

**Call-Off Schedule 4 (Call-Off Tender)**  
Call-Off Ref: C52340 PD - NHS Pathways  
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## **Call-Off Schedule 4 (Call Off Tender)**

Refer to the separate file containing the Supplier's bid

FINAL



# Bid Pack for Call-Off Competition

## Attachment 2 – How to Bid Including Evaluation Criteria

Contract Reference: DCfH Call Off Mini Competition –Ref  
CCIS21A32  
NHS Pathways DevOps and Re-  
Platforming

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## 1. How to Make Your Bid

- 1.1. Your bid must be made by the organisation that will be responsible for providing the deliverables if your bid is successful.
- 1.2. Remember to:
  - 1.2.1. Decline this Bid Pack if you do not wish to submit a response. If you Decline, please provide a reason for doing so
  - 1.2.2. Enter your bid into the e-Sourcing Suite. We can only accept bids that we receive through the e-Sourcing Suite
  - 1.2.3. Make sure you answer every question
  - 1.2.4. Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials e.g., reports located on your website.
  - 1.2.5. Submit your bid in good time and before the bid submission deadline.
  - 1.2.6. Upload **ONLY** those attachments we have asked for in line with the requirements specified – any other supporting evidence, certificates for example, will be requested separately by us.
  - 1.2.7. If we **do not** require attachments and have specified this, please only use the Text Boxes provided for your answer.
  - 1.2.8. Check for messages in the e-Sourcing Suite throughout the competition.
  - 1.2.9. Press the **Submit Response** button when your bid is ready, otherwise we will not be able to see it.
  - 1.2.10. If you are unsure, ask questions before the Clarification Questions Deadline.

## 2. How The Evaluation Envelopes Are Structured:

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

### 2.2. QUALIFICATION ENVELOPE

Question	Title	Scoring
Q1	<a href="#">Key Participation Requirements</a>	Pass/ Fail
Q2	<a href="#">Conflicts of Interest</a>	Pass/ Fail
Q3	<a href="#">Information Only</a>	Information Only
Q4	<a href="#">Case Study</a>	Pass/ Fail

### 2.3. TECHNICAL ENVELOPE – 60%

Question	Title	Overall questionnaire weighting
<b>T1</b>	<b>T1 Technical Requirements</b>	
<b>T2</b>	<b>T2 Approach to Delivery</b>	<b>20%</b>
T2.2	<a href="#">Delivery against an Evolving Road Map</a>	10%
T2.7	<a href="#">DevOps Service</a>	10%
<b>T3</b>	<b>T3 Ability to Mobilise / Flex the Team</b>	
<b>T4</b>	<b>T4 Quality of the Team</b>	<b>10%</b>
T4.1	<a href="#">Quality of the Proposed Delivery Team</a>	10%
<b>T5</b>	<b>T5 Added Value and Continuous Improvement</b>	
<b>T6</b>	<b>T6 Initial Statement/s of Work</b>	<b>20%</b>
T6.1	<a href="#">Initial Statement of Work 01</a>	10%
T6.2	<a href="#">Initial Statement of Work 02</a>	10%
<b>T7</b>	<b>Social Value (minimum 10% weighting across overall questionnaire)</b>	<b>10%</b>
7.5	MAC6.1 <a href="#">Tackling inequality in the contract workforce</a>	10%

## 2.4. COMMERCIAL ENVELOPE – 40%

Question	Title	Overall questionnaire weighting
C1	<a href="#">Call Off Specific Rate Card</a>	20%
C2	<a href="#">Initial Statement(s) of Work</a>	20%



## QUALIFICATION ENVELOPE

### 2.5. QUALIFICATION – Q1 - KEY PARTICIPATION REQUIREMENTS

#### Response Guidance

The following questions are 'Pass/Fail' questions. If Potential Bidders are unwilling or unable to answer "Yes", their submission will be deemed non-compliant and shall be rejected. Potential Bidders should confirm their answer by selecting the appropriate option from the drop-down menu.

Question Number	Question	Your Response
1.1	Do you accept the competition rules as described in Attachment 1 – About the Procurement?	Yes/No
1.2	Have you read, understood and accepted the Bid Pack and all associated attachments, specifically Attachment 4d – Call-Off Schedule 20 – Call – Off Specification? and Attachment 3 Price Schedule?	Yes/No
1.3	Do you agree, without caveats or limitations, that in the event that you are successful, Attachment 4 – amended Terms and Conditions will govern the provision of this contract?	Yes/No
1.4	Do you confirm your Organisation's e-Sourcing suite profile is complete and accurate at the time the bid closed and that any amendments made following acceptance of this event will be notified to the buyer in writing?	Yes/No
1.5	Please confirm that you and all key sub-contractors hold a current Cyber Essentials plus certificate and that you will provide a copy within one week of contract award should your bid be successful?	Yes/No

1.6	Please confirm that you accept the Buyer's Mandatory Policies as set out in Framework Schedule 6A (Health Order Form Template, Statement of Work Template and Call-Off Schedules).	Yes/No
1.7	Do you accept that the Contracting Authority reserve the right to exclude you at contract award where your financial stability is deemed to be a risk – a Dunn and Bradstreet report will be obtained which MUST reflect an acceptable score, in the absence of a Dunn and Bradstreet report the contracting Authority will require financial details to support in house assessments.	Yes/No

## 2.6. QUALIFICATION – Q2 – CONFLICTS OF INTEREST

### Response Guidance

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

Question 2.2 is a Pass / Fail question. Potential Bidders are required to provide details of how the identified conflict will be mitigated.

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

Question Number	Question	Your Response
2.1	Please confirm whether you have any potential, actual or perceived conflicts of interest that may be relevant to this requirement.	Yes/No
2.2	We require that any potential, actual or perceived conflicts of interest in respect of this Bid Pack are identified in writing and that companies outline what safeguards would be put in place to mitigate the risk of actual or perceived conflicts arising during the delivery of these services.	Text Box



**2.7. QUALIFICATION – Q3 – INFORMATION ONLY****Response Guidance**

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

Question Number	Question	Your Response
3.1	Please provide details of where the Award Outcome should be directed. Your response must include their: <ul style="list-style-type: none"> <li>• Full Name</li> <li>• Role/Title</li> <li>• Registered Address</li> <li>• Email Address</li> </ul>	Text Box
3.2	Please provide details of any key sub-contractors you propose to use in order to meet your obligations should you be awarded a Contract. The Bidder must complete Attachment 2 Annex A.	Attachment

## 2.8. QUALIFICATION – Q4 – CASE STUDY

### Response Guidance

The following questions are 'Pass/Fail' questions. If Potential Bidders are unwilling or unable to answer "Yes", their submission will be deemed non-compliant and shall be rejected. Potential Bidders should confirm their answer by selecting the appropriate option from the drop-down menu.

Each case study must address all the following guidance bullets.

1. The example must clearly and unambiguously fall within the scope of this specific requirement in terms of service and involve similar technologies and digital skills. As it is unlikely that a single case study would include both the DevOps and Re-platforming requirements, it is expected that two case studies will be required, one for each area. Case study 1 must address DevOps and Case Study 2 must address Re-platforming as per the scope in Schedule 20. The key technologies are outlined in Schedule 20 2.6.1, 2.6.5, and Annex 2 therein.
2. The example must clearly identify the knowledge transfer opportunities from the case study to this Call Off Contract. This knowledge transfer may take the form of people, processes and/or systems.
3. The case study should clearly set out the delivered changes and outcomes only focussing on those that are likely to be most comparable to the published Schedule 20.
4. The case study should clearly set out the key challenges and how they were overcome only focussing on those that are likely to be most comparable to the published Schedule 20.
5. A statement should be provided as to whether this is a public sector or private sector example.
6. A statement should be provided as to whether the case study was delivered by the Bidder or an approved sub-contractor. Where Bidders use a sub-contractor case study, they should set out the nature of the relationship between the Bidder and the sub-contractor at the time the stated contract was performed and currently.
7. A statement as to the indicative contract value (which must be in excess of £1m) and the contract period this relates to.
8. A statement confirming the contract example was performed in the past 3 years.
9. Where a Bidder uses an Authority case study, a statement should be provided that the Bidder will maintain Ethical Walls.

Bidders are notified that this is a pass/fail question and Bidders must receive a Pass to this question as part of the Qualification Envelope assessment to proceed to the next stage of tender assessment.



Bidders should note that there is no prescribed template that needs to be completed for this question.		
Question Number	Question	Your Response
4.1	<p>Case Study - With this opportunity, Bidders must submit 2 case studies, one to cover DevOps and one to cover Re-Platforming. Bidders will be permitted to use the same client example to cover both areas, but this should come in the form of 2 case study returns. The Bidder must provide appropriate and relevant case studies and each example must address all the guidance bullets to this question.</p> <p>Each case study must be no more than 3 A4 sides in Arial size 11. The maximum number of pages is thus 6 A4 sides.</p> <p>If a subcontractor example is to be used, covering the primes experience of managing a similar subcontract example, details of the sub-contractor delivering the services must be provided in question 3.2.</p>	Pass / Fail
4.2	Please attach your 2 Case Studies. For the avoidance of doubt, the total number of pages must not exceed 6 A4 pages.	Attachment

## TECHNICAL ENVELOPE

**Weighting 60%**

**T 1 - Technical Requirements – Not Used**

**WEIGHTING 0%**

**T2 - Approach to Delivery****WEIGHTING 20%****Response Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T2.2	<p><b>2.9. Delivery against an Evolving Roadmap</b></p> <p>The Buyer has provided initial information on the issues to be address and desired business outcomes for the Re-platforming element of this Call-Off. The Road Map / Backlog List of the enhancements / developments that will form the detail of the deliverables within the overall scope of the Re-platforming element of the Call-Off will be created by the Bidder with support from the Buyer. Clearly Road Maps evolve to consider funding availability, changing priorities, etc. The Bidder is required to demonstrate its experience and skills in developing, contributing to, and working with, evolving Road Maps.</p> <p>Responses should include, but are not limited to:</p>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%



	<ol style="list-style-type: none"> <li>1. What, in the Bidders experience, constitutes a good roadmap within the context of the Service;</li> <li>2. What the Bidder considers exemplar practice in terms of the process of developing &amp; maintaining a good road map; including how often to refresh it;</li> <li>3. How the details relevant to each part of the road map should best be captured;</li> <li>4. What, in the Bidders experience, constitutes a good backlog;</li> <li>5. What process the Bidder would recommend for maintaining / refining the backlog and how often should it be updated and</li> <li>6. What the Bidder considers to be an appropriate mechanism for sizing backlog items</li> </ol> <p>It is stressed that the evaluators will be specifically looking for the appropriateness of the Bidders response within the context of the scale, nature, and type of overall service described within the Call Off Specification, in particular the Re-platforming element.</p>				
T2.7	<p><b>2.10. DevOps Service</b></p> <p>The Bidder is required to demonstrate it is fully capable of providing a reliable and cost-effective DevOps service to deliver the Buyers requirements.</p> <p>Responses should include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. How the Bidder will ensure that the Buyer's DevOps philosophy of "you build it, you run it" and ways of working are enshrined within the way it supports the Buyer in the delivery of its DevOps function?</li> <li>2. How the Bidder's team will be</li> </ol>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%

	<p>deployed to deliver the Buyer's DevOps requirements/ function and how they will work with the Buyer's staff to build an effective and efficient blended team?</p> <p>3. What the Bidder feels are the main challenges/opportunities associated with the Buyer's DevOps function and work programme and how will the Bidder address/ optimised them?</p> <p>4. How the Bidder will manage the combination of run, maintain and if appropriate transform activity to ensure that the Buyer's business objectives are delivered in the most cost effective and user value added way?</p> <p>5. How the Bidder will seek to add value/introduce acceptable innovation into the delivery of the Buyers Spine Core Platform and/or DevOps function?</p> <p>6. The performance metrics/criteria/processes the Bidder will put in place to measure, communicate and improve its delivery of the Buyer's requirements as set out in the call-off contract/Statement of Work.</p> <p>The evaluators will be looking for contextualising these responses within the context of the scope of the Call-Off.</p>				
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**T3 - Ability to Mobilise the Team – Not Used**

**WEIGHTING 0%**

**T4 - Quality of the Team****WEIGHTING 10%****Response Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us.

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T4.1	<p><b>2.11. Quality of the Proposed Delivery Team.</b></p> <p>The Bidder is required to evidence the quality of the proposed team, especially those holding Key Roles, and how their combined experience will deliver the requested Services across both elements of the Call Off – i.e.: the BAU DevOps service and Re-platforming.</p> <p>Responses should include, but are not limited to:</p> <ol style="list-style-type: none"> <li>Names for individuals proposed to hold key roles (note that for the Re-platforming element of the Call-Off, these are the roles identified in the</li> </ol>	Attachment – Max 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%

	<p>Supplier Resource Plan section of SOW 2);</p> <ol style="list-style-type: none"> <li>2. Concise profiles of key individuals, briefly explaining how their backgrounds (including the organisation they are working for) are relevant to the Services being provided;</li> <li>3. Clear demonstration that at least some of these key individuals have actively participated in preparing your response to this ITT;</li> <li>4. Statement/s as to how they will bring the knowledge and experience of the supplied Case Study (Qualification Question) to execution of the Services;</li> <li>5. Particular focus on the individual who will be leading Service Delivery on behalf of the Bidder and</li> <li>6. The availability of the team to mobilise within appropriate timescales to deliver the services (underpinned by some form of mobilisation plan).</li> </ol> <p>The Bidder accepts that evaluation of the quality of the Proposed Delivery Team will be based on the overall response to this question rather than whether the Bidder has responded to each of the elements well.</p>				
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**T5 - Added Value and Continuous Improvement**  
**Not used**

**WEIGHTING 0%**

**T6 - Initial Statement(s) of Work****WEIGHTING 20%****Response Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

Please note that we have provided the high level indicative HMRC IR35 determination per SOW and this is headed 'Attachment 2 Annex B'.

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T6.1	<p><b>2.12. Initial Statement of Work 01</b></p> <p>With reference to the first Statement of Work included as part of Framework Schedule 6A: Health Order Form, the Bidder is required to provide an overview of how it brings all of the relevant elements of its proposal together in order to deliver the first Statement of Work.</p>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%

	<p>The Bidder should include:</p> <ol style="list-style-type: none"> <li>1. The Bidder's overall approach to the Statement of Work;</li> <li>2. An explanation of how the Bidder believes the Statement of Work fits within the context of the wider Call-Off;</li> <li>3. An explanation of the team the Bidder is proposing to deploy on the Statement of Work;</li> <li>4. Outline timescales / plans on how the team will be deployed;</li> <li>5. What challenges and opportunities it sees with regard to the delivery of the Statement of Work and</li> <li>6. What assumptions (priced as appropriate within the Commercial envelope), the Bidder has made in regard to the rest of this response.</li> </ol>				
T6.2	<p><b>Initial Statement of Work 02</b></p> <p>With reference to the first Statement of Work included as part of Framework Schedule 6A: Health Order Form, the Bidder is required to provide an overview of how it brings all of the relevant elements of its proposal together in order to deliver the first Statement of Work.</p>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%

	<p>The Bidder should include:</p> <ol style="list-style-type: none"> <li>1. The Bidder's overall approach to the Statement of Work;</li> <li>2. An explanation of how the Bidder believes the Statement of Work fits within the context of the wider Call-Off;</li> <li>3. An explanation of the team the Bidder is proposing to deploy on the Statement of Work;</li> <li>4. Outline timescales / plans on how the team will be deployed;</li> <li>5. What challenges and opportunities it sees with regard to the delivery of the Statement of Work and</li> <li>6. What assumptions (priced as appropriate within the Commercial envelope), the Bidder has made in regard to the rest of this response.</li> </ol>				
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**T7 - Social Value****WEIGHTING 10%****Response Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

Bidders, should refer to [Procurement Policy Note 06/20](#) – taking account of social value in the award of central government contracts for further Information.

Please include:

- credible 'Method Statement', stating how you will achieve this Policy Outcome;
- evidence of your commitment to meet the Award Criteria, (such as policy, public corporate statement);
- evidence showing the metrics you have/will implement in support of the Policy Outcome;
- a timed action plan showing how and when these metrics will be implemented within 2 years from contract award, and also what will be in place within 6 months of a contract award;
- how you will monitor, measure, report and feedback on your commitments to this Policy Outcome in a transparent manner;
- 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.

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
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T7.5	<p><b>13. Theme Equal Opportunities MAC 6.1; Policy Outcome - Tackling inequality in the contract workforce</b></p> <p>Using no more than 3 A4 pages, describe the commitment your organisation will make to ensure that opportunities under the contract will tackle inequality in employment, skills and pay in the contract workforce.</p> <p>Responses should include, but are not limited to:</p> <p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> <li>• Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer's own organisation and those of its key sub-contractors.</li> <li>• Measures to tackle inequality in employment, skills and pay in the contract workforce. Illustrative examples: <ul style="list-style-type: none"> <li>○ Inclusive and accessible recruitment practices, and retention-focussed activities.</li> <li>○ Offering a range of quality opportunities with routes of progression if appropriate, e.g. T Level industry placements, students supported into higher level apprenticeships.</li> <li>○ Working conditions which promote an inclusive working environment and promote retention and progression.</li> <li>○ Demonstrating how working conditions promote an inclusive working environment and promote retention and progression.</li> <li>○ A time-bound action plan informed</li> </ul> </li> </ul>	Attachment – 3 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	0	100	10%
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	<p>by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level.</p> <ul style="list-style-type: none"> <li>○ Including multiple women, or others with protected characteristics, in shortlists for recruitment and promotions.</li> <li>○ Using skill-based assessment tasks in recruitment.</li> <li>○ Using structured interviews for recruitment and promotions.</li> <li>○ Introducing transparency to promotion, pay and reward processes.</li> <li>○ Positive action schemes in place to address under-representation in certain pay grades.</li> <li>○ Jobs at all levels open to flexible working from day one for all workers.</li> <li>○ Collection and publication of retention rates, e.g. for pregnant women and new mothers, or for others with protected characteristics.</li> <li>○ Regular equal pay audits conducted.</li> </ul>				
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**COMMERCIAL ENVELOPE****Weighting 40%****COMMERCIAL – Costs****WEIGHTING 40%****Response Guidance**

Bidders should review the instructions within the pricing template and complete Attachment 3 - Price Schedule then upload into the e-Sourcing event.

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

When detailing any pricing conditions/ assumptions, Bidders must ensure they are sufficiently detailed and meaningful. The Buyer may determine, after reviewing the pricing conditions/ assumptions, that the Bidders pricing submission requires normalisation and thus update the submitted pricing return.

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Overall Questionnaire Weighting
C.1	<p><b>2.14. Rate Card</b></p> <p>Please attach a completed Price Schedule in response to this question. In so doing, you are also confirming that prices offered are inclusive of any expenses, exclusive of VAT and firm for the period following the Deadline for Submission as stated in the Attachment 1 – About the Procurement.</p> <p>This line will evaluate your costs for the Rate card element (C1 Rate Score within the Summary Worksheet) of the schedule only. All assumptions and pricing conditions should be detailed.</p>	Attachment	N/A	100	20%
C.2	<p><b>2.15. Costs for the SOW</b></p> <p>Please enter your total cost for delivery for the services as outlined in your attached price schedule in 'weighted price C2' (cell I36) of the</p>	Text Box	N/A	100	20%

	summary tab. This line will evaluate your costs for the SOW element (C2 SOW Score within the Summary Worksheet) of your submission. All assumptions and pricing conditions should be detailed. This includes any desking requirements at the BUYERS location.				
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### 3. Award Criteria

- 3.1. The award stage consists of a Qualification, Technical and Commercial evaluation.
- 3.2. The award of the resultant contract will be on the basis of the 'Most Economically Advantageous Tender' (MEAT).
- 3.3. **Award process - What you need to do**
  - 3.3.1. Answer the questions in section 2 above in the e-Sourcing suite.
  - 3.3.2. Complete the Attachment 3 – Price Schedule
  - 3.3.3. You must upload your completed Price Schedule into the e-Sourcing suite in the Commercial Envelope.
- 3.4. **What we will do**

#### **QUALIFICATION evaluation (Compliance Check)**

First, we will complete a mandatory evaluation to make sure that you have answered all questions and have completed the Attachment 3 - Price Schedule in line with our instructions. All bids passing the mandatory evaluation will be progressed to the Technical Evaluation.

#### **TECHNICAL Evaluation**

We will give your responses to the TECHNICAL questions to the Contracting Authority's evaluation panel. Each evaluator will independently assess your responses to the technical questions using the response guidance and the evaluation criteria.



They will give a score and a reason for their score for each question they are assessing. The evaluators will enter the scores and reasons into the e-Sourcing suite.

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

### **Consensus**

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

At this meeting, the evaluators will discuss the technical responses and review their scores and reasons for that score. The discussion will continue until they reach a consensus regarding the score, and reason for that score, for each question.

These final scores will be used to calculate your technical score.

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

### **TECHNICAL Threshold**

If you have not met the minimum acceptable score for each question, you will be excluded from the competition and you will not receive a Commercial score. We will tell you that you have been excluded from the procurement and why at award stage.

The Social Value score will not lead to exclusion from the competition if it does not meet the minimum threshold.

### **COMMERCIAL Evaluation**

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

We will only calculate your commercial score using the scoring mechanism outlined within the Bid Pack. However, if you failed to meet the minimum acceptable score during the technical evaluation you will not receive a score for the Commercial Envelope.



If we wish to clarify any areas of your bid, bid clarification questions will be issued via the e-sourcing suite on an individual basis.

### **Final Score**

Your technical score will be added to your commercial score, to create your final score.

### **Award**

Award will be made to the successful bidder, subject to contract and provision of certification.

Where the parties fail to enter into a contract and/or provision of certification is not made, the Contracting Authority reserve the right to enter into contract with the second placed bidder.

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

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

## **4. Marking Scheme**

4.1. The evaluation criteria set out below will be used during the Technical Evaluation:

<b>5. Marking Scheme</b>	<b>Description</b>
<b>100 - Excellent</b>	An Excellent comprehensive response that is specific and direct on how it meets the requirements. Indicates an excellent response with detailed supporting evidence and no weaknesses resulting in a high level of confidence.
<b>75 – Good</b>	A Good response that meets the requirements with good supporting evidence. Demonstrates good understanding.
<b>50 – Meets the Requirement</b>	Meets the requirements – the response generally meets the requirements but lacks sufficient detail to warrant a higher mark.
<b>25 – Poor Response</b>	A Poor response with reservations. The response lacks convincing detail with risk that the proposal will not be successful in meeting all the requirements.

<b>0 - Unsuitable</b>	Failed to provide confidence that the proposal will meet the requirements. An unacceptable response with serious reservations.
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## 6. Qualification Envelope Evaluation

- 6.1. Questions 1 and 2 and 4 are mandatory question(s) and will be evaluated PASS / FAIL. If you fail any of these questions, you will be excluded from the competition. We will tell you that your bid has been excluded.

## 7. Technical Envelope Evaluation

- 7.1. When the consensus meeting has taken place and the final score for each question has been agreed by the evaluators, your final score for each question will be multiplied by that question's weighting to calculate your weighted score for that question.
- 7.2. Each weighted score for each question will then be added together to calculate your technical score.
- 7.3. Please see table A below for an example of how your technical score will be calculated, please note that this table is for illustrative purposes only and does not necessarily reflect the questions and weightings being used to run this procurement. All figures used at evaluation shall be rounded to one decimal place.

**Table A – EXAMPLE ONLY**

				Bidder A			Bidder B			Bidder C		
Questionnaire	Questionnaire Weighting	Question	Question Weighting	Consensus Score (Max 100)	Weighted Question Score	Weighted Questionnaire Score	Consensus Score (Max 100)	Weighted Question Score	Weighted Questionnaire Score	Consensus Score (Max 100)	Weighted Question Score	Weighted Questionnaire Score
4. Service Delivery	40%	4.1	50%	100	50	35.00	75	37.5	30.00	75	37.5	25.00
		4.2	50%	75	37.5		75	37.5		50	25	
Questionnaire 4 Totals						87.5		75			62.5	
5. Account Management	30%	5.1	75%	50	37.5	18.75	75	56.25	20.63	50	37.5	15.00
		5.2	25%	100	25		50	12.5		50	12.5	
Questionnaire 5 Totals						62.5		68.75			50	
Quality Total Score						53.75		50.63				40.00



## 8. Commercial Envelope Evaluation

8.1. This section contains information on how to complete Attachment 3 - Price Schedule and the commercial evaluation process.

### 8.2. How to complete your Attachment 3 – Price Schedule

- 8.2.1. Read and understand the instructions in the Attachment 3 - Price Schedule, and in this section before submitting your prices.
- 8.2.2. Your prices should compare with your Technical submission.
- 8.2.3. Your prices must be sustainable and inclusive of all costs for example your operating costs and profit.
- 8.2.4. Your prices are to exclude VAT.
- 8.2.5. The currency is British pounds sterling, up to two decimal places.
- 8.2.6. The percentages submitted shall be up to one decimal places.
- 8.2.7. Pricing will be based on:
- 8.2.8. Eight (8) hour Working Day (excluding breaks);
- 8.2.9. We will investigate where we consider your bid to be abnormal.
- 8.2.10. The prices submitted shall not exceed any existing commercial agreement rates.
- 8.2.11. You must download and complete the Attachment 3 – Price Schedule. Further detail may be provided within the Attachment 3 – Price Schedule.
- 8.2.12. When you have completed your Attachment 3 - Price Schedule, you must upload this into the e-Sourcing Suite in the Commercial Envelope. If you do not upload your Attachment 3 – Price Schedule your bid may be rejected from this competition.
- 8.2.13. Do not alter, amend or change the format or layout of the Attachment 3 – Price Schedule.

### 8.3. Commercial Evaluation Process

- 8.3.1. Commercial scores shall be calculated using pricing submitted as part of a compliant bid only and using the following process:
- 8.3.2. We will check you have completed the Attachment 3 – Price Schedule as instructed.
- 8.3.3. Failure to complete the Attachment 3 - Price Schedule as instructed may result in your bid being deemed non-compliant and it may be rejected from this competition.
- 8.3.4. The commercial evaluation will be undertaken separately to the technical evaluation process.
- 8.3.5. The commercial evaluation will be undertaken against each pricing tab/question detailed within Attachment 3 – Price Schedule.
- 8.3.6. The Bidder with the lowest price for each question will be awarded the maximum score available for that question.
- 8.3.7. All other Bidders will get a score relative to the lowest total price for that question, calculated using the formula below;

$$[\text{Score}] = \frac{(([\text{Lowest Evaluated Price}] * [\text{Scaler}]) - [\text{Evaluated Price}]) * 100}{([\text{Scaler}] - 1) * [\text{Lowest Evaluated Price}]}$$

Where, for the purposes of the competitions under this framework, the [Scaler] = 2. The scaler has the effect of ensuring that there is no bid more than double the [Lowest Evaluated Price] (not expected under this framework). In the unlikely event that there is a bid of more than double the [Lowest Evaluated Price], resulting in theory in a negative score – the score will be set to zero.

- 8.3.8. As noted in Appendix 1 there are various inputs to the price evaluation, but ultimately, they result in two separately evaluated components:

**C1 – Call-Off Specific Rate Cards** (and contributors to this) – Rate based; and

**C2 – Initial Statement/s of Work** – Cost based

- 8.3.9. Since the first is rate based and the second is cost based each of these will be scored separately within the commercial model from 1 to 100 and the scores combined, using the relative weighting of rates to costs to arrive at a cumulative score.
- 8.3.10. This allows for Bidders to potentially have higher rates but be able to deliver SOWs at potentially lower costs as a result of higher quality / greater productivity within the submitted teams.
- 8.3.11. The calculation of each of these components will be based on the same underlying model.
- 8.3.12. Once all question scores have been calculated, they will be added together and multiplied by the Commercial Envelope weighting to identify your Total Commercial Weighted Score.
- 8.3.13. Please see table B below for an example of how your commercial score will be calculated, please note that this table is for illustrative purposes only and does not necessarily reflect the questions and weightings being used to run this procurement.

**Table B – EXAMPLE ONLY**

Commercial Envelope	Envelope Weighting	Question	Question Weighting	Bidder A				Bidder B				Bidder C			
				Bit Submitted	Lowest Bit Submitted	Score	Weighted Question Score	Bit Submitted	Lowest Bit Submitted	Score	Weighted Question Score	Bit Submitted	Lowest Bit Submitted	Score	Weighted Question Score
T Costs	100%	T 1	100%	£217,000.00	£217,000.00	100.00	100.00	£432,000.00	£217,000.00	90.23	90.23	£342,000.00	£217,000.00	40.04	40.04
Commercial Envelope Total							100.00				90.23				40.04
Commercial Envelope Weighted Total @ 40%							40.00				36.09				16.01



- 8.3.14. Where we consider any of the total price(s) you have submitted to be abnormally low, we will ask you to explain the price(s) you have submitted (as required in regulation 69 of the Public Contracts Regulations 2015).

## 9. Final Decision to Award

- 9.1. We will add your technical score to your commercial score to calculate your final score, all percentage scores shall be rounded to one decimal place.
- 9.2. Where the final score achieved by multiple Bidders ranks them in equal position and all such Bidders have achieved the Minimum Pass Mark or higher in all questions, the Bidder with the highest score for the Commercial Envelope will be deemed the winner and awarded the Contract.
- 9.3. Please see table C below for an example of how your technical score and commercial score will be added together to identify your final score. Please note that this table is for illustrative purposes only and does not necessarily reflect the questions and weightings being used to run this procurement.

**Table C – EXAMPLE ONLY:**

Envelope	Envelope Weighting	Bidder A	Bidder B	Bidder C
		Total Weighted Score	Total Weighted Score	Total Weighted Score
Technical	60%	48.78	33.41	52.25
Commercial	40%	40.00	20.09	16.01
<b>Total Bid Score</b>	<b>100%</b>	<b>88.78</b>	<b>53.50</b>	<b>68.26</b>
<b>Rank</b>		<b>1</b>	<b>3</b>	<b>2</b>

- 9.4. The bidder with the highest final score, where the bid is deemed compliant, will be awarded the contract, where approved by the Contracting Authority. However, if this is a 2 Stage Evaluation the final scores up to this point will act as a gateway to Stage 2 as outlined in "What we will do".

## 10. Further Information

- 10.1. All communications will be conducted via the e-sourcing suite, including notification of outcome.
- 10.2. The conclusion of a contract is subject to the provision of due 'certificates, statements and other means of proof' where Potential Bidders have, to this point, relied on self-certification.



**QUALIFICATION – Q4 – CASE STUDY****Response Guidance**

The following questions are 'Pass/Fail' questions. If Potential Bidders are unwilling or unable to answer "Yes", their submission will be deemed non-compliant and shall be rejected. Potential Bidders should confirm their answer by selecting the appropriate option from the drop-down menu.

Each case study must address all the following guidance bullets.

1. The example must clearly and unambiguously fall within the scope of this specific requirement in terms of service and involve similar technologies and digital skills.  
As it is unlikely that a single case study would include both the DevOps and Re-platforming requirements, it is expected that two case studies will be required, one for each area. Case study 1 must address DevOps and Case Study 2 must address Re-platforming as per the scope in Schedule 20. The key technologies are outlined in Schedule 20 2.6.1, 2.6.5, and Annex 2 therein.
  2. The example must clearly identify the knowledge transfer opportunities from the case study to this Call Off Contract. This knowledge transfer may take the form of people, processes and/or systems.
  3. The case study should clearly set out the delivered changes and outcomes only focussing on those that are likely to be most comparable to the published Schedule 20.
  4. The case study should clearly set out the key challenges and how they were overcome only focussing on those that are likely to be most comparable to the published Schedule 20.
  5. A statement should be provided as to whether this is a public sector or private sector example.
  6. A statement should be provided as to whether the case study was delivered by the Bidder or an approved sub-contractor. Where Bidders use a sub-contractor case study, they should set out the nature of the relationship between the Bidder and the sub-contractor at the time the stated contract was performed and currently.
  7. A statement as to the indicative contract value (which must be in excess of £1m) and the contract period this relates to.
  8. A statement confirming the contract example was performed in the past 3 years.
  9. Where a Bidder uses an Authority case study, a statement should be provided that the Bidder will maintain Ethical Walls.
- Bidders are notified that this is a pass/fail question and Bidders must receive a Pass to this question as part of the Qualification Envelope assessment to proceed to the next stage of tender assessment. Bidders should note that there is no prescribed template that needs to be completed for this question.

Question Number	Question	Your Response
4.1	<p>Case Study - With this opportunity, Bidders must submit 2 case studies, one to cover DevOps and one to cover Re-Platforming. Bidders will be permitted to use the same client example to cover both areas, but this should come in the form of 2 case study returns. The Bidder must provide appropriate and relevant case studies and each example must address all the guidance bullets to this question.</p> <p>Each case study must be no more than 3 A4 sides in Arial size 11. The maximum number of pages is thus 6 A4 sides.</p> <p>If a subcontractor example is to be used, covering the primes experience of managing a similar subcontract example, details of the sub-contractor delivering the services must be provided in question 3.2.</p>	Pass / Fail
4.2	Please attach your 2 Case Studies. For the avoidance of doubt, the total number of pages must not exceed 6 A4 pages.	Attachment



















**Response Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11.

Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T2.2	<p><b>Delivery against an Evolving Roadmap</b></p> <p>The Buyer has provided initial information on the issues to be address and desired business outcomes for the Re-platforming element of this Call-Off. The Road Map / Backlog List of the enhancements / developments that will form the detail of the deliverables within the overall scope of the Re-platforming element of the Call-Off will be created by the Bidder with support from the Buyer. Clearly Road Maps evolve to consider funding availability, changing priorities, etc. The Bidder is required to demonstrate its experience and skills in developing, contributing to, and working with, evolving Road Maps.</p> <p>Responses should include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. What, in the Bidders experience, constitutes a good roadmap within the context of the Service;</li> <li>2. What the Bidder considers exemplar practice in terms of the process of developing &amp; maintaining a good road map; including how often to refresh it;</li> <li>3. How the details relevant to each part of the road map should best be captured;</li> <li>4. What, in the Bidders experience, constitutes a good backlog;</li> <li>5. What process the Bidder would recommend for maintaining / refining the backlog and how often should it be updated and</li> <li>6. What the Bidder considers to be an appropriate mechanism for sizing backlog items</li> </ol> <p>It is stressed that the evaluators will be specifically looking for the appropriateness of the Bidders response within the context of the scale, nature, and type of overall service described within the Call Off Specification, in particular the Re-platforming element.</p>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%







**T2 - Approach to Delivery****WEIGHTING 20%****Response Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11.

Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T2.7	<p><b>DevOps Service</b></p> <p>The Bidder is required to demonstrate it is fully capable of providing a reliable and cost-effective DevOps service to deliver the Buyers requirements.</p> <p>Responses should include, but are not limited to:</p> <ol style="list-style-type: none"> <li>1. How the Bidder will ensure that the Buyer's DevOps philosophy of "you build it, you run it" and ways of working are enshrined within the way it supports the Buyer in the delivery of its DevOps function?</li> <li>2. How the Bidder's team will be deployed to deliver the Buyer's DevOps requirements/ function and how they will work with the Buyer's staff to build an effective and efficient blended team?</li> <li>3. What the Bidder feels are the main challenges/opportunities associated with the Buyer's DevOps function and work programme and how will the Bidder address/ optimised them?</li> <li>4. How the Bidder will manage the combination of run, maintain and if appropriate transform activity to ensure that the Buyer's business objectives are delivered in the most cost effective and user value added way?</li> <li>5. How the Bidder will seek to add value/introduce acceptable innovation into the delivery of the Buyers Spine Core Platform and/or DevOps function?</li> <li>6. The performance metrics/criteria/processes the Bidder will put in place to measure, communicate and improve its delivery of the Buyer's requirements as set out in the call-off contract/Statement of Work.</li> </ol> <p>The evaluators will be looking for contextualising these responses within the context of the scope of the Call-Off.</p>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%









**T4 - Quality of the Team****WEIGHTING 10%****Response Guidance**

Potential Bidders **MUST** answer **ALL** the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11.

Page limits include the use of headers footers and diagrams. Upload **ONLY** those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us.

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T4.1	<p><b>Quality of the Proposed Delivery Team.</b></p> <p>The Bidder is required to evidence the quality of the proposed team, especially those holding Key Roles, and how their combined experience will deliver the requested Services across both elements of the Call Off – i.e.: the BAU DevOps service and Re-platforming.</p> <p>Responses should include, but are not limited to:</p> <ol style="list-style-type: none"> <li>Names for individuals proposed to hold key roles (note that for the Re-platforming element of the Call-Off, these are the roles identified in the Supplier Resource Plan section of SOW 2);</li> <li>Concise profiles of key individuals, briefly explaining how their backgrounds (including the organisation they are working for) are relevant to the Services being provided;</li> <li>Clear demonstration that at least some of these key individuals have actively participated in preparing your response to this ITT;</li> <li>Statement/s as to how they will bring the knowledge and experience of the supplied Case Study (Qualification Question) to execution of the Services;</li> <li>Particular focus on the individual who will be leading Service Delivery on behalf of the Bidder and</li> <li>The availability of the team to mobilise within appropriate timescales to deliver the services (underpinned by some form of mobilisation plan).</li> </ol> <p>The Bidder accepts that evaluation of the quality of the Proposed Delivery Team will be based on the overall response to this question rather than</p>	Attachment – Max 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%

	whether the Bidder has responded to each of the elements well.				
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**T6 - Initial Statement(s) of Work****WEIGHTING 20%****Response****Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

Please note that we have provided the high level indicative HMRC IR35 determination per SOW and this is headed 'Attachment 2 Annex B'.

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11.

Page limits include the use of headers footers and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T6.1	<p><b>Initial Statement of Work 01</b></p> <p>With reference to the first Statement of Work included as part of Framework Schedule 6A: Health Order Form, the Bidder is required to provide an overview of how it brings all of the relevant elements of its proposal together in order to deliver the first Statement of Work.</p> <p>The Bidder should include:</p> <ol style="list-style-type: none"> <li>1. The Bidder's overall approach to the Statement of Work;</li> <li>2. An explanation of how the Bidder believes the Statement of Work fits within the context of the wider Call-Off;</li> <li>3. An explanation of the team the Bidder is proposing to deploy on the Statement of Work;</li> <li>4. Outline timescales / plans on how the team will be deployed;</li> <li>5. What challenges and opportunities it sees with regard to the delivery of the Statement of Work and</li> <li>6. What assumptions (priced as appropriate within the Commercial envelope), the Bidder has made in regard to the rest of this response.</li> </ol>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%









**T6 - Initial Statement(s) of Work****WEIGHTING 20%****Response****Guidance**

Potential Bidders **MUST** answer **ALL** the following questions. The method of response; page limit on attachments and evaluation criteria is set per question.

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

Please note that we have provided the high level indicative HMRC IR35 determination per SOW and this is headed 'Attachment 2 Annex B'.

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11. Page limits include the use of headers footers and diagrams. Upload **ONLY** those attachments we have asked for – any other supporting evidence, certificates for example, will be requested separately by us

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T6.2	<p><b>Initial Statement of Work 02</b></p> <p>With reference to the first Statement of Work included as part of Framework Schedule 6A; Health Order Form, the Bidder is required to provide an overview of how it brings all of the relevant elements of its proposal together in order to deliver the first Statement of Work.</p> <p>The Bidder should include:</p> <ol style="list-style-type: none"> <li>1. The Bidder's overall approach to the Statement of Work;</li> <li>2. An explanation of how the Bidder believes the Statement of Work fits within the context of the wider Call-Off;</li> <li>3. An explanation of the team the Bidder is proposing to deploy on the Statement of Work;</li> <li>4. Outline timescales / plans on how the team will be deployed;</li> <li>5. What challenges and opportunities it sees with regard to the delivery of the Statement of Work and</li> <li>6. What assumptions (priced as appropriate within the Commercial envelope), the Bidder has made in regard to the rest of this response.</li> </ol>	Attachment – 2 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	50	100	10%







**T7 - Social Value****WEIGHTING 10%****Response Guidance**

Potential Bidders MUST answer ALL the following questions. The method of response; page limit on attachments, and evaluation criteria is set per question.

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

It is requested that attachments are submitted in Microsoft Word or Excel format and must be in Arial font size 11.

Page limits include the use of headers footers, and diagrams. Upload ONLY those attachments we have asked for – any other supporting evidence, certificates, for example, will be requested separately by us

Bidders should refer to [Procurement Policy Note 06/20](#) – taking account of social value in the award of central government contracts for further information.

Please include:

- credible 'Method Statement', stating how you will achieve this Policy Outcome;
- evidence of your commitment to meet the Award Criteria (such as policy, public, corporate statement);
- evidence showing the metrics you have/will implement in support of the Policy Outcome;
- a timed action plan showing how and when these metrics will be implemented within 2 years from contract award, and also what will be in place within 6 months of a contract award;
- how you will monitor, measure, report and feedback on your commitments to this Policy Outcome in a transparent manner;
- 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.

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

Question Number	Question	Your Response	Minimum Acceptable Score	Maximum Available Score	Weighting
T7.5	<p><b>Theme Equal Opportunities MAC 6.1; Policy Outcome - Tackling inequality in the contract workforce</b></p> <p>Using no more than 3 A4 pages, describe the commitment your organisation will make to ensure that opportunities under the contract will tackle inequality in employment, skills and pay in the contract workforce.</p> <p>Responses should include, but are not limited to:</p> <p>Activities that demonstrate and describe the tenderer's existing or planned:</p> <ul style="list-style-type: none"> <li>• Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer's own organisation and those of its key sub-contractors.</li> </ul>	Attachment – 3 sides of A4 in Arial 11 plus one side of diagrams which must be legible at A4 print size	0	100	10%



- Measures to tackle inequality in employment, skills and pay in the contract workforce. Illustrative examples:
  - Inclusive and accessible recruitment practices, and retention-focussed activities.
  - Offering a range of quality opportunities with routes of progression if appropriate, E.g. T Level industry placements, students supported into higher level apprenticeships.
  - Working conditions which promote an inclusive working environment and promote retention and progression.
  - Demonstrating how working conditions promote an inclusive working environment and promote retention and progression.
  - A time-bound action plan informed by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level.
  - Including multiple women, or others with protected characteristics, in shortlists for recruitment and promotions.
  - Using skill-based assessment tasks in recruitment.
  - Using structured interviews for recruitment and promotions.
  - Introducing transparency to promotion, pay and reward processes.
  - Positive action schemes in place to address under-representation in certain pay grades.
  - Jobs at all levels open to flexible working from day one for all workers.
  - Collection and publication of retention rates, E.g. for pregnant women and new mothers, or for others with protected characteristics.
  - Regular equal pay audits conducted.











**Call-Off Ref: C00000 Data - My Programme**  
**Health Order Form Annex 6 (Key Subcontractors)**

Dated 11 Nov 2021  
Version 1.1.1
**Guidance**

Number	Name (registered name if registered)	Office address (registered address if registered)	Registration number (if applicable)	DUNS number (of head office if applicable)	VAT number	SME?	Is the Supplier registered and approved by CCS as a formal part your supply chain at the Framework level?	Role the key subcontractor will play in the delivery	Approximate Key subcontractor's % share of the total contract value	Are you relying on this key subcontractor to meet the selection criteria?	If you are you relying on this key subcontractor to meet the selection criteria have you submitted to CCS the information and declaration workbook completed by the key subcontractor or their SPD (Single Procurement Document)? (to question 1.12.3)
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