



Crown
Commercial
Service

Invitation to Tender

Attachment 2 – How to bid

Major Projects Leadership Academy
(MPLA), Orchestrating Major Projects
(OMP) & Optional Services

RM 6223

Contents

1. How to make your bid	2
2. How to submit your bid in the eSourcing suite.....	2
3. Selection stage	2
4. Selection process.....	3
5. Selection criteria	14
6. Award stage.....	14
7. Quality Evaluation	16
8. Price evaluation	18
9. Final decision to award	25

1. **How to make your bid**

Your bid must be made by the organisation that will be responsible for providing the goods and/or services if your bid is successful.

Your bid must be **entered into the eSourcing suite**. We can only accept bids that we receive through the eSourcing suite.

Upload **ONLY** those attachments we have asked for. Do not upload any attachments we haven't asked for.

Make sure you answer every question.

You must submit your bid before the bid submission deadline, in paragraph 6 "Timelines for the competition" in attachment 1 - About the contract.

It will be our decision whether we will accept bids submitted after the bid submission deadline.

You must regularly check for messages in the eSourcing suite throughout the competition. You must log on to the eSourcing suite and access your message inbox for this competition to check for messages.

If anything is unclear, or you are unsure how to complete your bid submission, you can raise a question before the clarification question deadline, via the eSourcing suite. Read paragraph 7 "When and how to ask questions" in attachment 1 - About the contract.

We may require you to clarify aspects of your bid in writing and/or provide additional information. Failure to respond within the time required, or to provide an adequate response will result in the rejection of your bid and your exclusion from this competition.

2. **How to submit your bid in the eSourcing suite**

Your bid must be **entered into the eSourcing suite**. We can only accept bids that we receive through the eSourcing suite.

Responses to the selection questionnaire (qualification envelope), quality questionnaire (technical envelope) and the price questionnaire (commercial envelope) must be answered online in the eSourcing suite.

3. **Selection stage**

At the selection stage, we evaluate bidders' technical, professional and financial capabilities. We will ask a range of questions appropriate to the procurement. It is important that you answer these questions accurately.

If you are relying on any key subcontractors to provide the answers to the technical and professional ability or you are relying on a guarantor to pass

the economic and financial assessment, they must complete Parts 2, 3 and 4 for themselves.

In addition, if you are the lead member of a consortium, you must get each of the other members to answer the questions in Parts 2, 3 and 4 for themselves.

We are providing the 'Information and declaration' workbook (attachment 4) to enable you to collect and submit this data to us, whether from organisations on whom you are relying (for example a key subcontractor or a guarantor) or from other members of a consortium.

If you are unsure, ask questions before the clarification questions deadline, see paragraph 6 'Timelines for the competition' and paragraph 7 'When and how to ask questions' in attachment 1 - About the contract document

3.1 Selection questionnaire

Please refer to attachment 2a Selection questionnaire, and paragraph 4 of this document. Remember you must complete the questionnaire online in the eSourcing suite (qualification envelope).

4. Selection process

After the bid submission deadline, we will check all bids to make sure we have received everything we have asked for.

We may ask you to clarify information you provide, if that is necessary. Don't forget to check for messages in the eSourcing suite throughout the competition. You must log on to the eSourcing suite and access your message inbox for this competition to check for messages.

If your bid is not compliant we will reject your bid and you will be excluded from the competition. We will tell you why your bid is not compliant.

Not all selection questions need guidance as the questions are self-evident. However other questions such as the financial question, require a process to be undertaken before we can assess your response. In those instances, we have told you what we will do in the **evaluation guidance in the selection questionnaire**.

Part 11 Technical and Professional ability questions in **paragraph 4.1 of this document** we have explained what you need to do and how we will evaluate your responses to the questions in this part, read paragraph 4.1 in conjunction with attachment 2a.

4.1 Part 11 Technical and Professional ability questions

4.1.1 Technical and Professional ability subsection 1 case study certificates

You are required to complete Attachment 2b - Contract certificate for two (2) different contracts (contract certificate 1 and contract certificate 2) that you have delivered, or being delivered relating to the design or design refresh and delivery of a project leadership development programme and services that demonstrate your ability to supply the Services required under this contract.

If you are bidding as a consortium, if possible you should provide evidence of contracts where you have worked with your consortium members.

It is important that you read and fully comply with the instructions contained within Attachment 2b and complete the certificate in full for each contract. If you fail to provide two certificates completed in line with the instructions (contract certificate 1 and contract certificate 2), your bid may be deemed non-compliant and you may be excluded from this competition.

Once you have completed Attachment 2b, and it has been signed by your Customer Referee, you must upload it to the relevant question in the eSourcing suite (technical envelope) questions 1.1 (contract certificate 1) and 11.2 (contract certificate 2).

Please note: the contract certificates that you submit (contract certificate 1 and contract certificate 2) will be the contracts you need to refer to, to answer questions 11.3 and 11.4 in Technical and Professional ability subsection 2 case study questions.

Evaluation guidance:

For the avoidance of doubt, if a customer indicates OPTION B when completing Table B, you will be awarded a FAIL and you will be excluded from the competition. Also, CCS reserves the right to contact the Customer Referee to verify the accuracy of contract details provided in a certificate. If the Customer Referee cannot or will not verify the accuracy of the information provided in the certificate you will be awarded a FAIL and you will be excluded from the competition.

4.1.2 Technical and Professional ability subsection 2 case study questions (11.3 and 11.4)

How WE will evaluate your response to questions 11.3 and 11.4

1	<p>Quality Evaluation</p> <p>We will give your responses to our evaluation panel. Each evaluator will independently assess your responses to the key areas using the response guidance, marking scheme and evaluation guidance.</p> <p>Each evaluator will give a mark and a reason for their mark for each key area they are assessing. Each evaluator will enter their marks and reasons for the mark for each key area into the eSourcing suite.</p>
2	<p>Consensus</p> <p>Once the evaluators have independently assessed your responses to the key areas we will arrange for the evaluators to meet and we will facilitate the discussion.</p> <p>At this consensus meeting, for each key area the evaluators will discuss the quality of your answers and discuss their marks and reasons for that mark.</p> <p>The discussion will continue until they reach a consensus regarding the mark, and a reason for that mark, for each key area.</p>
3	<p>Quality Threshold</p> <p>If you have received a mark of zero or 25 for one or more key area(s) that is a FAIL and we will reject your bid and you will be excluded from the competition.</p> <p>We will tell you that your bid has been excluded from the competition and why.</p>

4.1.3 Question 11.3 and 11.4, including the requirement, response guidance, marking scheme and evaluation guidance

Remember:

Question 11.3 you must use the contract from contract certificate 1
 Question 11.4 you must use the contract from contract certificate 2

Read each requirement, the response guidance, marking scheme and evaluation criteria.

Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials for example reports or information located on your website

Question 11.3 – Contract 1

Requirement

CCS requires bidders to demonstrate **how they delivered/are delivering a contract** for the design or design refresh and delivery of a **project leadership development programme and services**, which focuses on the following three key criteria and related component parts:

1. Capacity and resource allocation, including component parts a (i and ii) and b
2. Delivery methods, including component parts a (i and ii) and b
3. Ability to strategise, including component parts a (i and ii) and b

Remember this is the contract you used for contract certificate 1, you submitted at question 11.1.

Evaluation

Evaluators will use the contract details submitted in contract certificate 1, specifically the contract description for context for the evaluation of the 11.3 key criteria and related component parts.

For the avoidance of doubt this information will not be part of the evaluation, but will provide context for the evaluation of each of the key criteria and related component parts.

Response guidance

Your response must demonstrate the following key criteria 1 to 3 and related component parts:

1. Capacity and resource allocation

- a) demonstrate how you ensured sufficient capacity and the most appropriate resources were allocated to, and maintained for, work under this contract, including:
 - (i) to ensure the academic research, programme design / design refresh, programme delivery to learners and PMO support was carried out at the appropriate level of expertise and delivered value for money
 - (ii) when your organisation had competing priorities with other customers and or the need to accommodate staff absence or flexibility
- b) demonstrate how you managed the capacity and resource allocation which you've described in response to (a) to ensure that customer

requirements were fully met in terms of quality, cost and timely delivery

2. Delivery methods and learning experience

- a) demonstrate how you structured the design or design refresh of the programme, including:
 - (i) how you selected the appropriate blend of delivery channels and methods
 - (ii) how you made best use of digital technologies to support more efficient, effective and high quality learning
- b) demonstrate how you used your approach, which you've described in (a), to ensure an interactive, innovative and cost effective learning experience

3. Ability to strategise

- a) demonstrate how you provided strategic input, including:
 - (i) how you developed an understanding of your customer's strategic priorities and shared this with your delivery team, including consortium members and key subcontractors where relevant
 - (ii) how you tailored your approach accordingly
- b) demonstrate how you took account of other strategic considerations such as wider policy impacts, lessons learned from similar contracts, emerging academic research and thinking

Responses should be limited to, and focused on each of the key criteria and component parts of the question.

Bidders should refrain from making generalised statements and providing information not relevant to the requirement. Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the key criteria in the order they are listed above and highlight which key criteria you are responding to.

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

You must not exceed the character count within the e-Sourcing suite.

Responses must include spaces between words. No attachments are permitted; any additional documents submitted will be ignored in the evaluation of this question.

You are required to insert your response to this question in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Each key criteria and related component parts is evaluated PASS or FAIL	
PASS	The key criteria and related component parts scored 50 or above
FAIL	The key criteria and related component parts scored 25 or below
Marking scheme	Evaluation guidance
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement and is comprehensive, unambiguous, and fully demonstrates how you have delivered the key criteria and the related component parts of the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate that the key criteria and the related component parts have been satisfied.</p> <p>The response provides a high level of confidence that the approach meets the requirement for this key criteria and the related component parts and exceeds the requirement.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement and is sufficiently detailed to demonstrate your ability to meet the key criteria and the related component parts of the response guidance.</p> <p>Sufficient evidence has been provided to demonstrate the key criteria and the related component parts of the response guidance.</p> <p>The response provides a good level of confidence that the approach met the requirement for this key criteria for the delivery of services.</p>
50	<p>A SATISFACTORY ANSWER</p> <p>The response is relevant to the requirement. Whilst the response addresses the key criteria and the related component parts, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the key criteria and the related component parts of the response guidance.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the key criteria and all of the related component parts of the response guidance.</p>

	<p>The response provides an adequate level of confidence that the approach had the potential to meet the requirement for this key criteria for the delivery of services.</p>
25	<p>A BELOW STANDARD ANSWER</p> <p>The response is not fully relevant to or only partially addresses the requirement and/or the key criteria and the related component parts of the response guidance.</p> <p>The response addresses some of the key criteria and the related component parts but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the key criteria and all of the related component parts of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that the approach had the ability to meet the requirement for this key criteria for the delivery of services.</p> <p>If you receive a mark of 25, that is a FAIL and we will reject your bid and you will be excluded from the competition.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement and/or the key criteria and the related component parts and/or the response has satisfied very few to none of the requirements for the key criteria and the related component parts of the response guidance.</p> <p>The response provides no confidence that the approach will meet the requirement for this key criteria for the delivery of services.</p> <p>or</p> <p>No response provided.</p> <p>If you receive a zero, that is a FAIL and we will reject your bid and you will be excluded from the competition.</p>

Question 11.4 – Contract 2

Requirement

CCS requires bidders to demonstrate how they delivered/are delivering a contract for the design or design refresh and delivery of a project leadership development programme and services, which focuses on the following three key criteria and related component parts:

1. Academic research, including component parts a (i and ii) and b
2. Inclusion and Diversity, including component parts a (i and ii) and b
3. Effective delivery, including component parts a (i and ii) and b

Remember this is the contract you used for contract certificate 2, you submitted at question 11.2.

Evaluation

Evaluators will use the contract details submitted in contract certificate 2, specifically the contract description for context for the evaluation of the 11.4 key criteria and related component parts.

For the avoidance of doubt this information will not be part of the evaluation, but will provide context for the evaluation of each of the key criteria and related component parts

Response guidance

Your response must demonstrate the following key criteria 1 to 3 and related component parts:

1. Academic research

- a) demonstrate how you factored in academic research evidence to introduce and maintain leading edge major project leadership thinking and techniques into the design / design refresh and delivery of the project leadership development programme and services to:
 - (i) combine leading practitioner insights with world class academic research, content and teaching, to promote top level major project and programme leadership
 - (ii) incorporate the most up to date innovative content, theories and activities
- b) demonstrate how you applied your approach, which you've described in (a), to deliver an impactful learning experience for participants, demonstrated through practical evaluation of the programme and high learner satisfaction levels

2. Inclusion and Diversity

- a) demonstrate how you modelled, marketed and delivered the programme to promote and drive inclusion and diversity and to deliver benefits to the learners and the customer, including:
 - (i) promoting broader participation and accessibility, particularly across under-represented groups

(ii) ensuring inclusive processes, format, content and delivery

- b) demonstrate how you applied your approach, which you've described in (a), to bring thinking about diversity and inclusion more to the fore at senior levels in the project delivery field.

3. Effective delivery

- a) demonstrate the project management tools and techniques you used when mobilising the programme design or design refresh, including:
- (i) how they were used to ensure the delivery of a quality service
 - (ii) how you applied your quality assurance processes to ensure a quality outcome for the customer.
- b) describe your quality management process for the ongoing delivery of the learning programme and demonstrate how you applied this to ensure a quality outcome for the learner and the customer.

Responses should be limited to, and focused on each of the key criteria and component parts of the question.

Bidders should refrain from making generalised statements and providing information not relevant to the topic. Whilst there will be no marks given to layout, spelling, punctuation and grammar, it will assist evaluators if attention is paid to these areas and you address each of the key criteria in this response guidance in the order they are listed above and highlight which key criteria you are responding to.

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

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

You are required to insert your response to this question in the technical envelope in the applicable text boxes provided, each box has a character count of 2,000 characters.

Each key criteria and related component parts is evaluated PASS or FAIL

PASS	The key criteria and related component parts scored 50 or above
FAIL	The key criteria and related component parts scored 25 or below

Marking scheme	Evaluation guidance
100	<p>A VERY GOOD ANSWER</p> <p>The response is relevant to the requirement and is comprehensive, unambiguous, and fully demonstrates how you have delivered the key criteria and the related component parts of the response guidance.</p> <p>Full and relevant evidence has been provided to clearly demonstrate that the key criteria and the related component parts have been satisfied.</p> <p>The response provides a high level of confidence that the approach meets the requirement for this key criteria and the related component parts and exceeds the requirement.</p>
75	<p>A GOOD ANSWER</p> <p>The response is relevant to the requirement and is sufficiently detailed to demonstrate your ability to meet the key criteria and the related component parts of the response guidance.</p> <p>Sufficient evidence has been provided to demonstrate the key criteria and the related component parts of the response guidance.</p> <p>The response provides a good level of confidence that the approach met the requirement for this key criteria for the delivery of services.</p>
50	<p>A SATISFACTORY ANSWER</p> <p>The response is relevant to the requirement. Whilst the response addresses the key criteria and the related component parts, it is not sufficiently detailed and/or does not include sufficient explanation in some elements to fully demonstrate your ability to meet the key criteria and the related component parts of the response guidance.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the key criteria and all of the related component parts of the response guidance.</p> <p>The response provides an adequate level of confidence that the approach had the potential to meet the requirement for this key criteria for the delivery of services.</p>

25	<p>A BELOW STANDARD ANSWER</p> <p>The response is not fully relevant to or only partially addresses the requirement and/or the key criteria and the related component parts of the response guidance.</p> <p>The response addresses some of the key criteria and the related component parts but not all, and there is a significant lack of detail.</p> <p>Whilst some evidence has been provided it does not sufficiently demonstrate the key criteria and all of the related component parts of the response guidance.</p> <p>There is a lack of detail and/or lack of explanation and/or ambiguity in the response which provides a low level of confidence that the approach had the ability to meet the requirement for this key criteria for the delivery of services.</p> <p>If you receive a mark of 25, that is a FAIL and we will reject your bid and you will be excluded from the competition.</p>
0	<p>A POOR ANSWER</p> <p>The response is not relevant to the requirement and/or the key criteria and the related component parts and/or the response has satisfied very few to none of the requirements for the key criteria and the related component parts of the response guidance.</p> <p>The response provides no confidence that the approach will meet the requirement for this key criteria for the delivery of services.</p> <p>or</p> <p>No response provided.</p> <p>If you receive a zero, that is a FAIL and we will reject your bid and you will be excluded from the competition.</p>

5. Selection criteria

We may exclude you from the competition at the selection stage if:

- you receive a 'fail' for any of the selection questions/key criteria.
- any of the information you have provided proves to be false or misleading.
- you have broken any of the competition rules in attachment 1 About the contract, or not followed the instructions given in this ITT pack.

If we exclude you from the competition we will tell you and explain why.

6. Award stage

If you have successfully passed the selection stage, you will proceed to the award stage.

6.1 When completing your bid, you must:

- read through the entire ITT pack specifically Contract Schedule 2.1 Services Description carefully, and read more than once
- read each question, the requirement, response guidance, marking scheme and evaluation criteria
- read the contract terms.
- if you are unsure, ask questions before the clarification questions deadline, see paragraph 6 'Timelines for the competition' and paragraph 7 'When and how to ask questions' in attachment 1 - About the contract document
- allow plenty of time to complete your responses; it always takes longer than you think to submit
- your prices should be in line with the service level you offer, in response to the award quality questions.

6.2 Award stage

The award stage consists of a quality evaluation (see paragraph 7 of this document) and a price evaluation (see paragraph 8 of this document).

The award of this Contract will be on the basis of the 'Most Economically Advantageous Tender' (MEAT). The weighting for the quality evaluation is 80%; and, the price evaluation is worth 20% marks.

6.3 Award process

What **YOU** need to do

- answer the quality questions in the eSourcing suite in the technical envelope.
- Complete the price matrix attachment 3 and upload into the eSourcing suite in the commercial envelope to question PQ1.

6.4 What **WE** will do at the award stage

1.	<p>Compliance Check</p> <p>First, we will do a check to make sure that you completed the pricing matrix in line with our instructions.</p>
2.	<p>Quality Evaluation</p> <p>We will give your responses to our evaluation panel. Each evaluator will independently assess your responses to the quality questions using the requirement, response guidance, marking scheme and the evaluation guidance.</p> <p>Each evaluator will give a mark and a reason for their mark for each question they are assessing. Each evaluator will enter their marks and reasons into the eSourcing suite.</p>
3.	<p>Consensus</p> <p>Once the evaluators have independently assessed your answers to the questions we will arrange for the evaluators to meet and we will facilitate the discussion.</p> <p>At this consensus meeting, the evaluators will discuss the quality of your answers and discuss their marks and reasons for that mark.</p> <p>The discussion will continue until they reach a consensus regarding the mark, and a reason for that mark, for each question. These consensus marks will be used to calculate your weighted mark for each question. See Table B at paragraph 7.9 for an example of how we will calculate your Quality Score.</p>
4.	<p>Quality Threshold</p> <p>If you have received a consensus mark of 50 or below for question 2.2 and/or 2.3 and/or 2.4 and/or 2.5 we will reject your bid and you will be excluded from the competition. We will tell you that your bid has been excluded from the competition and why.</p> <p>If you receive a consensus mark of 25 or below for question 2.6 and/or 2.7 and/or 2.8 and/or 2.9, we will reject your bid and you will be excluded from the competition. We will tell you that your bid has been excluded from the competition and why.</p>

	Please see Table A at paragraph 7.6 for the marking scheme and minimum marks required per question.
5.	<p>Evaluate Pricing</p> <p>We will then give your pricing to the price evaluation panel, who are different evaluators from those who assessed your quality responses. They will calculate your price score using the evaluation criteria in paragraph 8 – Price Evaluation.</p>
6.	<p>Final Score</p> <p>Your quality score will be added to your price score, to create your final score as illustrated in paragraph 9 - Final decision to award.</p>
7.	<p>Award</p> <p>Award will be made to the successful bidder following the standstill period, subject to contract.</p>

7. Quality evaluation

Please refer to Attachment 2c Quality Questionnaire for details of the quality questions.

Remember you must complete the questionnaire online in the eSourcing suite (technical envelope).

Before responding to any quality questions, make sure you have read Attachment 2c Quality questionnaire which contains the requirement, response guidance, marking scheme and evaluation guidance for each quality question.

Question 2.1 is a mandatory question and will be evaluated PASS / FAIL. If you answer no to this question, we will reject your bid and you will be excluded from the competition. We will tell you that your bid has been excluded and why.

Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials for example reports or information located on your website.

Questions 2.2 to 2.9 of the quality questionnaire will be independently assessed by our evaluation panel.

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

The bidders mark will be rounded up to 2 decimal places using excel

Each weighted mark for each question will then be added together to calculate your Total Quality Mark.

As the quality evaluation is 80%, we will then multiply each bidder's Total Quality Mark by 80% to calculate the bidders Quality Score. Please see Table B below for an example of how we will calculate your Quality Score.

Please see Table A below for marking scheme and minimum mark for each question.

7.1 Table A

Question	Marking scheme	Minimum mark	
2.1	Compliance with Contract Schedule 2.1 Services Description, Annex 1 Specification of Services	Pass/Fail	Pass
2.2	MPLA Programme Content and Delivery	100/75/50/25/0	75
2.3	OMP Programme Content and Delivery	100/75/50/25/0	75
2.4	Delivery Team	100/75/50/25/0	75
2.5	Project and Service Delivery Management	100/75/50/25/0	75
2.6	Continuous Improvement	100/75/50/25/0	50
2.7	Benefits Management Strategy	100/75/50/25/0	50
2.8	Social Value - Equal opportunity and diversity	100/75/50/25/0	50
2.9	Social Value - Wellbeing	100/75/50/25/0	50

7.2 Table B – Example of how we will calculate your Quality Score

Question	Consensus mark	Weighting	Weighted mark
2.2	75	23%	17.25
2.3	100	11%	11.00
2.4	75	20%	15.00
2.5	100	18%	18.00
2.6	75	9%	6.75
2.7	50	6%	3.00
2.8	100	9%	9.00

2.9	50	4%	2.00
Total Quality Mark			82.00
Quality Score (Total Quality Mark x 80%)			65.60

8. Price evaluation

This paragraph contains information on how to complete the Pricing Matrix (Attachment 3) and the price evaluation process.

8.1 How to complete and submit your Pricing Matrix

You should read and understand the instructions in the Pricing Matrix, Contract Schedule 7.1 Charges and Invoicing, and in this paragraph, before submitting your Pricing Matrix.

Your price values must be sustainable in providing all of the mandatory requirements set out in Contract Schedule 2.1 Services Description, Annex 1 Specification of Services.

All costs incurred by the bidder must be calculated and charged through the price values submitted in your Pricing Matrix.

Your rates submitted must:

- exclude VAT;
- be inclusive of expenses/travel and subsistence and travel time;
- be in British pounds sterling; and
- submitted up to two (2) decimal places and the nearest £1

Zero or negative bids are not permitted.

All cells in the tables in each tab that require information to be inputted are shaded blue

In “Other” cells highlighted pale yellow, you must input a description of any other service component costs associated with the delivery of services not included in the table.

Cells that don't require any input are locked for editing.

You must not alter, amend or change the format or layout of this Pricing Matrix in any way. You must not insert or attach any notes or comments into any of the worksheets.

Any alteration, amendment, change or addition will be disregarded by CCS and your Pricing Matrix may be deemed non-compliant.

You should have read and understood the information on TUPE in paragraph 8 of Attachment 1 – About the contract. You are reminded that

it is your responsibility to take your own advice and consider whether TUPE is likely to apply and to act accordingly. You are encouraged to carry out your own due diligence exercise on the application of TUPE when completing your Pricing Matrix.

Remember - to receive the TUPE information you must complete the non disclosure agreement – Attachment 11 and return it via the eSourcing suite messaging service. When we receive your completed non disclosure agreement, we will then send the TUPE information to you via the eSourcing suite. If you do not provide a completed Non-Disclosure Agreement (NDA) Attachment 11 and fail to receive a copy of the TUPE information your bid may be excluded from further participation in this procurement.

In the event that you are successful in this procurement the values inserted into the Pricing Matrix will be incorporated into Contract Schedule 7.1 Charges and Invoicing.

The prices and rates submitted will be the maximum prices and rates payable under this Contract.

The percentage discounts submitted will be the minimum discounts applicable under this contract.

You must download the Pricing Matrix (Attachment 3) and complete. You must input values into the cells shaded blue in the Pricing Matrix, in accordance with the instructions provided on each tab, failure to insert an applicable value may result in your bid being excluded from this competition.

In “Other” cells highlighted yellow, you must input a description of any other service component costs associated with the delivery of services.

Do not alter, amend or change the format or layout of the Pricing Matrix (Attachment 3). You must not insert or attach any notes or comments into any of the worksheets, any additional information will be disregarded by CCS.

You are required to complete, upload and return your completed Pricing Matrix to us via the eSourcing suite, by the deadline set out in paragraph 6 (“Timelines for the competition”) of Attachment 1 – About the contract.

When uploading your Pricing Matrix to question PQ1 in the technical envelope , you must rename the attachment as follows:
[price_insertyourcompanyname]

Please note, if your bid does not comply with the instruction in the table below, your bid will be deemed non-compliant and excluded from the competition:

Tab 1 - Set Up Costs	
Table 1a MPLA Set Up Costs	Your total price for the MPLA set-up costs must not exceed £540,000 excl. VAT
Table 1b OMP Set Up Costs	Your total price for the OMP set-up costs must not exceed £60,000 excl. VAT
Tab 2 - MPLA Residential Participant Fee	
Table 2a MPLA Residential Participant Price	Your total price for the delivery of the MPLA residential format per individual participant must not exceed £20,000 excl. VAT
Table 2b MPLA Residential Discount	The percentage discounts for any cohort size must be equivalent to or higher than the preceding cohort size band discount i.e. it is not permissible for the percentage discount to get lower as the cohort size band increases.
Tab 3 - MPLA Non-Residential Participant Fee	
Table 3a MPLA Non-Residential Participant Price	Your total price for the delivery of the MPLA Non-Residential format per individual participant must not exceed £20,000 excl. VAT. It is expected that the Non-Residential format will be less costly to deliver than the Residential format due to the reduced costs associated with accommodation, venues, travel, onsite support, refreshments etc.
Table 3b MPLA Non-Residential Discount	The percentage discounts for any cohort size must be equivalent to or higher than the preceding cohort size band discount i.e. it is not permissible for the percentage discount to get lower as the cohort size band increases.
Tab 4 - OMP Participant Fee	
Table 4a OMP Participant Price	Your total price for the delivery of the OMP must not exceed £12,000 excl. VAT
Table 4b OMP Discount	The percentage discounts for any cohort size must be equivalent to or higher than the preceding cohort size band discount i.e. it is not permissible for the percentage discount to get lower as the cohort size band increases.

8.2 Price Evaluation process

To be read in conjunction with Attachment 3 - Pricing Matrix

This is how we will evaluate your Pricing:

We will check you have completed all the blue cells.

Failure to insert an applicable price (£) or percentage (%) may result in your bid being deemed not compliant and excluded from this competition.

The cells highlighted green will be used as part of the evaluation.

The Price Evaluation is worth 20%

The Price Evaluation will be undertaken separately to the Quality Evaluation process.

Each Table of the price evaluation is weighted as follows:

Table C

Table	Weighting %	Maximum marks available
Tab 1 - Set Up Costs		
Table 1a MPLA Set Up Costs	5.00%	5
Table 1b OMP Set Up Costs	2.00%	2
Tab 2 - MPLA Residential Participant Fee		
Table 2a MPLA Residential Participant Price	30.00%	30
Table 2b MPLA Residential Discount	10.00%	10
Tab 3 - MPLA Non-Residential Participant Fee		
Table 3a MPLA Non-Residential Participant Price	15.00%	15
Table 3b MPLA Non-Residential Discount	5.00%	5
Tab 4 - OMP Participant Fee		
Table 4a OMP Participant Price	10.00%	10
Table 4b OMP Discount	3.00%	3
Tab 5 - Optional Services Rate Card		
Table 5a Optional Services Rate Card	20.00%	20
Total	100.00%	100

8.3 Table 1a MPLA Set Up Costs, Table 1b OMP Set Up Costs, Table 2a MPLA Residential Participant Price, Table 3a MPLA Non-Residential Participant Price, Table 4a OMP Participant Price and Table 5a Optional Services Rate Card

We will evaluate the price submitted for each Table (cells highlighted green) by comparing it against all prices submitted by other bidders for the Table.

The bidder who submits the lowest Table price will receive 100% of the maximum score available as detailed in Table A above.

Where two or more bidders submit an equal lowest Table price, then these bidders will each achieve 100% of the maximum score.

All other bidders will each receive a percentage of the maximum score available relative to the lowest Table price submitted.

The calculation we will use to evaluate:

- Table 1a MPLA Set Up Costs
- Table 1b OMP Set Up Costs
- Table 2a MPLA Residential Participant Price
- Table 3a MPLA Non-Residential Participant Price
- Table 4a OMP Participant Price
- Table 5a Optional Services Rate Card

is as follows:

$$\text{Mark} = \frac{\text{Lowest tendered Table price}}{\text{Bidders tendered Table price}} \times \text{maximum mark available}$$

The bidders mark will be rounded up to 2 decimal places using excel

Example, based on Table 1a MPLA Set Up Costs

Bidder A	Bidder B	Bidder C
Table 1a MPLA Set Up Costs	Table 1a MPLA Set Up Costs	Table 1a MPLA Set Up Costs
£ 296,000.00	£ 340,000.00	£ 384,000.00

1. Bidder A has the lowest Table 1a MPLA Set Up Costs price of £296,000.00. Bidder A is awarded the maximum mark available for Table 1a MPLA Set Up Costs, which is 5.00 marks ;
2. Bidder B submits a Table 1a MPLA Set Up Costs of £340,000.00. Bidder B is awarded a mark of 4.35 for Table 1a MPLA Set Up Costs.
3. Bidder C submits a Table 1a MPLA Set Up Costs of £384,000.00 and is awarded a mark of 3.85 for Table 1a MPLA Set Up Costs.

8.4 Table 2b MPLA Residential Discount, Table 3b MPLA Non-Residential Discount, Table 4b OMP Discount

The bidder who submits the highest Table Discount price (cells highlighted green) will receive 100% of the maximum score available as detailed in Table A above.

Where two or more bidders submit an equal highest Table Discount price, then these bidders will each achieve 100% of the maximum score.

All other bidders will each receive a percentage of the maximum score available relative to the highest Table Discount price submitted.

The calculation we will use for Table 2b MPLA Residential Discount, Table 3b MPLA Non-Residential Discount, Table 4b OMP Discount is as follows:

$$\text{Mark} = \frac{\text{Bidders tendered Table Discount}}{\text{Highest tendered Table Discount}} \times \text{maximum mark available}$$

The bidders mark will be rounded up to 2 decimal places using excel

Example, based on Table 2b MPLA Residential Discount

Bidder A	Bidder B	Bidder C
Table 2b MPLA Residential Discount	Table 2b MPLA Residential Discount	Table 2b MPLA Residential Discount
2.70	3.00	1.50

1. Bidder B has the highest Table 2b MPLA Residential Discount of 3.00% Bidder B is awarded the maximum mark available for Table 2b MPLA Residential Discount, which is 10.00 marks (see Table A)
2. Bidder A submits a Table 2b MPLA Residential Discount of 2.70% Bidder A is awarded a mark of 9.00 for Table 2b MPLA Residential Discount
3. Bidder C submits a Table 2b MPLA Residential Discount of 1.50 and is awarded a mark of 5.00 for Table 2b MPLA Residential Discount %

8.5 How we will calculate your Price Score

First, we will calculate each Bidder's Total Price Mark by adding together the marks calculated for each Table.

Table 1a MPLA Set Up Costs mark +
Table 1b OMP Set Up Costs mark +
Table 2a MPLA Residential Participant Price mark +
Table 2b MPLA Residential Discount mark +
Table 3a MPLA Non-Residential Participant Price mark +
Table 3b MPLA Non-Residential Discount mark +
Table 4a OMP Participant Price mark +
Table 4b OMP Discount mark +
Table 5a Optional Services Rate Card mark

As the price evaluation is 20%, we will then multiply each Bidder's Total Price Mark by 20% to calculate the Bidders Price Score.

Example of how we will calculate your Quality Score:

Table	Bidder A mark
Table 1a MPLA Set Up Costs	5.00
Table 1b OMP Set Up Costs	1.00
Table 2a MPLA Residential Participant Price	15.00
Table 2b MPLA Residential Discount	9.00
Table 3a MPLA Non-Residential Participant Price	15.00
Table 3b MPLA Non-Residential Discount	3.00
Table 4a OMP Participant Price	7.50
Table 4b OMP Discount	1.50
Table 5a Optional Services Rate Card	17.50
Bidder A - Total Price Mark	74.50
Bidder A - Price Score (Bidder's Total Price Mark x 20%)	14.90

8.6 Abnormally low tenders

Where we consider any of the item prices you have submitted to have no correlation with the quality of your offer or to be abnormally low or will ask you to explain the price(s) you have submitted (as required in regulation 69 of the Regulations).

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

9. Final decision to award

9.1 How we will calculate your final score

We will add your quality score to your price score to calculate your final score.

Example of how we will calculate your Final Score:

Bidder	Quality Score (Maximum score available 80)	Price Score (Maximum score available 20)	Final Score (Maximum score available 100)
Bidder A	65.60	14.90	80.50
Bidder B	80.00	20.00	100.00
Bidder C	54.50	12.00	66.40

We will then rank all final scores from highest to lowest.

We will offer the bidder with the highest score the Contract as set out in paragraph 3 of Attachment 1 – About the Contract.

9.2 Intention to award

We will tell you if you have been successful or unsuccessful via the eSourcing suite. We will send an intention to award letter to all bidders who are still in the competition i.e. who have not been excluded.

At this stage, a standstill period of ten (10) calendar days will start. During this time, you can ask questions that relate to our decision to award. We cannot provide advice to unsuccessful bidders on the steps they should take and they should seek independent legal advice, if required.

If during standstill we do receive a substantive challenge to our decision to award the contract, we reserve the right to delay the award of the contract.

The successful bidder will be required to provide all the due 'certificates, statements and other means of proof' as detailed in this paragraph 9.3 prior to the Contract Award date, please see attachment 1 – About the Contract paragraph 6 Timelines for the competition, for the Contract award date .

If the successful bidder cannot provide all the due 'certificates, statements and other means of proof' as detailed in paragraph 9.3 prior to the Contract Award date, then the Authority reserves the right to withdraw the offer of the Contract and offer the Contract to the bidder with the next highest Final Score. This process will be repeated until the Contract is offered to a bidder who can provide the due 'certificates, statements and other means of proof' prior to the Contract Award date.

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

9.3 Contract

You must sign and return the contract within 5 days of being asked. If you do not sign and return, we may withdraw our offer of a Contract.

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

This means:

For your organisation (lead bidder):

1. Insurance certificates as per Part 7 Insurance Requirements of the selection questionnaire:
 - Employer's (Compulsory) Liability Insurance = £5,000,000; and
 - Public Liability Insurance = £3,000,000; and
 - Product Liability Insurance = £3,000,000.
2. Security Requirements and ISO certification as per Part 8 Security Requirements and ISO certification of the selection questionnaire
 - Cyber Essentials Plus Certificate which has been awarded by one of the government approved Cyber Essentials Plus accreditation bodies; and
 - ISO:27001 Certification; and
 - ISO:14001 Certification or equivalent.
3. Evidence of your Apprenticeship/Current Skills process as per Part 9 Skills and Apprentices of the selection questionnaire

For each consortia member:

4. Security Requirements and ISO certification as per Part 8 Security Requirements and ISO certification of the selection questionnaire:
 - Cyber Essentials Plus Certificate; and
 - ISO:27001 Certification

Key subcontractors

5. Security Requirements and ISO certification as per Part 8 Security Requirements and ISO certification of the selection questionnaire

For each key subcontractor identified as a **High Risk** Subcontractor:

- a valid Cyber Essentials Plus certificate which has been awarded by one of the government approved Cyber Essentials Plus accreditation bodies **or** a valid ISO 27001:2013/2018 certificate

For each key subcontractor identified as a **Medium Risk** Subcontractors:

- a valid Cyber Essentials certificate which has been awarded by one of the government approved Cyber Essentials accreditation bodies **or** a valid Cyber Essentials Plus certificate which has been awarded by one of the government approved Cyber Essentials Plus accreditation bodies **or** a valid ISO 27001:2013/2018 certificate.