Response Guidance and Marking Scheme

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| **Purpose of Document** | The Award Questionnaire is a standalone document incorporating all information that a Potential Provider will require in order to produce a response to the Award Questionnaire. Please follow the headings contained within this document, writing your responses in the indicated areas, following the Response Guidance and Marking Scheme at the end of each question.Should your response be successful in this Further Competition, your submission will form part of the Call-Off Agreement.  |
| **Word Counts** | Word Counts are specified in some areas of this document, and may **exclude** any attachments. Each question will define as applicable. |
| **General Response Guidance** | Your responses and proposed approaches should be described in terms:That are aligned with the [Government Service Design Manual](https://www.gov.uk/service-manual%20and%20); andof how the new / redesigned digital service will comply with the [Digital by Default Service Standard](https://www.gov.uk/service-manual/digital-by-default) |
| **Minimum Pass Mark** | In each section, you must obtain at least the Minimum Pass Mark, as declared in the Scoring Matrix below, in order to proceed to the next stage of the evaluation (as described in the Customer Requirements), and be eligible to succeed in this procurement. |

**SCORING MATRIX CRITERIA** (for reference)

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| **Award Questions:** | **Marking Scheme:** | **Maximum Mark:** | **Weighting Factor:** | **Total % Score Available:** | **Minimum Pass Mark:** |
| **Section A –Confirmation** |
| A1 Availability | Pass/Fail | PASS | N/A | N/A | PASS |
| A2 Staff Vetting: Baseline Personal Security Check | Pass/Fail | PASS | N/A | N/A | PASS |
| A3 Subcontracting / Partnering | Pass/Fail | PASS | N/A | N/A | PASS |
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| **Section B – Written Submission**  |
| **Technical merit and Functional fit and may be weighted 10% or more (and up to 60%)** |
| B1 Overall Technical Solution | 0,1,2,3 | 3 | 10 | 30  | 2  |
| B2 Reference contract examples | 0,1,2,3 | 3 |  1.67 | 5 | 2 |
| B3 High Level Delivery Plan | 0,1,2,3 | 3 |  5 | 15 | 2 |
| B4 Team Structure | 0,1,2,3 | 3 |  1.67 | 5 | 2 |
| B5 Sample CV’s | 0,1,2,3 | 3 |  1.67 | 5 | 2 |
| **Price may be weighted 20% or more (and up to 85%)** |
| B6 Value for Money | 0,1,2,3 | 3 | 6.67 | 20 | 2 |
| **Cultural Fit may be weighted 5% or more (and up to 20%)** |
| B7 Cultural Fit | 0,1,2,3 | 3 |  6.67 | 20 | 2 |
| Total Written Submission % score available: | 60% |
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| **Section C – Practical Demonstration/Testing and Scrutiny of Bidders proposal.**  |
| **Each question may be weighted 5% or more (and up to 80%)** |
| C1 Team Working | Pass/Fail | 3 |  6.67 | 20 |  2 |
| C2 Communication Skills | Pass/Fail | 3 |  6.67 | 20 |  3 |
| C3 Problem Solving | Pass/Fail | 3 |  6.67 | 20 |  3 |
| C4 Agile Principals | Pass/Fail | 3 |  6.67 | 20 |  2 |
| C5 Ability to add value | Pass/Fail | 3 |  6.67 | 20 |  3 |
| Total Practical Demonstration/Testing and Scrutiny of Bidders proposal % score available: | 20% |
|  |   |   |   |   |
| **Section D – Price** Please refer to Appendix B – Pricing Matrix |
| Pricing Matrix  | Inverse to best | 20 | N/A |
| Total Price % score available: | 20% |

**SECTION A - CONFIRMATION**

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| **QUESTION:** | **A1 AVAILABILITY** |
| **GUIDANCE:** | Please confirm whether your delivery team roles will be available at the customer’s required location(s) within the customer's required timeframe(s) (both as stated in Customer Requirements. |
| **RESPONSE GUIDANCE:** | To gain maximum marks for this question, all your roles must be available at the required location(s) and within the required timeframe. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark – PASS** |
| **Fail** | Roles will not be available at the required location(s) or within required timeframe  |
| **Pass** | All roles available at the required location(s) within required timeframe |
| **POTENTIAL PROVIDERS RESPONSE** |
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**SECTION A – CONFIRMATION**

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| **QUESTION:** | **A2 Staff Vetting : Baseline Personnel Security Standard** |
| **GUIDANCE:** | Please confirm whether your proposed delivery team members have successfully completed the required Staff Vetting, together with date checked. If not, please advise if they have any other Security Clearance for UK Government, together with date cleared and confirm that you are willing to undertake the required Staff Vetting prior to commencing work on site. |
| **RESPONSE GUIDANCE:** | To PASS this question, you must provide the required Staff Vetting status for proposed individuals, complete with date checked and valid until OR details of other UK Government Security Clearance with date and validity OR confirmation that the required Staff Vetting will be carried out prior to commencing work on site. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark - PASS** |
| **Fail** | Information supplied is missing or incomplete  |
| **Pass** | Staff Vetting and security clearance with date has been provided for all proposed staff OR confirmation that this will be carried out prior to commencing work on site as date indicated in the requirements. |
| **POTENTIAL PROVIDERS RESPONSE** |
| **Name of individual proposed** | **Required Staff Vetting complete Yes/No?** | **Date Checked by Supplier** | **Date Valid Until** | **Other UK Government Security Clearance** | **We agree to carry out the required Staff Vetting post award Yes/No?** |
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 **PART A –SUPPSECTION A - CONFIRMATION**

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| **QUESTION:** | **A3 SUBCONTRACTORS / PARTNERING** |
| **GUIDANCE:** | Please confirm whether your proposed delivery team includes any subcontractor or partnered resources; and if so which roles or individuals.If you choose to subcontract, please ensure that you register your proposed subcontractor prior to submitting your bid by emailing their name to ICT\_services@crowncommercial.gov.uk |
| **RESPONSE GUIDANCE:** | To PASS this question, you must confirm the status of the proposed delivery team in terms of whether your proposed staff have been subcontracted or Partnered. If not applicable please state N/A. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark - PASS** |
| **Fail** | Information supplied is missing or incomplete |
| **Pass** | All proposed staff who are subcontracted have been clearly identified |
| **POTENTIAL PROVIDERS RESPONSE** |
| **Name of individual proposed** | **Individual’s Organisation** | **Please confirm if Partner of Subcontractor** | **Please detail which Role the individual will be fulfilling?** | **Please confirm you have registered your subcontractor Y/N** |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | **B1 OVERALL TECHNICAL SOLUTION**  |
| **GUIDANCE:** | Provide an overview of your technical solution to meet the customer’s project aims and required outcomes as described in the Customer Requirements. |
| **RESPONSE GUIDANCE:** | You response should include, but not be limited to detailing:1. Reference to the [GDS Digital by Default Service Standard](https://www.gov.uk/service-manual/digital-by-default)
2. Use of open standards
3. Approach to quality
4. Approach to delivery management including interim deliverables, final deliverable including the Service Delivery Plan
5. Response to specific requirements as laid out in the Customer Requirements including:
6. Recruitment of participants
7. Approach to content audit (quantitative and qualitative)
8. Approach to user research
9. Approach producing an Information Architecture for a Minimum Viable Product and how this will be communicated
10. Methodology and agile approach in relation to delivering the outcomes
11. Incorporation of existing research and working with internal teams to undertake and integrate research with internal audiences
12. Perceived risks and dependencies
13. Proposed mitigation actions

Your response should reference the relevant parts of the Customer Requirements. If different activities are suggested to those proposed, please justify their inclusion / exclusion with relevant evidence and examples. |
| **GUIDELINE WORD COUNT:** | **1000 (excluding attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) |
| **0** | Unacceptable: No ability or no evidence |
| **1** | Not Met: Response not connected to the requirement and/or fails to address the requirement. |
| **2** | Partially Met: The response is incomplete and/or does not address all of the elements in the response guidance above and/or response is generic and/or not does not relate to the requirement |
| **3** | Met: The requirement is met, the response addresses all the points in the response guidance and is specifically tailored to meet the requirement |
| **POTENTIAL PROVIDERS RESPONSE** |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | **B2 REFERENCE CONTRACT EXAMPLES** |
| **GUIDANCE:** | Describe your track record of delivering comparable digital projects (either previous or currently in progress). Demonstrate specific expertise, integration experience and operational experience.Your response should include contract examples and show how this would be relevant to the specific requirements and delivery of the solution laid out in the Customer’s Requirements.Case studies should include examples of content audits and user research for organisations with similar challenges to those that the British Army face. Please include dates as to when these projects were undertaken.  |
| **RESPONSE GUIDANCE:** | The response should illustrate experience and examples of delivering solutions that are comparable with the Customer’s Requirements and agile methodology.  |
| **GUIDELINE WORD COUNT:** | **600 (excluding attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) |
| **0** | Unacceptable: No experience or no evidence |
| **1** | Not met: Response examples lack detail and/or fail to demonstrate expertise, integration or operational experience and/or relevance to the customer requirement  |
| **2** | Partially met: The contract examples are generic and/or do not demonstrate expertise and/or integration experience and/or operational experience and/or fails to demonstrate how they are relevant to delivery of the requirement |
| **3** | Met: The response illustrates expertise and experience relevant to the requirement and includes at least two relevant contract examples |
| **POTENTIAL PROVIDERS RESPONSE** |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | **B3 HIGH LEVEL DELIVERY PLAN** |
| **GUIDANCE:** | Describe your proposed High Level Delivery Plan to meet the required outcomes and user needs as described in the Customer’s Requirements.  |
| **RESPONSE GUIDANCE:** | The response should include, but is not limited to:1. Start and end Dates per project phase
2. Key Delivery milestones
3. Resource Plan
4. Risk and Dependencies
5. Proposed mitigation actions
6. Ideas and suggestions for this discovery phase and the subsequent alpha phase this work will inform
7. Rationale of how you would prioritise user stories in the product backlog to arrive at a minimum viable product (‘MVP’) and the subsequent sprints aligned with the High Level Delivery Plan.

Your response should reference the relevant parts of the Customer’s Requirements and if successful will form part of the Call-Off Contract. |
| **GUIDELINE WORD COUNT:** | **1000 (excluding attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) |
| **0** | Unacceptable: No response or the response is not relevant to the requirement |
| **1** | Not Met: High Level Delivery Plan lacks detail and/or does not reflect the customer’s timescales and/or requirement |
| **2** | Partially Met: The plan is generic and/or not specifically relevant to the customer’s project aims and/or does not meet the required outcomes and/or is missing key elements outlined above. |
| **3** | Met: The requirement is met, the High Level Delivery Plan addresses all the points in the Response Guidance and is specifically tailored to meet the project aims and required outcomes |
| **POTENTIAL PROVIDERS RESPONSE** |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | **B4 TEAM STRUCTURE** |
| **GUIDANCE:** | Provide an overview of the role functions and team structure you propose to meet this capability, as described in the Customer’s Requirements. Describe how your resources would integrate and interplay with the customer and/or other suppliers resources as a single delivery team. |
| **RESPONSE GUIDANCE:** | The response must include, but is not limited to:1. How your team structure maps to the Customer Requirements
2. If a different team structure is proposed to that suggested in the Customer Requirements, please justify with relevant evidence and examples
3. Key roles and how they will deliver the solution
4. The numbers and seniority (Junior, Intermediate or Senior)
5. What roles/tasks each team member would perform
6. Types of skills, experiences and capabilities in the team and how these are relevant to delivering the requirements
7. How your team structure would integrate and interplay with
	1. the customer and/or
	2. other supplier team members to create a single delivery team

Your response should reference the relevant parts of the Customer’s Requirements. |
| **GUIDELINE WORD COUNT:** | **1000 (excluding attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) |
| **0** | Unacceptable: No response or team structure provided |
| **1** | Not Met: The proposed team structure is inadequate for the task and/or no information is provided of the roles, tasks, skills, experiences and capabilities in relation to the requirements |
| **2** | Partially Met: Details of the roles, tasks, skills, experiences and how these are relevant to the requirements are incomplete, and/or not relevant and/or are missing key elements outlined above |
| **3** | Met: The proposed team structure is suited to the task. The information provided on the roles, tasks, skills, experiences and capabilities is relevant to the requirements, and includes how the supplier team will integrate and interplay with the customer and/or other supplier team members creating an effective single delivery team |
| **POTENTIAL PROVIDERS RESPONSE** |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | **B5 SAMPLE CVS** |
| **GUIDANCE:** | Attach sample CVs for your proposed team. Please note that specific individuals will be agreed during the initial discussions to prepare the Call-Off Contract and first Statement of Work (SoW). |
| **RESPONSE GUIDANCE:** | The sample CVs should demonstrate suitability, competence and experience related to delivery of comparable digital projects and capabilities within the fields of user research and content audits and service delivery. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) |
| **0** | Unacceptable: No sample CVs provided, or none of the sample CVs relate to the required delivery capability |
| **1** | Not Met: sample CVs are provided that do not relate to the required delivery capability, and/or lack adequate evidence of suitability and/or competence and/or experience in relation to the project requirements  |
| **2** | Partially Met: Not all sample CVs relate to the required delivery capability, and/or lack adequate evidence of suitability and/or competence and/or experience in relation to the project requirements and/or sample CVs do not cover all of the Key Roles identified above |
| **3** | Met: All sample CVs demonstrate evidence of suitability, competence and experience and describe how the capability will deliver the requirements, outcomes and user needs |
| To be provided as an attachment entitled – **B5 Sample CVs [Role + Name]** |

**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | **B6 PRICE (Value for Money)** |
| **GUIDANCE:** | Describe how you have optimized costs, achieved efficiencies, and generated savings in previous engagements which you believe may be of value to this project. This may include cost of optimized resourcing, innovation, process changes and including your ability to reach back into your organisation to maintain delivery and momentum by providing the right resources at the right skill level, at the right time. |
| **RESPONSE GUIDANCE:** | The response must describe how the solution will seek to optimise cost in order to maximise savings, with specific reference to the project and the Customer’s Requirements  |
| **GUIDELINE WORD COUNT:** | **600 (excluding attachments)** |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) |
| **0** | Unacceptable: No ability or no evidence |
| **1** | Not Met: The response fails to demonstrate how you will seek to optimise costs and/or achieve efficiencies and/or generate savings over the whole life of the project. |
| **2** | Partially Met: The response is generic and/or ambiguous, and/or incomplete, and/or does not demonstrate how you will seek to optimise costs, and/or achieve efficiencies and/or generate savings over the whole life of the project. |
| **3** | Met: The response clear describes how you will optimise costs, achieve efficiencies, and generate savings over the whole life of the project.  |
| **POTENTIAL PROVIDERS RESPONSE** |
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**SECTION B – WRITTEN SUBMISSION**

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| **QUESTION:** | **B7 CULTURAL FIT** |
| **GUIDANCE:** | Describe your approach for working with the Customer (and alongside other suppliers) as part of an integrated, co-located effective and efficient digital delivery team where the team is:* Genuinely multi-disciplinary
* Collaborative
* Solution Oriented
* Focused on continuous delivery
 |
| **RESPONSE GUIDANCE:** | Your response should provide evidence of:* How you are able to work effectively as a multi-disciplinary integrated team.
* How you can maintain control and assure quality
* How you can reach back within your organisation to provide resources within tight timescales and considering the geographic spread of the organisations involved (British Army and Ministry of Defence)

It is essential that you convey the ability to supply a service where capability and capacity are critical in terms of:* Providing quality agile candidates
* Supplying a quality service, capable of dealing with fluctuations in demand in an agile environment

You should demonstrate therefore, how you will achieve this and indicate how quickly the service provided could react to changes in demand.  |
| **WORD COUNT:** | 400 (excluding attachments) |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance) |
| **0** | Unacceptable: No ability evidenced |
| **1** | Not Met: Weak ability evidenced – response fails to demonstrate that the requirement is met |
| **2** | Partially Met: Some ability evidenced – the requirement is partially met. However, the response is generic, ambiguous or incomplete |
| **3** | Met: Strong cultural fit evidenced and the response is clear and unambiguous |
| **POTENTIAL PROVIDERS RESPONSE** |
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**SECTION C – PRACTICAL DEMONSTRATION/TESTING (Optional) & SCRUTINY OF BIDDERS PROPOSAL**

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| **QUESTION:** | **AQB8 PRACTICAL DEMONSTRATION** |
| **GUIDANCE:** | A presentation of how they would meet the outputs set. Your response should provide evidence of how you:* are able to work effectively and collaboratively within a co-located, genuinely multi-disciplinary team
* are focused on stakeholder and user needs
* are able to work with a large stakeholder base with diverse needs and drivers and manage potential internal conflict and organisational resistance
* can maintain control and assure quality
* can maintain independence, impartiality and integrity
* can be led by managers from the customer organisation
* can reach back within your organisation to provide resources in tight timescales
* are flexible and can react to changes in priority and demand
* are focused on continuous delivery
* can add value to the project by demonstrating understanding of the British Army’s requirements, beyond what is stated in the brief
* have relevant experience in the techniques required to complete the project with organizations that face similar challenges to the British Army

The proposed approach should in particular recognise the importance of team dynamics and the flexibility of the capability to the customer’s requirement. You should demonstrate therefore how you will achieve this and indicate how quickly the service provided could react to changes in demand.Please note that the following questions will form the Scrutiny Questions of the Practical Demonstration and the basis of the evaluation.  |
| **METHOD OF SCRUNITY:** | Face to Face - Location British Army HQ Andover  |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark – PASS** |
| **Fail** | Fails to demonstrate sufficient capability for working in multi-disciplinary and multi-supplier environments and/or lack of evidence of working effectively as a team  |
| **Pass** | A good approach to effective team working. |

**SCRUTINY QUESTIONS:**

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| **QUESTION:** | **AQB8.1 TEAM WORKING** |
| **GUIDANCE:** | How will the resources submitted by the Supplier work effectively as a team:* Please describe how the resource will ensure they work effectively as part of any team submitted by the Framework Supplier; and
* Please describe how the resource will ensure that they contribute fully to the customer’s wider team.
 |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark – 2** |
| **0** | Unacceptable: No capability evidenced |
| **1** | Not Met: Weak capability evidenced – response fails to demonstrate that the requirement is met |
| **2** | Partially Met: Some capability evidenced – the requirement is partially met. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance. |
| **3** | Met: A good approach to effective team working. and the response is clear and unambiguous |
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| **QUESTION:** | **AQB8.2 COMMUNICATION SKILLS** |
| **GUIDANCE:** | How will the resources put forward by the Framework Supplier ensure that they communicate effectively with other team members, the customer and end users as appropriate:* Please describe how the resource will report effectively up the management chain within the customer body
* Please describe how the resource will deliver information to an intelligent client; and
* Please describe how the resource will deliver information to an end user assuming that the end user has no technical knowledge.
 |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark – 3** |
| **0** | Unacceptable: No capability evidenced |
| **1** | Not Met: Weak demonstration of sufficient approach to collaboration, and/or does not convey effective method of management reporting and/or delivering information to clients of all knowledge levels, and/or lack of evidence of effectively informing the end user. |
| **2** | Partially Met: Some effective communication evidenced. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance. |
| **3** | Met: A good approach to effective team communication. |

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| **QUESTION:** | **AQB8.3 PROBLEM SOLVING** |
| **GUIDANCE:** | How would the resources put forward by the Supplier identify and solve issues:* Contracting Body shall provide a scenario that is directly relevant to the Customer’s Requirements and the resource must:
	+ identify a key problem and describe how they would report such problem to the relevant manager;
	+ put forward their proposed solution to the problem which must be proportionate and relevant to the scenario proposed; and
	+ explain how they would evaluate their response and contribute to a lessons learned exercise.
 |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark – 3** |
| **0** | Unacceptable: No capability evidenced |
| **1** | Not Met: The response lacks detail and/or fails to demonstrate a scenario that is directly relevant to Customer’s Requirements, and/or lacks suitable mitigation against proposed problems, and/or fails to describe how such problems would be reported and used in a lessons learned exercise. |
| **2** | Partially Met: Some capability evidenced. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance, and/or fails to demonstrate how it is relevant to the scenario proposed. |
| **3** | Met: A good approach to problem solving and the response is clear and unambiguous. |

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| **QUESTION:** | **AQB8.4 AGILE PRINCIPLES** |
| **GUIDANCE:** | How will the framework Supplier ensure its resources are able to work in an agile manner and apply agile principles to projects:* focussing on user needs and business outcomes
* working co-located with the customer, in potentially a multi- supplier environment with collaboration and co-operation
* working in short iterative sprints, releasing code frequently
* continuously learning, planning and revising
* testing early and often throughout the lifecycle of the project
 |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark – 2** |
| **0** | Unacceptable: No experience or no evidenced |
| **1** | Not Met: Response is weak and lack detail and/or, fails to demonstrate assurance that its resources are able to work in an agile manner and apply agile principles to projects |
| **2** | Partially Met: Some agile principles evidenced – the requirement is partially met. However, the response is generic, ambiguous or incomplete and/or fails to address all questions within the Guidance. |
| **3** | Met: A good approach to effective team working. and the response is clear and unambiguous |

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| **QUESTION:** | **AQB8.5 ABILITY TO ADD VALUE** |
| **GUIDANCE:** | How will the Framework Supplier ensure that its resources add value to the customer:Please give an example of a new technology, process or similar that the resource would be able to apply in their day to day role that will add value to the customer without incurring additional costs. |
| **MARKING SCHEME:** (Score Available and Evaluation Guidance)**Minimum Pass Mark – 3** |
| **0** | Unacceptable: No example provided. |
| **1** | Not Met: Example provided but fails to add value to the customer without incurring additional costs. |
| **2** | Partially Met: Example provided evidenced. However, the response is generic, ambiguous or incomplete and/or fails to add value to the customer without incurring additional costs  |
| **3** | Met: A good Example provided which is tailored to the Customer Requirements and adds value to the customer without incurring additional costs |