



Department
of Health

Invitation to Compete

for the Supply Chain Future Operating Model - Provision of Supporting
Technologies and Infrastructure Services

Attachment 6 – Selection Questionnaire Evaluation Guidance

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ATTACHMENT 6 – SELECTION QUESTIONNAIRE EVALUATION GUIDANCE

1. INTRODUCTION

- 1.1 This document forms part of the Invitation to Compete. It should be read carefully and in combination with the Selection Questionnaire, the Instructions to Potential Providers and all other Attachments.
- 1.2 In the interests of an open, fair and transparent Procurement, this document sets out how the Authority intends to assess and evaluate the Potential Providers' Selection Stage Responses.
- 1.3 This document and the Selection Questionnaire together explain the selection criteria and (where relevant) their respective weightings, the approach to scoring and the Evaluation Methodology that will be applied by the Authority.
- 1.4 Except where specified or the context requires, capitalised expressions in this document shall have the meaning given to them in the Glossary which can be found at Attachment 3.

2. EVALUATION PROCESS OVERVIEW

- 2.1 The Selection Stage Response evaluation is a two Step process:

Step 1: Administrative Compliance

- 2.1.1 This Step is a compliance review to ensure that the Potential Provider has responded to all of the Selection Questions in the Selection Questionnaire (or provided a satisfactory explanation if it considers the question is not applicable), completed all of the declarations and complied with any administrative requirements (e.g. page counts).
- 2.1.2 The procedure that the Authority will follow in relation to Step 1 is set out below in paragraph 3.

Step 2: Selection Questionnaire Assessment

- 2.1.3 This Step will apply only to Potential Providers who successfully pass through Step 1. This Step will be used by the Authority to shortlist Potential Providers who are assessed as having the required economic and financial standing, technical and professional capacity and capability to be invited to Participate in the Dialogue Stage.
- 2.1.4 The Authority intends to shortlist the top 6 ranking Potential Providers to be invited to participate in the Dialogue Stage.
- 2.1.5 The procedure that the Authority will follow in relation to Step 2 is set out below in paragraph 4.

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Selection Questionnaire Evaluation Panel

- 2.2 The Authority has established a dedicated evaluation panel of suitably experienced subject matter experts for the purpose of evaluating and Moderating Selection Stage Responses.
- 2.3 The Selection Questionnaire evaluation panel consists of members from the Authority, the Department of Health's Finance & Group Operations, Cabinet Office Complex Transactions Team and representatives from NHS organisations.
- 2.4 A procurement lead from the Department of Health's Finance, Commercial & NHS team will act as Moderator(s) during the evaluation.

Evaluation Methodology

- 2.5 The Evaluation Methodology for Selection Stage Responses comprises three mechanisms:
 - 2.5.1 **"Pass/Fail Rationale"** – responses to some Selection Questions (including some of the Selection Questions in Section 6 (Technical and Professional Ability)) will be evaluated in accordance with paragraph 4.4 below.
 - 2.5.2 **"Risk Assessment Rationale"** – responses to the Selection Questions in Sections 4 (Economic and Financial Standing) and 5 (Wider Group/Parent Company Guarantee) will be evaluated in accordance with paragraphs 4.5 to 4.9 below.
 - 2.5.3 **"Scoring Rationale"** – responses to some Selection Questions in Section 6 (Technical and Professional Ability) will be evaluated in accordance with paragraphs 4.10 to 4.21 below.
- 2.6 Responses to Part 1 (Potential Provider Information) of the Selection Questionnaire and Selection Questions 6.2 (Sub-Contractors) and 8.2 (Skills and Apprentices) will not be scored and are for information only (although Potential Providers should note that Part 1 and Selection Questions 6.2 and 8.2 will be subject to an administrative compliance check as set out in paragraph 3 below).
- 2.7 Potential Providers are reminded that, save where expressly stated, each individual answer in their response should be completed in its own right and should not make reference to any other answer.
- 2.8 When the Selection Questionnaire evaluation and Moderation process has been completed, the final scores recorded will be locked in the secured data repository to ensure no further modifications are made to them and their justifications.
- 2.9 Table 1 (Selection Questionnaire, Evaluation Methodology and Weightings) below sets out which mechanism applies to each Selection Question.

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Table 1: Selection Questionnaire, Evaluation Methodology and Weightings

Selection Questionnaire Reference			Evaluation Methodology	Weighting (where relevant)	Max Page Limit
Section 1	Potential Provider Information	1.1 Potential Provider details	For Information Only	Not Scored	N/A
		1.2 Bidding Model	For Information Only	Not Scored	N/A
		1.3 Preferred Lots	For Information Only	Not Scored	N/A
		1.4 Participation Requirements	For Information Only	Not Scored	N/A
		1.5 Contact Details and Declaration	For Information Only	Not Scored	N/A
Section 2	Part 2 - Grounds for mandatory exclusion	This section is compulsory. Yes responses to any questions may result in exclusion from this Procurement	Pass/Fail Rationale	N/A (Pass/Fail)	N/A

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Selection Questionnaire Reference			Evaluation Methodology	Weighting (where relevant)	Max Page Limit
Section 3	Part 2 - Grounds for discretionary exclusion	This section is compulsory. Yes responses to any questions may result in exclusion from this Procurement	Pass/Fail Rationale	N/A (Pass/Fail)	N/A
Section 4	Economic and Financial Standing	The section is compulsory. Potential Providers must also complete the Financial Compliance Template	Risk Assessment Rationale	N/A	N/A
Section 5	Wider Group/Parent Company	The section is compulsory. Potential Providers must also complete the Financial Compliance Template.	Risk Assessment Rationale	N/A	N/A
Section 6	Technical and Professional Ability	SQ6.1 and SQ 6.3: Three contract examples	Pass/Fail Rationale	N/A (Pass/Fail)	N/A

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Selection Questionnaire Reference		Evaluation Methodology	Weighting (where relevant)	Max Page Limit
	SQ6.2: Sub-Contractors	For information only	Not scored	N/A
	SQ6.4: Transition Delivery Team Organisation	Scoring Rationale	7%	2
	SQ6.5: Transition – Delivery of IT Service Management Transitions	Scoring Rationale	9%	2
	SQ6.6: Transition – Maintaining Service Levels	Scoring Rationale	8%	2
	SQ6.7: BAU – Delivery Team Organisation	Scoring Rationale	6%	2
	SQ6.8: BAU – Support for Key Organisational Objectives	Scoring Rationale	6%	2
	SQ6.9: BAU – Service Desk Capability	Scoring Rationale	7%	2
	SQ6.10: Transformation - Delivery Team Organisation	Scoring Rationale	11%	2
	SQ6.11: Transformation –	Scoring Rationale	12%	2

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Selection Questionnaire Reference			Evaluation Methodology	Weighting (where relevant)	Max Page Limit
		Managing Delivery to Business Needs			
		SQ6.12: Transformation - Maintaining Service Levels	Scoring Rationale	12%	2
		SQ6.13: Transformation – Delivering IT Transformation Programmes	Scoring Rationale	12%	2
		SQ6.14: Collaboration	Scoring Rationale	10%	2
Section 7	Modern Slavery Act 2015	The section is compulsory	Pass/Fail Rationale	N/A (Pass/Fail)	N/A
Section 8	8.1 Insurance	The section is compulsory	Pass/Fail Rationale	N/A (Pass/Fail)	N/A
	8.2 Skills and Apprentices	The section is compulsory but will not be scored	For Information Only	Not Scored	2
	8.4 Suppliers Past	The section is	Pass/Fail Rationale	N/A (Pass/Fail)	

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Selection Questionnaire Reference		Evaluation Methodology	Weighting (where relevant)	Max Page Limit
	Performance	compulsory		N/A

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Groups of Economic Operators

- 2.10 In evaluating a Selection Stage Response completed on behalf of a Group of Economic Operators, the Authority will consider the overall position of the Group of Economic Operators against the relevant selection criteria, taking into account where relevant the expected contribution to the delivery of the Authority's Requirements by each relevant member of such Group of Economic Operators.
- 2.11 In the event that the Authority identifies serious concerns in respect of one or more individual members of a Group of Economic Operators (and the concerns are such that the Authority would be entitled to exclude the Selection Stage Response were it to be made by the relevant member(s) as a single Potential Provider respondent), the Authority reserves the right at its discretion to exclude the Group of Economic Operators from further consideration in this Procurement.

Clarifications

- 2.12 The Authority reserves the right to contact a Potential Provider at any time for clarification of any part of their Selection Stage Response. Potential Providers will be given an appropriate deadline by the Authority within which to respond to any clarification questions.
- 2.13 Failure to provide a satisfactory answer to a clarification question by any deadline given may result in the Potential Provider being disqualified from further participation in the Procurement.

3. EVALUATION STEP 1 - ADMINISTRATIVE COMPLIANCE

- 3.1 The Authority will check each Potential Provider's Selection Stage Response for completeness and compliance with the Terms of Participation and other relevant Procurement Conditions and ensure all attachments required to be returned at the Selection Stage are duly returned and completed and/or signed where appropriate.
- 3.2 If the Authority considers that a Potential Provider's Selection Stage Response or any parts of it are substantially incomplete, or non-compliant, it reserves the right, at its discretion, to:
- 3.2.1 disqualify the Potential Provider and exclude them from further participation in this Procurement, or
 - 3.2.2 prior to making its decision, seek further clarification in accordance with paragraph 2.12 and 2.13 above.
- 3.3 Potential Providers must not change the margins or formatting of the template documents provided for responding to the Selection Questionnaire. In accordance with paragraph 5.1.3 of the Terms of Participation, the Authority will discount any page/words over the maximum page count limit allowed for answers as specified in Table 1 (Selection Questionnaire, Evaluation Methodology and Weightings) (and as set out for ease of reference in the Selection Questionnaire).

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4. EVALUATION STEP 2 - SELECTION QUESTIONNAIRE ASSESSMENT

- 4.1 Following completion of Step 1 of the evaluation, the Authority will proceed with its assessment of the Selection Stage Responses to Part 3 of the Selection Questionnaire for those Potential Providers that have successfully completed Step 1.
- 4.2 Responses to the Selection Questions will be scored by the Selection Questionnaire evaluation panel against the selection criteria by applying the appropriate Evaluation Methodology below (Pass/Fail Rationale, Risk Assessment Rationale or Scoring Rationale).
- 4.3 Any Potential Provider that fails to provide the information requested in the Selection Questions may be excluded from further participation in the Procurement.

Evaluation of Selection Questions subject to Pass/Fail Rationale

- 4.4 For the responses to those Selection Questions that will be evaluated on the basis of the Pass/Fail Rationale, Table 2 below sets out what constitutes a “pass” and what constitutes a “fail”.

Table 3: Pass/Fail Rationale

SQ Section	Question Description	Pass	Fail
Section 2	Grounds for Mandatory Exclusion	Confirmation of “yes”	Confirmation of “no” (subject to Authority discretion and self-cleaning)
Section 3	Grounds for Discretionary Exclusion	Confirmation of “yes”	Confirmation of “no” (subject to Authority discretion and self-cleaning)
Section 6: question 6.1 and question 6.3	Three contract examples	Provided three compliant examples or provided a satisfactory explanation	Did not provide three examples and did not provide a satisfactory explanation
Section 7	Modern Slavery Act	Confirmation of “yes”	Confirmation of “no”
Section 8	8.1 (Insurance)	Confirmation of “yes”	Confirmation of “no”
	8.3 (Supplier’s Past Performance)	Confirmation of “yes”	Confirmation of “no”

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Evaluation of Selection Questions subject to Risk Assessment Rationale

- 4.5 The responses to the Selection Questions in Sections 4 (Economic and Financial Standing) and 5 (Wider Group/Parent Company Guarantee) will be evaluated as set out in paragraphs 4.6 to 4.9 below.
- 4.6 The information provided in response to the relevant Selection Questions will be:
- 4.6.1 in respect of all Selection Questions other than Selection Question SQ4.2, given a score in accordance with Table 3 below and the information set out in tab 7 of the Financial Compliance Template; or
 - 4.6.2 in respect of Selection Question SQ4.2, marked as having achieved or not the Minimum Turnover.

Table 3: Risk Assessment Rationale

Score	RAWG status	Risk Assessment Rationale
1	Red	Increased financial risk, requires additional information to mitigate this risk
2	Amber	Cautionary financial risk, requires additional information to mitigate this risk
3	White	Neutral
4	Green	Reduced risk

- 4.7 Where a Potential Provider:
- 4.7.1 scores one/red or two/amber for any single element being considered; or
 - 4.7.2 (for Selection Question 4) the Potential Provider does not meet the Minimum Turnover,
- the Authority will raise clarifications with the Potential Provider in order to understand the reason(s) for this.
- 4.8 The Authority reserves the right to exclude a Potential Provider where:
- 4.8.1 the Potential Provider scores one/red or two/amber for any single element; or
 - 4.8.2 (for Selection Question 4) the Potential Provider does not meet the Minimum Turnover,
- and is not able to provide satisfactory evidence to the Authority that the level of risk has been or is capable of being mitigated to the Authority's satisfaction, provided that the Authority shall not exclude a Potential Provider on the basis solely that it does not meet the Minimum Turnover or information obtained by the Authority from Dun & Bradstreet.

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4.9 The Authority reserves the right to undertake a further assessment of updated Financial Information and Minimum Turnover at any stage during the Procurement.

Evaluation of Selection Questions subject to Scoring Rationale

4.10 For those Selection Questions in Section 6 of the Selection Questionnaire (Technical and Professional Ability) that will be evaluated on the basis of the Scoring Rationale:

4.10.1 the responses to the Selection Questions will be given a score in accordance with paragraphs 4.11 and 4.12 below; and

4.10.2 the scores will be weighted in accordance with Table 1 (Selection Questionnaire, Evaluation Methodology and Weightings) above and paragraph 4.13 below.

4.11 The selection criteria for those Selection Questions are set out for each Selection Question in the Selection Questionnaire in the box entitled “Evaluation Guidance and Selection Criteria”.

4.12 Table 4 (Scoring Rationale) below sets out the description of each score available in the Scoring Rationale. Partial marks (for example “2.5”) will not be awarded.

Table 4: Scoring Rationale (0-5)

Score	Acceptability	Scoring Rationale
5	Excellent	In the opinion of the evaluator the response is of a quality and level of detail that provides extreme confidence that the Potential Provider has the capacity or capability to fully meet all of the requirements against the question, demonstrating an excellent and thorough understanding of the issues and what is being asked for.
4	Good	In the opinion of the evaluator the response is of a quality and level of detail that provides a high degree of confidence but with minor reservation that the Potential Provider has the capacity and capability to meet all of the response requirements against the question, demonstrating a very good understanding of the issues and what is being asked for.
3	Satisfactory	In the opinion of the evaluator the response is of a quality and level of detail that provides a good level of confidence that the Potential Provider has the capacity and capability to meet the response requirements against the question. The response to the question is clear and detailed (with only minor omissions), demonstrating a good understanding of the issues and what is being asked for.
2	Fair	In the opinion of the evaluator the response is of a quality and level that provides some confidence that the Potential Provider has the capacity and capability to meet the response requirements against the question, demonstrating a reasonable understanding of the issues but

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Score	Acceptability	Scoring Rationale
		in some areas demonstrating misunderstanding. The response provides a low level of detail, and/or provides more of a 'model' or standard answer.
1	Poor	In the opinion of the evaluator the response is of a quality and level that lacks any convincing evidence to provide confidence in the capacity and capability of the Potential Provider to meet the response requirements against the question, demonstrating some misunderstanding and/or failing to meet the response requirements against the question in many ways and/or materially in one or more ways.
0	Unacceptable	In the opinion of the evaluator the response fails to provide any confidence that the Potential Provider has the capacity or capability to meet any of the requirements against the question, demonstrating a failure to understand the requirements. Alternatively, the Potential Provider has provided no response.

4.13 The weightings for the Selection Questions evaluated on the basis of the Scoring Rationale are set out for each Selection Question in the Selection Questionnaire in the box entitled "Evaluation Guidance and Selection Criteria" and in Table 1 (Selection Questionnaire, Evaluation Methodology and Weightings) above. The score achieved for each such Selection Question will be divided by the total marks available (i.e. 5) and multiplied by the relevant weighting to calculate the weighted score achieved for the Selection Question.

4.14 Where the Selection Question contains a number of selection criteria in the box entitled "Evaluation Guidance and Selection Criteria" against which the response will be evaluated, those criteria will not be scored separately. A single score will be awarded for the overall evaluation of the answer to that Selection Question against the relevant selection criteria.

Evaluation of Selection Questions subject to Scoring Rationale - Consensus Scoring

4.15 Paragraphs 4.17 to 4.21 below explain how a consensus scoring methodology will be applied to those Selection Questions in Section 6 (Technical and Professional Ability) to which the Scoring Rationale applies.

4.16 Firstly, each relevant evaluator will individually score the Selection Stage Responses by applying the Scoring Rationale set out at Table 4 (Scoring Rationale) to each Potential Provider's answers to the relevant Selection Questions.

4.17 Following such exercise, the evaluators' scores and rationale for awarding the scores will be sent to the Moderator. These will be reviewed by the Moderator.

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- 4.18 The Moderator will then arrange for the evaluators to meet and discuss the scores they have allocated to the answers provided by each Potential Provider. During such meeting, the Moderator will facilitate discussion among the evaluators regarding the scores awarded for each answer and the related justifications.
- 4.19 Each evaluator will discuss the quality of the answer given and review his/her justification for attributing the score to that answer having regard to the relevant questions, the evaluation guidance for the relevant Selection Question in the Selection Questionnaire in the box entitled “Evaluation Guidance and Selection Criteria”, this Selection Questionnaire Evaluation Guidance and the Scoring Rationale.
- 4.20 Following the conclusion of the above process for each Potential Provider’s answer, the Moderator will record the final score for that answer and the justification for it.
- 4.21 The final score for each Selection Question will be weighted in accordance with the methodology set out in paragraph 4.13 above.

5. SELECTION OF POTENTIAL PROVIDERS TO INVITE TO PARTICIPATE IN DIALOGUE

- 5.1 Potential Providers will be eligible to be invited to participate in Dialogue if they have:
- 5.1.1 met the requirements of administrative compliance under Step 1 (see paragraph 3 above); and
 - 5.1.2 received a “pass” in all questions in the Selection Questionnaire to which the Pass/Fail Rationale applies (see paragraph 4.4 above); and
 - 5.1.3 not been excluded on the basis of their responses to the Selection Questions to which the Risk Assessment Rationale applies (see paragraphs 4.5 to 4.9 above); and
 - 5.1.4 received a final mark of at least two (2) in each of Selection Questions 6.5 to 6.15
- (together the “**Minimum Selection Threshold**”).
- 5.2 The Authority intends to invite to participate in the Dialogue Stage the six Potential Providers that:
- 5.2.1 have met the Minimum Selection Threshold; and
 - 5.2.2 have the highest overall weighted scores for those Selections Questions to which the Scoring Rationale applies (“**Selection Score**”).
- 5.3 The Authority reserves the right in its absolute discretion to invite less than six Potential Providers to participate in the Dialogue Stage.
- 5.4 The Authority reserves the right, in its absolute discretion (in relation to those Potential Providers that meet the Minimum Selection Threshold) to:

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- 5.4.1 if two or more Potential Providers tie for sixth place, invite both (or (if relevant) all of those) Potential Providers to participate in the Dialogue Stage; and
 - 5.4.2 if any Potential Provider(s) scores within 6 per cent (not 6 marks) of the sixth placed Potential Provider's Selection Score and achieve(s) a Selection Score of 70% or above, invite that/those Potential Provider(s) to participate in the Dialogue Stage.
- 5.5 For example, more than six Potential Providers may be invited to the Dialogue Stage where:
- 5.5.1 sixth place Potential Provider's Selection Score: 76%.
 - 5.5.1.1 6% of 76% = 4.56%.
 - 5.5.1.2 any Potential Provider scoring 71.44% or over, having met the Minimum Selection Threshold, may be taken through to the Dialogue Stage.
 - 5.5.2 sixth place Potential Provider's Selection Score: 72%.
 - 5.5.2.1 6% of 72% = 4.32% i.e. 67.68%, below 70%.
 - 5.5.2.2 any Potential Providers scoring 70% or over, having met the Minimum Selection Threshold, may be taken through to the Dialogue Stage.
 - 5.5.3 sixth place Organisation(s): score 68%.
 - 5.5.3.1 no additional organisations will be taken through to the Dialogue Stage.
- 5.6 Those Potential Providers who are not invited by the Authority to participate in the Dialogue Stage will be set aside and excluded from further participation in this Procurement.
- 5.7 It is the Authority's intention to advise Potential Providers of the results of the Selection Questionnaire evaluation and shortlisting by means of a message via BMS prior to the indicative issue date for the ITPD (as set out in the table in paragraph 4 of the Instructions to Potential Providers).

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ANNEX

Financial Compliance Template (Attachment 5a)

Potential Providers should note that the Financial Compliance Template is provided as a separate document to be completed in Excel. Completed templates should be submitted to the Authority in the same format.