

**Technical Evaluation Criteria
MHP FHSU
20231205_Draft_V1.6**

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Introduction

1. This document contains the assessment questions that will be used to evaluate the technical responses to the Invitation to Negotiate (ITN) for the Multi Helicopter Platforms (MHP) Fleet Helicopter Support Unit (FHSU) project.
2. The Tenderer is required to respond to **all** questions. Failure to do so will result in your Tender being non-compliant. At which point **the Authority reserves the right, at its sole discretion, to cease the evaluation and exclude the Tender from the remainder of the selection process.**
3. Each question includes;
 - a. Its aim.
 - b. The background to the subject matter being assessed.
 - c. A list of referenced information (where applicable).
 - d. The evidence required.
 - e. The confidence characteristics.
 - f. Scoring guidance.
4. The Tenderer should read and understand the scoring guidance as well as the list of required evidence items and confidence characteristics before preparing their submission for each question. This guidance is not exhaustive; the Authority will be looking for, and rewarding, industry best practice and innovative ideas that enhance and add value to the MHP FHSU Contract.
5. NOT USED.

Possible Scores

6. Table 1 shows the weightings for the technical questions that will be used to evaluate Tenders.
7. Note that Pass / Fail questions and are not weighted. Any question marked with Fail will mean that the bid does not meet the required standard. **The Authority reserves the right, at its sole discretion, to cease the evaluation and exclude the Tender from the remainder of the selection process.**

Section	Question	Out of 100%
Compliance with the Statement of Requirements	2.1 [SR01] Compliance with Statement of Requirements (Technical)	15%
Technical Requirements	2.2 [SA02] Service Availability	12%
	2.3 [OA03] Organisational Approvals	7%
	2.4 [TA04] Type Airworthiness	10%
	2.5 [SM05] Security and Management of Information	4%
	2.6 [PU06] Publications	8%
	2.7 [SQ07] Suitably Qualified and Experienced Personnel	10%
Contract Deliverability	2.8 [PM08] Project Management	8%
	2.9 [EV09] Earned Value Management	4%
	2.10 [TS10] Transition to Service	12%
	2.11 [SE11] Safety	Pass/Fail
	2.12 [EN12] Environmental	Pass / Fail
	2.13 [QA13] Quality	Pass/Fail
Insurance	2.14 [IN14] Insurance	Pass/Fail
Social Value	2.15 [SV15] Social Value	4%
	Manage Cyber Security Risks	3%
	Influence Environmental Protect and Improvements	3%
	Tackling Inequality in the Contract Workforce	3%
Total:		100%

Table 1 - Technical Questions Weightings

8. Each of the above questions are assigned either Pass/Fail or a four-point scoring level, ranging from High to Low Confidence. The following table shows how these translate to numerical scores.

Scoring Level	Percentage (%) of available marks
High Confidence	100
Good Confidence	70
Moderate Confidence	30
Low Confidence	0

Table 2 – Four Point Scoring Level

9. Any scored question marked with Low Confidence will mean that the technical bid does not meet the required standard and/or that major concerns have been identified during evaluation.

Compliance with the Statement of Requirements (Technical)

2.1 [SR01] Compliance with the Statement of Requirements – 15%

Aim

10. To award a contract for a FHSU solution that will have a satisfactory level of compliance against Schedule 1: Statement of Requirements (Technical).

Background

11. The detailed technical requirement for the proposed contract is presented in Schedule 1: Statement of Requirement (Technical). The Authority wishes to understand and assess the level of compliance that the Tenderer's solution is expected to achieve in relation to Schedule 1.

References

- a. Schedule 1: Statement of Requirements (Technical).

Evidence Required

12. The Tenderer shall provide a completed Statement of Requirements compliance matrix in the format of Schedule 1. For each requirement (serial) this must clearly provide the Authority with one of the following:

- a. Declaration of Compliance, a short description of the means of compliance and the location (paragraph and page number) in the Tenderer's response that describes how the serial will be met.
- b. Declaration of Partial or Non-Compliance and satisfactory rationale or justification for this declaration (See scoring guidance).

Confidence Characteristics

13. The Tenderer's response addresses all serials and clearly indicates that all requirements will be met (full compliance).

14. The Tenderer has accompanied any areas of non or partial compliance with a detailed explanation and justification of why the non or partial compliance was recorded, and that the detailed supporting justification is acceptable and demonstrates value accruing to the Authority.

Scoring Guidance

15. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	<p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

Technical Requirements

2.2 [SA02] Service Availability – 12%

Aim

16. To contract with a Tenderer whose FHSU solution will meet the end user's Service Availability requirement throughout the life of the contract.

Background

17. Meeting the end user requirement for availability is critical to the successful delivery of the FHSU Service and dependent upon Platform Reliability and Maintainability (R&M).
18. The Service Availability is described within Schedule 1: Statement of Requirement.
19. The Authority is keen to understand how the Tenderer will ensure the end user's Service Availability requirements are achieved and sustained throughout the life of the contract.

References

- a. Schedule 1: Statement of Requirements (Technical)
- b. RA 4961 - Reliability Programme
- c. Schedule 14: Performance Measurement and Incentivisation
- d. Annex A to Schedule 1: Statement of Requirement – Integrated Support Plan (ISP) Product Description

Evidence Required

20. The Tenderer is required to provide, explain, and justify in a single document with reference to their plans for FHSU;
- a. How they will achieve and sustain the minimum Service Availability and reliability requirements throughout the life of the contract, described within the above Schedules as an appendix to the ISP as per Annex A to Schedule 1
 - b. How they will provide full aircraft engineering management and technical support including staff who are Suitably Qualified Experienced Personnel (SQEP) aligning to the requirements of the Delivery Duty Holder (DDH).
 - c. The Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified and the proposed mitigations where appropriate.
 - d. How they will manage scheduled and unscheduled maintenance activity to maximise aircraft availability throughout the life of the contract.
 - e. Their strategy for managing obsolescence over the entire period of the contract, notwithstanding any obsolescence issues or problems.
 - f. In all cases, the Tenderer must ensure that their response is tailored to the FHSU contract.

Confidence Characteristics

21. The Tenderer's response;

- a. Demonstrates how they will achieve and sustain the Service Availability and reliability requirement throughout the life of the contract.
- b. Demonstrates a robust and detailed Service support schedule which identifies the activities, tasks, and dates they identify as critical with high level resources and skills to achieve successful Service Availability outcomes.
- c. How they will manage and inform the Authority on areas of customer satisfaction, operational leanness, efficient, risk and value for money.
- d. How the escalation of issues and complaints that are not resolved 'locally' will be collected and managed.
- e. Provides overview and understanding of their Obsolescence Management Strategy.
- f. Demonstrates mature and fully functional supply support processes and activities.
- g. Identifies the Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution for Service Availability and includes mitigations where appropriate.

Scoring Guidance

22. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	Nil or inadequate response Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.

2.3 [OA03] Organisational Approvals – 7%

Aim

23. To contract with a Tenderer who will have achieved, and will maintain by responding to any changes, certification required to meet the Military Airworthiness Authority (MAA) requirements for Initial Operating Capability (IOC).

Background

24. Certifications and accreditations obtained by the Tenderer should meet the MAA requirements for Contract Award in line with Military Airworthiness Authority Regulatory Publications (MRP), Regulatory Articles (RA's) and Acceptable Means of Compliance (AMCs).

References

- a. Schedule 2: MRP Compliance Matrix

Evidence Required

25. The Tenderer is required to provide evidence of holding relevant certifications or a robust plan by contract award to achieve:

- a. UK CAA Part 145 Aircraft Maintenance Organisation Approval (Rotary Wing) for identified candidate aircraft type to be used to provide FHSU service.
- b. UK CAA Part CAMO (Continuing Airworthiness Management Organisation) Approval (Rotary Wing) to support the Military Continuing Airworthiness Manager (MiLCAM) in accordance with the MRP.
- c. Copy of the Continuing Airworthiness Management Exposition (CAME).

26. The Tenderer is required to provide evidence of holding the following relevant certifications, and/or explain and justify in a single document how and by when they shall achieve those requirements to deliver IOC:

- a. RA 5850 – Military Design Approved Organisation Scheme (DAOS) (MRP Part 21 Subpart J).
- b. MRP Part 145 achieved under the DAOS and Maintenance Approved Organisation Scheme (MAOS) Schemes in accordance with for the said aircraft type.
- c. RA 4956 - Military Continuing Airworthiness Management Organisation Tasks Performed by Other Organisations - MRP Part CAMO Sub Part G.
- d. Where intending to sub-contract a proportion of the contract, UK CAA Part 21 J Design Organisation Approval (Rotary Wing) or equivalent possessed by the sub-contractor(s).

27. The Tenderer is required to provide the Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified and the proposed mitigations where appropriate.

Confidence Characteristics

28. The Tenderer's response and evidence provided:

- a. Demonstrates how they will successfully obtain the required certifications and meet its requirements throughout the life of the contract.

- b. Demonstrates an understanding of the scope and complexity of MAA certification requirements.
- c. Identifies the Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution and includes mitigations where appropriate specifically related to Organisation approvals.

Scoring Guidance

29. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	Nil or inadequate response Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.

2.4 [TR04] Type Airworthiness Management 10%

Aim

30. To contract with a Tenderer who will be compliant with the relevant Military Airworthiness Authority Regulatory Publications (MRP) and the Air System – Co-ordinating Design Organisation (AS-CDO) throughout the life of the contract.

Background

31. The Authority wishes to understand and assess the Tenderer's level of compliance with the applicable MRP and AS-CDO.

References

- a. Schedule 2: MRP Compliance Matrix
- b. Schedule 1: Statement of Requirement

Evidence Requirements

32. The Tenderer shall provide a correctly completed MRP compliance matrix. For each MRP Regulatory Article (RA) the Tenderer must clearly provide the evaluator with:

- a. Confirmation of Full, Partial or Non-Compliance.
- b. The proposed method of compliance.
- c. Specific details of why you have recorded a non-compliance or partial compliance against an RA.

33. The Tenderer shall demonstrate their understanding of delivering the role of an AS-CDO including, but not limited to, configuration management, management of Inservice design changes and obsolescence.

34. The Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified and the proposed mitigations where appropriate.

Confidence Characteristics

35. The Tender's evidence and response provided:

- a. Demonstrates how they will successfully monitor changes to the MRP and how they will ensure compliance with such changes.
- b. Demonstrates an understanding of the role of the AS-CDO and has processes in place to ensure delivery of the AS-CDO role.
- c. Identifies the Risk, Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution and includes mitigations where appropriate specifically related to Type Airworthiness management.

Scoring Guidance

36. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority
Low Confidence (0%)	<p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

2.5 [SM05] Security and Management of Information – 4%

Aim

37. To contract with a Tenderer who will provide the Authority and end user with effective Security and Management of Information procedures throughout the life of the contract.

Background

38. The Authority requires the Tenderer to provide FHSU with an Information Security Management Plan (ISMP) that abides by DEFCON 658, DEFCON 660 and DEFCON 76, and meets the standards mandated in DEFSTAN 05-138 and DEFSTAN 05-139. The Authority requires the Tenderer to provide evidence of Cyber Essentials Plus certification or equivalent standard by the point of Contract Award.
39. The Cyber Security Model (CSM) was implemented by the Defence Cyber Protection Partnership (DCPP). DCPP is a joint MOD/Industry initiative, initiated in 2012 and formally established in 2013 under a directive from the Defence Suppliers' Forum to improve the protection against the cyber threat in the defence supply chain.

References

- a. DEFCON 658.
 - b. DEFCON 660.
 - c. DEFCON 76.
 - d. DEFSTAN 05-138.
 - e. DEFSTAN 05-139
 - f. Schedule 1: Statement of Requirements.
 - g. Schedule 10: Security Aspects Letter.
 - h. [DCPP Supplier Assurance Questionnaire \(SAQ\)](#)
 - i. [Appendix 2 to Annex B Supplier Assurance Questionnaire \(SAQ\)](#)
 - j. Cyber Risk Profile RAR-803565955
40. The Tenderer is to provide a copy of completed DCPP Supplier Assurance Questionnaire (SAQ), providing information about their organisation, measures they have in place to protect against cyber threats, and confirm they are compliant with the FHSU contract's Moderate Cyber Risk Profile. Questionnaire can be completed online using the [SAQ Form](#) or the PDF included as part of Annex B Appendix 2, which must be returned to UKStratComDD-CyDR-DCPP@mod.gov.uk (and included with the tender response) and copied to the Authority's Project Manager.

Evidence Required

41. The Tenderer is required to provide, explain and justify how their proposed strategy will provide effective Security and Management of Information measures for their FHSU solution in a single document with reference to their proposed **Information Security Management Plan (ISMP)**:
- a. The benefits of their proposed approach.

- b. The ISMP will describe the Tender's plan for managing security within its environment throughout the lifecycle of the project provided either as a standalone document or a subset to Project Management Plan.
- c. Evidence of Cyber Essentials or Cyber Essentials Plus certification or equivalent by Contract Award.
- d. National security vetting: Clearance levels. Security Check (SC) is required up to 8 weeks prior to entering defence locations for all personnel in support of FHSU in accordance with the baseline pan-Governmental Policy and Guidance in Government Functional Standards GovS 007: Security.

Confidence Characteristics

42. The Tenderer's response;
- a. States the proposed ISMP meets the requirements of Schedule 1.
 - b. Demonstrates the benefits of their proposed approach.

Scoring Guidance

43. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	Nil or inadequate response Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.

2.6 [PU06] Publications – 8%**Aim**

44. To contract with a Tenderer whose FHSU solution will meet the Authority's requirements with regards to provision and maintenance of the Aircraft Document Set (ADS) throughout the life of the contract.

Background

45. The Authority requires the Tenderer to provide and maintain the ADS elements listed in the Schedule 1 Statement of Requirements.

46. This service will focus on the effective and efficient production, issue, version control and reissue of all requisite manuals including those marked with a security classification up to Official Sensitive.

References

- a. Schedule 1: Statement of Requirements (Technical).

Evidence Required

47. The Tenderer is required to explain and justify in a single document with reference to their compliance evidence against the Schedule 1 Statement of Requirements:

- a. The processes they will put in place to ensure the effective and efficient production, issue, version control and reissue of all requisite manuals.
- b. The process they will use to manage security marked Publications up to and including Official Sensitive, including any use of external publication/printing organisations.
- c. How they will ensure the Authority receives compliant, efficient, and accurate documentation.

48. In all cases, the Tenderer must ensure that their response is tailored to the FHSU contract.

Confidence Characteristics

49. The Tenderers response demonstrates a robust process for providing and maintaining the MHP FHSU ADS elements specified in the Schedule 1 Statement of Requirements that will ensure;

- a. Effective and efficient production, issue, version control and reissue of all requisite publications.
- b. The managing of security marked Publications up to and including Official Sensitive.
- c. Explains how the Authority will receive value for money.

Scoring Guidance

50. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	<p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

2.7 [SQ07] Suitably Qualified and Experienced Personnel – 10%

Aim

51. To contract with a Tenderer who will provide and sustain the appropriate level of Suitably Qualified and Experienced Personnel (SQEP) required to meet the needs of the MHP FHSU Contract.

Background

52. The Authority believes that the successful delivery of MHP FHSU contract will depend on the Tenderer's ability to timely recruit, train, deploy and retain appropriate numbers of SQEP.

References

- a. Schedule 1: Statement of Requirements (Technical).
- b. Schedule 10: Security Aspects Letter.

Evidence Required

53. The Tenderer is required to provide, explain, and justify in a single document with reference to their **Resourcing Plan**:

- a. A SQEP matrix which describes the specialisms, suitable qualifications, certifications, suitable security clearance and experience of their SQEP personnel.
- b. The level of resource they will provide for each SQEP specialism identified in their SQEP matrix above.
- c. The methods, approach and mechanism they will use to develop an optimised SQEP resource and how it will be maintained throughout the contract.
- d. The Risks (including those associated with recruitment), Assumptions, Issues, Dependencies & Opportunities (RAIDO) they have identified with proposed mitigations where appropriate.
- e. How they will ensure the Authority receives value for money.

In all cases, the Tenderer must ensure that their response is tailored to the MHP FHSU contract.

Confidence Characteristics

54. The Tenderers response;

- a. Demonstrates an understanding of the scope of the SQEP requirement.
- b. Demonstrates how they will ensure SQEP for the duration of this contract.
- c. Demonstrates robust processes will be in place to train, security clear, deploy and retain SQEP.
- d. Identifies the Risks (including those associated with recruitment), Assumptions, Issues, Dependencies & Opportunities (RAIDO) in relation to their proposed solution and includes mitigations where appropriate specifically related to SQEP.

- e. Explains how they will ensure the Authority receive value for money.

Scoring Guidance

55. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	Nil or inadequate response Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.

Contract Deliverability

2.8 [PM08] Project Management – 8%

Aim

56. To award a contract to a Tenderer who will plan and effectively manage this project.

Background

57. It is vital that the Tenderer working on MHP FHSU demonstrates how they will utilise their organisation's business management processes to deliver this project. The Tenderer must;

- a. Instil confidence that the agreed processes will be cascaded and complied with by the Tenderer's employees, sub-contractors and supply chain.
- b. Demonstrate how they intend to deliver MHP FHSU objectives in collaboration with the customer end user, the Authority's management Team and other stakeholders.
- c. Demonstrate how they will openly manage risks throughout the life of the project Contract to the mutual benefit of themselves and the Authority.

References

- a. Schedule 1: Statement of Requirements (Technical).
- b. Schedule 20: Data Item Descriptions

Evidence Required

58. The Tenderer is required to explain and justify in a single document with reference to their **proposed Project Management Plan (PMP)**;

- a. The Objectives, scope and constraints.
- b. Their execution strategy and delivery approach.
- c. How they will involve and manage stakeholders.
- d. A legible and coherent **Work Breakdown Structure (WBS), Work Breakdown Structure Dictionary** and **Contract Master Schedule** which must include the activities, tasks and dates they identify as critical with resources and skills to achieve key milestones. .
- e. Their Assumptions and Dependencies to support build of the schedule.
- f. The monitoring and control processes they will use.
- g. How they will openly manage cost, risk, and change.
- h. The Risks, Assumptions, Issues, Dependencies & Opportunities (RAIDO) for MHP FHSU including Risk Register.
- i. The Tenderer's Target In Service Date (TISD) that will be added to any resulting Contract.

Confidence Characteristics

59. The Tenderers response and proposed **Project Management Plan**;
- Explains the Project Management execution strategy and delivery approach they will use.
 - Contains a suitably robust and detailed Schedule which identifies the activities, tasks, and dates they identify as critical with high level resources and skills to achieve successful outcomes.
 - Demonstrates an understanding of the scope and complexity of the MHP FHSU contract.
 - Describes the assumptions made.
 - Describes the project monitoring and controls they will use.
 - Describes the process they will use to openly manage risk.
 - Includes a **Risk and Opportunity Management Plan (ROMP)** (To be included as part of the PMP.) which records risks and opportunities in a register.
 - Identified risks are appropriately mitigated.
 - Describes the change control process.
60. The Tenderer has tailored their response to the MHP FHSU contract.

Scoring Guidance

61. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	Nil or inadequate response Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.

2.9 [EV09] Earned Value Management – 4%

Aim

62. To contract with a Tenderer who will ensure implementation of Project Controls Management System through life of the Contract.

Background

63. As an earned value management system is considered best practise by the Authority this question evaluates proposed Project Controls to be set up and maintained through life of the contract to support the Authority's Earned Value Management.

References

- a. [Earned Value Management: APM Guidelines \(2008\).](#)
- b. [Earned Value Management Handbook \(APM, 2013\).](#)
- c. [The Earned Value Management Compass \(APM,2010\).](#)
- d. **Planning, Scheduling, Monitoring and Control (APM 2015).**

Evidence Required

64. The Tenderer is required to explain and justify in a single document with reference to their plans:

- a. Their approach to utilising tools and processes to deliver Project Controls compliant with the Planning, Scheduling, Monitoring and Control (APM 2015).
- b. Key documentation including detail of the processes to be employed, how performance data will be monitored and controlled and how it will be reported.
- c. Provide examples of successful Project Controls deployment.

Confidence Characteristics

65. The Tenderer's response:

- a. Explains what tools and processes they will use to effectively manage the Contract through life.
- b. Identifies the risks associated with their strategy and has provided appropriate mitigation for each.

Scoring Guidance

66. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	<p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

2.10 [TS10] Transition to Service – 12%

Aim

67. To contract with a Tenderer who will ensure a smooth transition to the new FHSU service with no disruption to end users operations.

Background.

68. This question evaluates the quality of the strategy you have from Contract Award, the Transition Period and how the activities, tasks and deliverables you have identified will ensure the smooth transition into the FHSU service.

Once the Transition Period is complete, the Tenderer must deliver the service in full as described in the Statement of Requirements and supporting documents.

69. The Authority considers that any Issued Property and Government Furnished Facilities (Schedule 5) should be assumed to be fully accessible by the incoming supplier at the close of the current Contract service period, and this may be an assumption of the received bids.

References

- a. Schedule 1: Statement of Requirements (Technical)
- b. Schedule 5: GFA Register
- c. Schedule 3: Test & Acceptance Criteria

Evidence Required

70. The Tenderer is required to explain and justify in a single document with reference to their **Transition Management Plan**:

- a. Their approach to deliver the transition phase post Contract Award for a formal service provision to commence and anticipated to be no longer than twelve months from that date, showing all key milestones towards completion (Transition into Service Milestones) and supported through the CSPs Contractor Master Schedule at 1.4.3 within Schedule 1.
- b. A legible and coherent **WBS, WBS Dictionary** and **Contract Master Schedule** which must include the activities, tasks and dates they identify as critical with resources and skills to achieve key milestones and the transition to service.
- c. Their readiness level to support the Military Certification process and associated Release to Service (RTS) activities required for the service to commence.
- d. How they will support a visual inspection of the Aircraft and associated Baseline Military Airworthiness Review (BMAR) to enable Authority Subject Matter Experts (SMEs) to inspect the air system to confirm it to be in good condition, complete and fit in every way for the purpose for which it is intended, complete with any authority desired equipment, cockpit layout and systems as per Schedule 3: Test & Acceptance prior to service commencement including a logistics demonstration if required.
- e. Their plan to provide the Aircraft complete with all fully fitted equipment and resources required by the Authority to support the Authority's Military certification procedures as per Schedule 1: Statement of Requirements at Kinterbury Point within 10 working days after the Acceptance Report is issued by the Authority for the service to commence.

- f. How they will resolve any issues if discovered during the physical inspection and BMAR process
- g. The way in which they will communicate and coordinate with the end user and the Authority in the period leading up to the entry into service date.
- h. In all cases, the Tenderer must ensure that their answers are tailored to the FHSU Contract.

Confidence Characteristics

71. The Tenderer's response:

- a. Explains how they will manage the period immediately following Contract Award to achieve Initial Operating Capability (IOC) complete with all fully fitted equipment & resources required by the Authority to support the Tasking as per Schedule 1: Statement of Requirements, preferably as early after Contract Award as possible and no longer than TWO months from that date.
- b. Explains how they will meet the Authority's acceptance criteria by demonstrating technical compliance against the requirement as part of the ITN, deliver their Transition Management Plan, achieve Military Certification and RTS clearances for the platform and associated equipment to enable a visual inspection of the system prior to service commencement.
- c. Contains a robust and detailed transition schedule which identifies the activities and dates identified as critical with high level resources and skills to achieve successful transition outcomes.
- d. Demonstrates an understanding of the scope, complexity and size of the Transition activities required for this contract.
- e. Contains a workable communication plan to engage and involve the end users and the Authority.
- f. Identifies the initial risks associated with their strategy and schedule for the transition period and has provided appropriate mitigation for each.
- g. Demonstrates an understanding of the process and dependencies to support RTS and Ship Air Release (SA-R).

Scoring Guidance

72. This question will be scored using confidence definitions below.

Confidence	Description
High Confidence (100%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.
Good Confidence (70%)	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the confidence characteristics sought is sufficiently detailed to demonstrate a competent understanding and provides details of how the requirements will be fulfilled. Any partial or alternative means of compliance will not affect capability, safety or cost and can be tolerated.
Moderate Confidence (30%)	The Tenderer's approach/justification/evidence to this subject matter has met the requirement of the question in the main. However, there are some areas where either the level of risk to the Authority, the combination of issues or the lack of justification/evidence will require intervention but are considered to be manageable without unacceptable cost, liability or effort by the Authority.
Low Confidence (0%)	<p>Nil or inadequate response</p> <p>Based on the Tenderer's approach/justification/evidence to this subject matter, the Authority does not have confidence in the Tenderers ability to successfully deliver in this area and reserves the right to reject the Tender.</p>

2.11 [SE11] Safety – Pass/Fail

Aim

73. To contract with a Tenderer who will provide and operate a safe solution in both the design and operation of the solution.

Background

74. The Authority needs to be assured that through life safety support to the equipment being delivered from project initiation to equipment disposal.

References

- a. Schedule 1: Statement of Requirements (Technical)
- b. DEFSTAN 00-056 Parts 1 Issue 8 and Part 2 Issue 6
- c. DEFSTAN 00-055 Issue 4

Evidence Required

75. The Tender is required to describe, through their proposed **PSMP (Project Safety Management Plan)**;

- a. How they will provide safe through life equipment support.
- b. How they will achieve conformance with DEFSTAN 00-056 Parts 1 Issue 8 and Part 2 Issue 6.
- c. How they will achieve conformance with DEFSTAN 00-055 Issue 4.

76. In all cases, the Tenderer must ensure that their response is tailored to the FHSU contract.

Confidence Characteristics

77. The Tenderer's response explains how they will ensure conformance to relevant safety Defence standards and guidance through life of the project from project initiation to end of contract period.

78. This question will be scored using confidence definitions below.

Score	Guidance
Pass	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the Evidence Required (above) is sufficiently detailed to demonstrate a competent understanding of the requirement and provides details of how the Safety considerations for FHSU will be met
Fail	The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of this question. The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority.

2.12 [EN12] Environmental – Pass / Fail

Aim

79. To contract with a Tenderer who will provide and operate a safe solution with due consideration given to environmental factors in both the design and operation of the solution.

Background

80. The Authority needs to be assured that through life environmental support to the equipment being delivered from project initiation to equipment disposal.

References

- a. Schedule 1: Statement of Requirements (Technical)
- b. DEFCON 68
- c. ISO 14001:2015
- d. DEFCON 624

Evidence Required

81. The Tender is required to describe through their **Environmental Management Plan (EMP)**;
- a. How they will provide sustainable through life equipment support.
 - b. How they will be Project Oriented Environmental Management System (POEMS) compliant (i.e. utilising the required subject headings)
 - c. Net Zero Carbon Reduction Plan in-line with the requirements of Public Contracts Regulation 2015 (The Climate Change Act 2008 (2050 Target Amendment) Order 2019 ("NZ50")).
 - d. Provide ISO 14001:2015 certificate.
82. In all cases, the Tenderer must ensure that their response is tailored to the FHSU contract.

Confidence Characteristics

83. The Tenderer's response explains how they will ensure conformance to relevant environmental Defence standards and guidance through life of the project from project initiation to equipment disposal.

Scoring Guidance

84. This question will be scored using confidence definitions below.

Score	Guidance
Pass	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the Evidence Required (above) is sufficiently detailed to demonstrate a competent understanding of the requirement and provides details of how the Environmental considerations for FHSU will be met
Fail	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of this question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority.</p>

2.13 [QA13] Quality – Pass / Fail

Aim

85. To contract with a Tenderer who will manage and deliver an effective quality process for MHP FHSU throughout the life of the Contract.

Background

86. It is vital that the Tenderer instil confidence that they will deploy and maintain an effective quality process for MHP FHSU. The agreed quality process must be cascaded and complied with by all the Tenderer's employees and subcontractors.

References

- a. Schedule 1: Statement of Requirements (Technical)
- b. DEFSTAN 05-135 Counterfeit Materiel
- c. AQAP 2310 and 2105
- d. BS EN 9100 and 9110
- e. DEFCON 602a
- f. DEFSTAN 05-135 Avoidance of Counterfeit Material
- g. RA 4814 Occurrence Reporting
- h. RA 4815 Maintenance Procedures and Safety and Quality Policy

Evidence Required

87. The tender is required to describe with reference to their proposed **Quality Management Plan (QMP)**;

- a. How they will achieve quality assurance.
- b. Why the Authority can have confidence that the agreed quality process will be cascaded and complied with by all the Tenderer's employees and subcontractors.
- c. Provide **BN EN 9100 and 9110 certificates**.
- d. How they will maintain for the duration of the contract a certified Quality Management System to BS EN 9100 and 9110 certified by a recognised national accreditation body which covers the correct scope to deliver FHSU.
- e. How their quality management system meets the requirements of this contract in accordance with AQAP 2310.
- f. Procedures to satisfy the requirements of DEFSTAN 05-135 Counterfeit Materiel.
- g. Quality Management Plan shall be provided in accordance with AQAP 2105.

88. In all cases, the Tenderer must ensure that their response is tailored to the MHP FHSU contract.

Scoring Guidance

89. This question will be scored using confidence definitions below.

Score	Guidance
Pass	The Tenderer's approach/justification/evidence to this subject matter and the delivery of the Evidence Required (above) is sufficiently detailed to demonstrate a competent understanding of the requirement and provides details of how the Quality Assurance considerations for MHP FHSU will be met.
Fail	<p>The Tenderer's approach/justification/evidence to this subject matter has areas of concern and only partially meets the requirement of this question.</p> <p>The approach/justification/evidence demonstrates either a lack of understanding or a reluctance to fully meet/deliver the entire needs of the Authority.</p>

2.14 [IN14] Insurance – Pass/Fail**Aim:**

90. To contract with a tenderer who will fulfil the insurance requirements for MHP FHSU.

References

- a. Appendix F to (Defence Form (DEFFORM) 47: Insurance Response Table.
- b. Clause 9 to the Contract: Insurance.
- c. Schedule 16: Insurance Annex.

Evidence

91. Tenderer is to provide a completed Insurance Response Table providing evidence to satisfy the Authority that they are able to obtain the appropriate insurance for MHP FHSU. This response table is located at Appendix F to DEFFORM 47.

Scoring**Marking scheme for insurer identity**

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

Tenderer proposed maximum deductible threshold

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

Amendments to Clause 9 (Insurance Requirements) and Schedule 16 (Insurance)

94. Any amendments the Contractor makes to Clause 9 and Schedule 16 other than the insertion of Reasonable Maximum Deductible Thresholds shall be assessed against the following criteria. The amendments will be assessed as a whole to determine the level of risk to the Authority in accordance with the Marking Scheme set out below.”

Score	Guidance
Pass	<p>No amendment to the Authority minimum insurance requirement other than the insertion of Reasonable Maximum Deductible Thresholds into the Schedule 16 (Insurance) of the Contract</p> <p>OR</p> <p>Amendment to the Authority minimum insurance requirement that is not considered to confer any adverse risk to the Authority or any material diminution in the required insurance cover of the Authority.</p>
Fail	<p>Amendment to the Authority minimum insurance requirement that is considered to confer some appreciable risk to the Authority or diminution in the required insurance cover of the Authority.</p> <p>OR</p> <p>Insufficient detail or is considered to leave gaps in the level or extent of insurance cover which exposes the Authority to significant adverse risk or significantly material diminution in the required insurance cover of the Authority.</p> <p>OR</p> <p>Unmarked. The above table has not been completed.</p>

2.15 [SV15] Social Value – 10%

Aim

95. To contract with a Tenderer who will consider social, economic, and environmental impact of the service and offer an opportunity to maximise Social Value benefits effectively and comprehensively through the life of the Contract.

Background

96. Social Value has a lasting impact on individuals, communities, and the environment. The Authority has a huge opportunity and responsibility to maximise benefits effectively and comprehensively through its commercial activity. A missed opportunity to deliver Social Value may lead to costs that the taxpayer has to absorb elsewhere through public procurement. A competitive and diverse supply landscape can help to deliver innovation in public services, manage risk and provide greater value for taxpayers' money.

97. As a result, the Social Value Model (SVM) has been created which details five Themes, eight Policy Outcomes and 24 Model Award Criteria (MACs). The SVM MACs are questions which relate to Social Value. The use of the SVM is mandatory in all central government procurements using Public Contracting Regulations (PCR) 2015 and Defence and Security Public Contracting Regulations (DSPCR) 2011 above financial threshold and exempt procurements.

98. Defence is focusing on three, out of the five, priority Social Value themes that are most relevant for Defence: Tackling economic inequality, Fighting climate change and Equal opportunity.

References

- a. [Public Services \(Social Value\) Act 2012](#)
- b. [Sustainable Development Goals](#)
- c. [Equality Act 2010](#)
- d. [Schedule 14: Performance Measurement and Incentivisation](#)
- e. Social Value Model (SVM), Government Commercial Function, Edition 1.1 – 3 Dec 20
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940827/Guide-to-using-the-Social-Value-Model-Edn-1.1-3-Dec-20.pdf
- f. Guide to Using the Social Value Model, Government Commercial Function, Edition 1.1 – 3 Dec 20
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf
- g. Social Value Model Quick Reference Table, Government Commercial Function, Edition 1.1 – 3 Dec 20
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf
- h. [Appendix 1 to the Annex B: Model Award Criteria: Model Evaluation Questions](#)

Evidence Required

99. The Authority endeavours to apply the following SVM MAC to the FHSU procurement outcome:

Theme		Policy Outcome	MAC Reference	MAC Title
2	Tackling economic inequality	Increase supply chain resilience and capacity	3.5	Demonstrate action to identify and manage cyber security risks in the delivery of the contract including in the supply chain.
3	Fighting climate change	Effective stewardship of the environment	4.2	Influence staff, suppliers, customers, and communities through the delivery of the contract to support environmental protection and improvement.
4	Equal opportunity	Tackle workforce inequality	6.1	Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce

100. The Tenderer should use the criteria explained in the Scoring Guidance below and the information provided within the SVM to compile their responses to the SVM MAC and Model Evaluation Question (MEQ) asked. In compiling their answers, they should refer to the SVM Quick Reference Table. Under Model Response Guidance for tenderers and evaluators examples of types of evidence the tender evaluators are looking for can be found.

101. The Tenderer is required to provide, explain, and justify in a single document (the Social Value Plan) with reference to their plans for FHSU:

- a. Convincing arguments, including suitable evidence, of **What** their understanding of Social Value is, in relation to this procurement, and **How** they will instil confidence in the Authority in their ability to deliver against the Social Value requirements for this procurement.
- b. For each MAC Model Evaluation Question (MEQ) listed in Appendix 1 provide:
 - i. their 'Method Statement,' stating how they will achieve this and how their commitment meets the SVM Model Award Criteria (MAC), and
 - ii. a timed project plan and process, including how they will implement their commitment and by when. Also, how they will monitor, measure and report on their commitments/the impact of their proposals, including but not be limited to:
 - timed action plan
 - use of metrics
 - tools/processes used to gather data
 - reporting
 - feedback and improvement
 - transparency
 - iii. how they will influence their: staff, supply chains, 3rd party 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.

- c. Alongside the Standard Reporting Metrics (SRM), Social Value Key Performance Indicators (KPIs) will be used within this contract. KPIs will be generated from the Tenderer's social value response it is therefore important that measurable commitments are included in the response (both commitments against the SRMs and other metrics as may be appropriate. KPIs will be agreed between the parties and included in the contract at Contract Award.

Confidence Characteristics

102. A list of some of the key responses documents that the Authority would expect the Tenderer to provide is included below. However, within the overall limit of pages the Tenderer should supplement their written submission with other documents they consider will build confidence in their ability to maximise Social Value Commitments.

103. From the information provided, the evaluators will assess, Qualitatively, the Tenderers response, based on the information that they provide within their tender response.

104. Alongside their Commitments against the SRMs, the successful Tenderer's method statement will form the basis of KPIs and jointly managed throughout the life of the contract.

105. The Tenderer's must ensure that they answer the SVM MACs asked. Any additional information which is not specific to the contract being procured will not be considered.

106. The Tenderer's responses are to set out the additional Social Value benefits that they will deliver against the Policy Outcomes for this procurement. It is not sufficient to only reference/use to their Corporate Social Responsibility and or Environmental, Social and Governance (ESG) documents.

Scoring Guidance

107. The question will be scored using confidence definitions below:

Confidence	Description
Excellent: (exceeds all of the Model Award Criteria) (100%)	<p>The response exceeds what is expected for the criteria. Leaves no doubt as to the capability and commitment to deliver what is required. The response therefore shows:</p> <ul style="list-style-type: none"> • Very good understanding of the requirements. • Excellent proposals demonstrated through relevant evidence. • Considerable insight into the relevant issues. • The response is also likely to provide additional value in several respects above that expected. <p>The response addresses the social value policy outcome and also shows in-depth market experience.</p>
Very Good: (exceeds some of the Model Award Criteria) (70%)	<p>The response meets the required standard in all material respects and exceeds to in some areas. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows:</p> <ul style="list-style-type: none"> • Good understanding of the requirements. • Sufficient competence demonstrated through relevant evidence. • Some insight demonstrated into the relevant issues. <p>The response addresses the social value policy outcome and also shows good market experience.</p>
Good: (meets all of the Model Award Criteria) (30%)	<p>The response broadly meets what is expected for the criteria. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows:</p> <ul style="list-style-type: none"> • Good understanding of the requirements. • Sufficient competence demonstrated through relevant evidence. • Some insight demonstrated into the relevant issues. <p>The response addresses most of the social value policy outcome and also shows general market experience.</p>
Poor: (meets some of the Model Award Criteria) (10%)	<p>The response meets elements of the requirement but gives concern in a number of significant areas. There are reservations because of one or all of the following:</p> <ul style="list-style-type: none"> • There is at least one significant issue needing considerable attention. • Proposals do not demonstrate competence or understanding. • The response is light on detail and unconvincing. • The response makes no reference to the applicable sector but shows some general market experience. <p>The response makes limited reference (naming only) to the social value policy outcome set out within the invitation.</p>
Fail (0%)	<p>The response completely fails to meet the required standard or does not provide a proposal.</p>

Appendix 1 – Model Award Criteria: Model Evaluation Questions

Theme	Policy Outcome	Weighting			(As percentage of Social Value):	4% Out of 10%
2. Tackling Economic Inequality	Increase supply chain resilience and capacity	MAC	3.5	Demonstrate action to identify and manage cyber security risks in the delivery of the contract including in the supply chain.		
	Model Evaluation Question (MEQ)	The Authority asks that the Tenderer provides evidence on what they will deliver against MAC 3.5 for this procurement specifically, not what the Tenderer does in general. Using a maximum of 2 A4 pages describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria. Please include: <ul style="list-style-type: none">• your ‘Method Statement’, stating how you will achieve this and how your commitment meets the Model Award Criteria, and• a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:<ul style="list-style-type: none">○ timed action plan○ use of metrics○ tools/processes used to gather data○ reporting○ feedback and improvement○ transparency how you will influence your: 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.				
	Sub-Criteria for MAC:	Manage Cyber Security Risks				
	Model Response Guidance:	<ul style="list-style-type: none">• Activities that demonstrate and describe the Tenderer’s existing or planned:<ul style="list-style-type: none">○ Understanding of risks affecting the contract, including those affecting the market, industry, sector and country (of origin or of source), and to identify the risks and ways of mitigating and managing them• Measures to mitigate and manage cyber security risks within the supply chain relating to the contract, including:<ul style="list-style-type: none">○ engaging with the supply chain to identify and build resilience against cyber security risks○ actions to be taken to actively raise cyber security awareness.				

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	4% Out of 10%
		<ul style="list-style-type: none"> Commitment to adopting the required technical standards and best practice as a basis for appropriate cyber security controls (appropriate to the contract and risk profile), such as: <ul style="list-style-type: none"> the '10 Steps To Cyber Security' advocated by the National Cyber Security Centre for establishing a cyber risk management regime. more stringent cyber security measures in the supply chain where necessary, such as Cyber Essentials and Cyber Essentials Plus certification, and having a specific cyber insurance policy for the contract. NCSC Cloud Security Guidance NCSC 14 Cloud Security Principles Technology Code of Practice 		
	Illustrative examples:	None Available		
	Standard Reporting Metrics	a) Number of companies in the supply chain under the contract with a current Cyber Essentials certification. b) Number of companies in the supply chain under the contract to have adopted the National Cyber Security Centre's 10 steps. c) Percentage of all companies in the supply chain under the contract with a current Cyber Essentials Plus certification. d) Number of companies in the supply chain under the contract with a current Cyber Essentials Plus certification. e) Percentage of all companies in the supply chain under the contract to have adopted the National Cyber Security Centre's 10 steps.		
	Tenderers Response:	<i>In complying your answer, please refer to the Social Value Model Quick Reference Table, under Model Response Guidance for Tenderers and evaluators for examples of types of evidence the tender evaluators are looking for: The written submission should be in 11pt Arial to meet the response requirement. It should use a maximum of 2 A4 pages to describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</i>		

Theme	Policy Outcome	Weighting		(As percentage of Social Value):	3% Out of 10%
3. Fighting Climate Change	Effective stewardship of the environment	MAC	4.2	Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement	
	Model Evaluation Question (MEQ)	The Authority asks that the Tenderer provides evidence on what they will deliver against MAC 3.5 for this procurement specifically, not what the Tenderer does in general. Using a maximum of 2 A4 pages describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria. Please include: <ul style="list-style-type: none">• your ‘Method Statement’, stating how you will achieve this and how your commitment meets the Model Award Criteria, and• a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:<ul style="list-style-type: none">○ timed action plan○ use of metrics○ tools/processes used to gather data○ reporting○ feedback and improvement○ transparency how you will influence your: 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.			
	Sub-Criteria for MAC:	Influence environmental protection and improvement			
	Model Response Guidance:	Activities that demonstrate and describe the Tenderer’s existing or planned: <ul style="list-style-type: none">• Understanding of how to influence staff, suppliers, customers, communities and/or any other appropriate stakeholders through the delivery of the contract to support environmental protection and improvement.• Activities to reconnect people with the environment and increase awareness of ways to protect and enhance it.			
	Illustrative examples:	<ul style="list-style-type: none">• Engagement to raise awareness of the benefits of the environmental opportunities identified.• Co-design/creation. Working collaboratively to devise and deliver solutions to support environmental objectives.			

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	3% Out of 10%
		<ul style="list-style-type: none"> • Training and education. Influencing behaviour to reduce waste and use resources more efficiently in the performance of the contract. • Partnering/collaborating in engaging with the community in relation to the performance of the contract, to support environmental objectives. <p>Volunteering opportunities for the contract workforce, e.g., undertaking activities that encourage direct positive impact.</p>		
	Standard Reporting Metrics	<p>a) Number of people-hours spent protecting and improving the environment under the contract, by UK region.</p> <p>b) Number of green spaces created under the contract, by UK region.</p> <p>c) Annual:</p> <ul style="list-style-type: none"> ○ Reduction in emissions of greenhouse gases arising from the performance of the contract, measured in metric tonnes carbon dioxide equivalents (MTCDE). ○ Reduction in water use arising from the performance of the contract, measured in litres. • ○ Reduction in waste to landfill arising from the performance of the contract, measured in metric tonnes. 		
	Tenderer's Response:	<p><i>In complying your answer, please refer to the Social Value Model Quick Reference Table, under Model Response Guidance for Tenderers and evaluators for examples of types of evidence the tender evaluators are looking for: The written submission should be in 11pt Arial to meet the response requirement.</i></p> <ul style="list-style-type: none"> • <i>It should use a maximum of 2 A4 pages to describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.</i> 		

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	3% Out of 10%
4. Equal Opportunity	Tackle workforce inequality	MAC	6.1	Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce.

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	3% Out of 10%
	Model Evaluation Question (MEQ)	<p>The Authority asks that the Tenderer provides evidence on what they will deliver against MAC 6.1 for this procurement specifically, not what the Tenderer does in general.</p> <p>Using a maximum of 2 A4 pages describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria. Please include:</p> <ul style="list-style-type: none"> • your 'Method Statement', stating how you will achieve this and how your commitment meets the Model Award Criteria, and • a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to: <ul style="list-style-type: none"> ○ timed action plan ○ use of metrics ○ tools/processes used to gather data ○ reporting ○ feedback and improvement ○ transparency • how you will influence your: 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. 		
	Sub-Criteria for MAC:	Tackling inequality in the contract workforce		
	Model Response Guidance:	<p>Activities that demonstrate and describe the Tenderer's existing or planned:</p> <ul style="list-style-type: none"> • 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. • Measures to tackle inequality in employment, skills and pay in the contract workforce. 		
	Illustrative examples:	<ul style="list-style-type: none"> • 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 		

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	3% Out of 10%
		<p>diversity of the communities in which they operate, at every level.</p> <ul style="list-style-type: none"> • 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. 		
	Standard Reporting Metrics	<p>a) Total percentage of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, as a proportion of the total FTE contract workforce, by UK region.</p> <p>b) Number of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, by UK region.</p> <p>c) Total percentage of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the whole people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.</p> <p>d) Number of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region.</p> <p>e) Total percentage of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.</p> <p>f) Number of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, by UK region.</p>		
	Tenderer's Response:	<p><i>In complying your answer, please refer to the Social Value Model Quick Reference Table, under Model Response Guidance for Tenderers and evaluators for examples of types of evidence the tender evaluators are looking for: The written submission should be in 11pt Arial to meet the response requirement.</i></p>		

Theme	Policy Outcome	Weighting	(As percentage of Social Value):	3% Out of 10%
		It should use a maximum of 2 A4 pages to describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria.		