the use of firm pricing, fixed pricing, indexation, target cost incentive fee, maximum price target cost mechanisms as well as gainshare arrangements where appropriate;
- (d) The Bidder's proposed approach to determining the cost and price of change proposals as well as evidencing Value for Money and prevailing market rates for implementation of services;
- (e) The Bidder's proposed incentivisation mechanisms, including, but not limited to: payment milestones; KPIs and service credit arrangements, and the willingness to put profit at risk;
- (f) The Bidder's proposed approach to reviewing and revising incentivisation arrangements over the life of the contract;
- (g) How the Bidder's PPIM is consistent with their response to the Financial Management Plan.

**Evaluation Criteria (RoR 14)****High Confidence (100)**

The Bidder has provided a solution that meets each of the following. The solution:

- **Meets** the Authority's stated aim;
- **Accepts** the Authority's requirements in Schedule 7.1 (*Charges and Invoicing*) and Schedule 2.2 (*Performance Levels / KPIs*) fully, following the instructions given, subject to the agreed Schedule of Derogations; **and**
- Is **transparent** on the basis by which changes in the Recruitment Services will be priced, consistent with demonstrating the delivery of value for money.

**Good Confidence (70)**

The Bidder has provided a solution that meets each of the following. The solution:

- **Meets** the Authority's stated aim;
- **Accepts but with further minor exceptions**, the Authority's requirements in Schedule 7.1 (*Charges and Invoicing*) and Schedule 2.2 (*Performance Levels / KPIs*), following the instructions given, subject to the agreed Schedule of Derogations; **and**
- Is **transparent** on the basis by which changes in the Recruitment Services will be priced, consistent with demonstrating the delivery of value for money.

**Reasonable Confidence (30)**

The Bidder has provided a solution that meets each of the following. The solution:

- **Does not sufficiently meet** the Authority's stated aim;
- Accepts **with major exceptions** the Authority's requirements in Schedule 7.1 (*Charges and Invoicing*) and Schedule 2.2 (*Performance Levels / KPIs*), failing to follow the instructions given, subject to the agreed Schedule of Derogations; **or**
- Is **not fully transparent** on the basis by which changes in the Recruitment Services will be priced and how the delivery of value for money will be demonstrated.

**Low Confidence (0)**

The Bidder has provided a solution that meets each of the following. The solution:

- **Shows a significant shortfall** against the Authority's stated aim;
- **Provides limited acceptance** of the Authority's requirements in Schedule 7.1 (*Charges and Invoicing*) and Schedule 2.2 (*Performance Levels / KPIs*), failing to follow instructions given, subject to the agreed Schedule of Derogations; **or**
- Provides **limited transparency** on the basis by which changes in the Recruitment Services will be priced and how the delivery of value for money will be demonstrated.

**Commercial****15. Insurance****Background**

The Authority requires confidence that the Supplier is able to fully meet any liabilities that may arise from delivery of the Contract, including through the purchase and maintenance of the required insurances.

**Aim**

The Authority requires the Supplier to take out and maintain or procure the taking out and maintenance of the minimum insurance requirements as set out in Schedule 2.5 (*Insurance Requirements*) of the Agreement.

**References**

None

**Evidence Required**

Please provide a **mark-up of Schedule 2.5 (*Insurance Requirements*)** and **complete the Insurance Requirements Table** (below) to evidence how it will meet the minimum insurance requirements as a solution to this RoR.

<b>Class of insurance</b>	<b>Insurer(s) identity (including any excess layer insurers)</b>	<b>Bidder proposed maximum deductible threshold</b>	<b>Confirmation of compliance with Schedule 2.5 (<i>Insurance Requirements</i>)</b>	<b>Confirmation of compliance with Schedule 2.5 Annex 1 (<i>Required Insurances</i>)</b>
Third Party Public & Products Liability Insurance				
Airside Third Party Liability Insurance				
Professional Indemnity Insurance				
Airside Motor Third Party Liability Insurance				
Insurances required by law (Employers Liability Insurance and Third Party Motor Liability Insurance)				
Motor Vehicle Damage Insurance				

**Evaluation Criteria (RoR 15)****Pass / Fail****Insurer identity**

The insurer or insurers proposed by the Bidder against each class of insurance in the column headed "Insurer identity (including any excess layer insurers)" in the Insurance Requirements Table are considered by the Authority based on its professional judgement to be a reputable insurer(s) of sufficient standing for the class of insurance and the location of the services in question taking into consideration matters including, but not limited to, ownership, management, operating environment, reinsurance protection, lines of business, profitability and business philosophy (a "Reputable Insurer"). This will be evaluated on a Pass/Fail basis and the insurer proposed by the Bidder in the Insurance Requirements Table for each category of insurance must be a Reputable Insurer to constitute a Pass.

**Bidder proposed maximum deductible threshold**

The maximum deductible threshold proposed by the Bidder for each and every occurrence for each class of insurance in the column headed "Proposed maximum deductible threshold" of the Insurance Requirements Table is considered by the Authority based on its the professional judgement to be reasonable in the insurance market prevailing at the point of the submission by the Bidder of its response (a "Reasonable Maximum Deductible Threshold"). This will be evaluated on a Pass / Fail basis and each proposed maximum deductible threshold must be a Reasonable Maximum Deductible Threshold to constitute a Pass.

**Amendments to Schedule 2.5 (*Insurance Requirements*)**

Any amendments the Bidder seeks to make to Schedule 2.5 (*Insurance Requirements*) other than the insertion of Reasonable Maximum Deductible Thresholds shall be assessed against the following criteria. The amendments will be assessed as a whole to determine the level of risk to the Authority in accordance with the Marking Scheme set out below.

Marking Scheme	Evaluation guidance
Pass	No amendment to the Authority minimum insurance requirement other than 'the insertion of Reasonable Maximum Deductible Thresholds into Annex 1 of Schedule 2.5 ( <i>Insurance Requirements</i> ) of the Agreement
Pass	Amendment to the Authority minimum insurance requirement that is not considered to confer any adverse risk to the Authority or any material diminution in the required insurance cover of the Authority
Fail	Amendment to the Authority minimum insurance requirement that is considered to confer some appreciable risk to the Authority or diminution in the required insurance cover of the Authority
Fail	Insufficient detail or is considered to leave gaps in the level or extent of insurance cover which exposes the Authority to significant adverse risk or significantly material diminution in the required insurance cover of the Authority
Fail	Unmarked. The above table has not been completed or completed in the correct format.

**Commercial****16. Contract Management Plan, Change and Change Management****Background**

The Authority requires confidence that the Bidders understand and acknowledge the need for robust and resilient contract management measures which support and assure the effective and efficient delivery of the Recruitment Services to the stated performance parameters. The recruitment needs of the Armed Forces are continually evolving to ensure that required operational capabilities are met. The contract change model needs to match these evolving needs by being both flexible and agile, meeting due diligence, assurance and audit requirements as well as the changing needs of the Armed Forces' requirements.

**Aim**

The Authority seeks a solution that provides pro-active monitoring control and management of all delivery activities throughout the contract tenure, including but not limited to, the timely sharing of management information and data analytics on delivery, performance and value for money. The Contract Management Plan shall enable the Supplier to identify its obligations and dependencies as well as those of the Authority to fulfil their obligations under the Contract and achieve full delivery of the Recruitment Services, in a manner that represents value for money for both the Authority and an appropriate and sustainable return for the Bidder. The contract change management arrangements set out in the management plan must be transparent, fair, flexible, agile and support value for money.

**References**

Schedule 8.2 (*Change Control Procedure*)

Template (for information): Army Commercial Gold Standard Contract Management Plan

**Evidence Required**

**The response shall be no more than 15 sides of A4 text font (Arial 11), and up to 2 sides of A3 for Gantt charts. Relevant diagrams are included in the page limit. The mark-up of the Schedule is not included in the stated page limits.** The Bidder's Contract Management plan will also form part of Schedule 8.1 (*Governance*).

Please provide a response in the form of a **Contract Management Plan, including, but not limited to a mark-up Schedule 8.2 (*Change Control Procedure*)**. The response should include, but not be limited to:

- (a) The Bidder's approach to maintaining effective and efficient contract and performance management arrangements (the establishment of the contract and performance management arrangements shall be assessed as part of the Bidder's Implementation Plan);
- (b) The Bidder's proposals for providing robust and timely Management Information and data to the Authority on the delivery and performance of the Recruitment Services, to include timelines for the provision of the information and an outline of the key delivery and performance information that will be provided to support an effective and efficient governance, contract and performance management process;
- (c) How the Bidder shall provide the Authority with confidence through its governance, contract and performance management approach that the Recruitment Services will continue to improve through the life of the contract;
- (d) The rationale for any changes proposed to the schedule(s), including an explanation of how the changes proposed support better contract and change management and effective, efficient service delivery;
- (a) The Bidder's approach to meeting the requirements of Schedule 8.2 (*Change Control Procedure*) (including the timelines for the agreement of change), detailing how the contract change process will operate (for each type of contract change) and how change shall be

managed throughout the contract duration, including agile change in relation to innovation initiatives; and

- (e) How the Contract Management Plan is consistent with and supports the Bidder's overall Delivery Plan.

### Evaluation Criteria (RoR 16)

#### High confidence (100)

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim;
- **Fully address** the stated / associated references;

#### AND

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim;
- **Address** the stated / associated references; and

#### AND

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim;
- **Address** the stated/associated references;

#### AND

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Low Confidence (0)

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or**

**multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim;
- **Address** the stated / associated references;

**OR**

From the evidence presented (and associated master document references), the Bidder's response, which contains **a significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.

**Commercial****17. Exit arrangements upon expiry or termination of the contract****Background**

Continuity of recruitment is fundamental to maintaining the Armed Forces operational capability. The Authority needs assurance that recruitment is resilient and that there will be no significant loss of service or dip in performance at the end of the Contract term or in the event of an early termination of the Contract.

**Aim**

The Authority seeks a solution that ensures at the end of the Contract, the Supplier can exit the Contract and enable an orderly and smooth transfer of the provision of Recruitment Services delivery to other service provider(s) or to the Authority, with minimum impact or disruption and without additional costs being incurred by the Authority.

**References**

Schedule 7.2 (*Payments upon Termination*)  
Schedule 8.5 (*Exit Management*)

**Evidence Required**

**The response shall be not more than 25 sides of A4 text font (Arial 11), and up to 3 sides of A3 for Gantt charts. Relevant diagrams are included in the page limit. The mark-up of the Schedule is not included in the stated page limits.**

Please provide a response in the form of **mark-ups of Schedules 7.2 (*Payments upon Termination*) and 8.5 (*Exit Management*)** and a comprehensive **Contract Exit Management Plan** (to include Expiry, Termination, Partial Termination and invocation of Step-in Rights) and a Gantt Timeline Schedule. The Contract Exit Management Plan will be annexed to Schedule 8.5 (*Exit Management*). The response shall include, but not be limited to:

- (a) The rationale for the changes proposed to the Schedule, including an explanation of how the changes proposed support better exit management;
- (b) A project plan identifying all exit activities (including details of associated Schedules), detailing the timeline for their implementation and associated key milestones;
- (c) An outline of the key activities to enable the smooth transfer of staff, facilities, equipment, Authority provided resources, IPR, management information and systems to other services provider(s) or to the Authority;
- (d) Details of the proposed roles and responsibilities of both the Bidder and the Authority during the exit process;
- (e) Details of the governance arrangements which will oversee the delivery of the Exit Plan;
- (f) How the Bidder shall assist the Authority in the re-tendering of the Recruitment Services;
- (g) How the Bidder shall support the transitioning of the Recruitment Services to other service provider(s) in the event that the Recruitment Services are re-tendered, or to the Authority in the event that they are not re-tendered;
- (h) How the Bidder shall ensure that there will be no disruption to Recruitment Services during exit and the associated transition;
- (i) Details of how the Bidder shall ensure that the Authority is regularly provided a fully updated Exit Management Plan capturing all changes affecting the contract throughout its tenure with minimal delay by a process of regular review and submission;
- (j) Details of how the Bidder shall procure that all Third Party and Subcontracts necessary for the performance of the recruiting services in accordance with the contract shall be assignable and

capable of novation to either the Authority or any replacement service provider without restriction;

- (k) How the Bidder shall provide all reasonable assistance, guidance and information to the Authority and or replacement service provider for a period of up to six months after the expiry date or termination date, including arrangements for the re-imbursement of reasonable costs incurred in the course of providing said assistance;
- (l) How the Bidder shall assist with re-tendering of recruiting services both to the Authority and to its potential replacement service provider by providing timely details of the service; details of Authority Assets and any Exclusive Service Provider Equipment and location(s); information pertaining to the use of assets; an inventory of Authority data in the possession of the Bidder; all information relating to transferring employees under the TUPE arrangements;
- (m) Details of any elements of the recruiting service that the Bidder considers are not subject to Schedule 8.5 (*Exit Management*) and any area where the Bidder considers that they might not have reasonable control over to ensure smooth transition;
- (n) Details of how the Bidder shall manage live Candidate data transfer, any necessary system cleanse and purge activities in relation to the Digital Solution and how transfer to a new Bidder or the Authority shall be achieved in a timely and efficient manner; and
- (o) Details of how the Bidder shall provide up to date, accurate system documentation, including; solution architecture, data dictionaries and user guides to assist the Authority and / or any replacement provider in using the digital solution.

#### Evaluation Criteria (RoR 17)

##### Pass

The Bidder has provided an exit solution **that is acceptable** to the Authority and **is capable** of being contracted, since the solution

- **Meets** the Authority's stated aim;
- **Meets the evidence required** to demonstrate that at the end of the Contract there will be no loss of service and a mature fully executable exit plan, with a **few minor omissions**, that provides for the efficient and effective transfer of the Recruitment Services to a successor Bidder (s) and / or to the Authority.
- **Clearly articulates** the specific contractual obligations of both Parties that underpin its solution and is consistent with Schedule 8.5 (*Exit Management*) of the draft Contract; and
- **Provides** (in the sole opinion of the Authority) for an equitable and acceptable balance of obligations, responsibilities and accountabilities between the Authority and the Bidder.

Any omissions in the Bidder's solution **can** be resolved through clarification questions.

##### Fail

The Bidder has provided a solution **that is not acceptable** to the Authority and / or **is not capable** of being contracted as a result of one or more of the following, since the solution:

- **Does not meet** the Authority's stated aim; or
- **Shows a significant shortfall** in the evidence provided to demonstrate that at the end of the contract there will be no loss of service and an exit plan, for transfer of the Recruitment Services to a successor Bidder (s) and / or to the Authority.
- **Does not sufficiently articulate** the specific contractual obligations of both Parties that underpin its solution; or
- **Does not provide** (in the sole opinion of the Authority) for an equitable and acceptable balance of obligations, responsibilities and accountabilities between the Authority and the Bidder.

The omissions in the Bidder's solution **cannot** be resolved through clarification questions.

**Financial****18. Financial management****Background**

Armed Forces recruitment, as part of the Ministry of Defence and more broadly as part of Government, is subject to scrutiny of its role in contributing to the Armed Forces operational capability and to delivering value for money to the UK taxpayer.

**Aim**

The Authority seeks a solution that ensures robust and transparent financial information is provided on a regular and ad hoc timely basis. The solution will demonstrate that the delivery of the Recruitment Services represents value for money.

**References****Statement of Requirement:**

RS.3

**Evidence Required**

**For the Financial Management Plan the response shall be no more than 10 sides of A4 text font (Arial 11) including up to 2 sides of A3 for Gantt charts (excluding audit report). Relevant diagrams are included in the page limit.** The Bidder's response to this RoR will form part of Schedule 7.1 (*Charges and Invoicing*).

Please provide a response to this RoR in the form of an **Independently Audited Financial Model (and accompanying audit report) and Financial Management Plan** that details the proposed approach to implementing and maintaining Appropriate financial transparency, understanding and management arrangements to meet the needs of the Authority. The response should include, but not be limited to:

- (a) An independently audited financial model demonstrating the cost composition and associated assumptions underpinning 'The Price';
- (b) An outline of how financial management information is provided by the proposed management information system described in the Reporting and MI Operating model;
- (c) The Bidder's proposals for reporting on a timely basis delivery, programming and resource information against the Delivery Plan;
- (d) The Bidder's approach to reporting and providing financial and statistical information to the Authority on recruitment on a timely basis to enable the Authority to agree, revise and manage its demand requirements and associated budgets;
- (e) How the Bidder's plan is consistent with the Bidder's overall Delivery Plan; and
- (f) An overview of the specific activities proposed to support the principles of 'open book' accounting, how will they be managed between both parties, how the Bidder shall ensure sufficient quality and timely cost information is provided to the Authority and how shall this be seen through the Contractor's maintenance of the Financial Model.

**Evaluation Criteria (RoR 18)****High confidence (100)**

The Bidder has provided a solution which, as a result of the evidence presented, provides the Authority with a **high** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Fully address** the stated / associated references.

**AND**

The Bidder has provided a solution which, as a result of the evidence presented (and associated master document references), provides the Authority with a **high** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of **comprehensive** mitigation plans (**providing significant detail on mitigation activities and their impact**); and
- Identification of key assumptions.

#### Good confidence (70)

From the evidence presented, the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, which **contains minor exceptions** in addressing the bullet points below, provides the Authority with a **good** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Reasonable Confidence (30)

From the evidence presented, the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### AND

From the evidence presented (and associated master document references), the Bidder's response, whilst containing a **single major exception or numerous minor exceptions** in addressing the bullet points below, provides the Authority with a **reasonable** level of confidence that it is robust through:

- Identification of key Authority dependencies and liabilities;
- Identification of key risks in the delivery of your solution together with the provision of mitigation plans; and
- Identification of key assumptions.

#### Low Confidence (0)

From the evidence presented, the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions** in addressing the bullet points below, provides the Authority with a **low** level of confidence that it will:

- **Meet** the Authority's stated aim; and
- **Address** the stated / associated references

#### OR

From the evidence presented (and associated master document references), the Bidder's response, which contains a **significant shortfall(s) or multiple major exceptions**, provides the Authority with a **low** level of confidence that it is robust **by failing to address**:

- Key Authority dependencies and liabilities;
- Key risks in the delivery of your solution together with the provision of mitigation plans; or
- Key assumptions.