

Project INSPIRE
Tender Evaluation Model

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Document Management

Authorship

This document has been written and produced on behalf of the Chief Executive of Dstl by the Project INSPIRE Project team and its advisors. The advisors comprised [REDACTED]

Document history and distribution

This is a controlled document. Additional copies should be obtained through the issuing authority, Dstl. Amendment shall be by whole document replacement.

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1 Summary

This document describes the Tender Evaluation Model (TEM) for Project INSPIRE. It provides a structured approach to the evaluation of Bidders' submissions in response to the Invitation to Tender (ITT). The TEM covers the evaluation of all elements of the Project. These have been grouped under two key topics that are:

- a. Technical, covering the technical and managerial elements of the work; and
- b. Commercial, covering the financial and contractual elements.

The TEM sets out the subjects for assessment and states how the evaluation of each subject will be carried out, focusing on the level of analysis required, the key evaluation criteria, guidance notes for evaluators and percentage weightings for each topic to be considered. An evaluation matrix is presented together with nominees for the evaluation.

The approach adopted has been designed to ensure that Dstl appoints the most appropriate Strategic Partner for all construction, migration and support services at Porton Down, Portsdown West (including Alverstoke) and Fort Halstead in terms of relationship, functionality and value for money as represented by the Bidders' proposals in response to the ITT documents.

Bidders are required to provide responses to the questions in *Part 5: Structure of Response* of the ITT. Additionally, site visits have been arranged to gather information about the Service Provider's performance, which will be used to focus on specific areas within ITT responses and in the Final Evaluation Report.

The Technical and Commercial evaluations will be analysed and scored by two teams working independently, save for some transfer of information on resourcing, risk transfer and specifications via the Evaluation Manager. During the process each Team Leader will prepare a draft evaluation report and these will subsequently be combined by the Evaluation Manager into the Final Evaluation Report.

As it is essential that the overall programme for the evaluation process is maintained, it is necessary that the approach to the evaluation be sufficiently flexible to permit variations. Should the submissions received be significant in volume or be accompanied by a number of variant bids, it will be necessary for a more focused approach to be adopted by the evaluators. This should be done to ensure that the robustness of the evaluation is not reduced nor the audit trail produced is any less resilient.

2 Background

2.1 Bidders

7. Following a pre-qualification questionnaire, five Bidders were invited to tender of which two elected to withdraw. The remaining three are listed [REDACTED]

- a. [REDACTED]
- b. [REDACTED]
- c. Serco Defence & Aerospace.

2.2 Components of the ITT Documents

8. An ITT for the rationalisation of sites and support services has been issued. The structure of the ITT document is as follows:

- a. *Part 1: Introduction*, contains an overview of the whole ITT, the contents of the project library and a high level synopsis of the requirement along with basic reference material with regard to the ITT.
- b. *Part 2: Special Notices and Instructions to Bidders* sets out the instructions Bidders need to take notice of when responding to the ITT. It also summarises key provisions of the Contract and explains how elements of the tender return will be incorporated into the Contract.
- c. *Part 3: Current Situation*, describes the workings of Dstl and the *i lab* programme by placing the requirement in context such that Bidders are provided with a rudimentary understanding of Dstl's business operations.
- d. *Part 4: Strategic Requirement*, provides information about Dstl's strategic direction and articulates its requirements in the form of key outputs that the service provider must provide to support Dstl in attaining that vision.
- e. *Part 5: Structure of Response*, sets out the structure against which Dstl expects Bidders to respond and details the responses Dstl is seeking in the Bidders' tender returns.
- f. *Part 6: Draft Contract*, the Contract follows a Ministry of Defence Prime Contract model amended to support the service delivery focus of Project INSPIRE. The key concepts of Maximum Price Target Cost (MPTC), Supply Chain Management and continuous improvement have been retained but additional concepts have been incorporated to reflect the long-term service-based nature of the proposed Contract.

3 Evaluation Methodology - Overview

3.1 Scope

The TEM covers all Technical and Commercial elements of the responses. At its basic level the methodology involves assigning a score for each question or topic evaluated, weighting those scores according to pre-determined rules, and aggregating the weighted scores in order to determine the most advantageous proposal. All technical scores will be on a scale of 0-10.

3.2 Process

The formal evaluation process will start when the tenders are returned, at the same time the completed compliance matrices will be analysed. The compliance matrices are designed to:

- a. serve as an aide-memoir which the Bidders may use to check the sufficiency of their responses;
- b. act as a tool by which the Bidders' responses will be automatically converted to a score which will provide the evaluators with an approximate measure of their compliance with the requirements of the ITT; and
- c. allow the evaluators to make an early assessment of the way in which the Bidders view their responses, compared with how the evaluators view the Bidders' responses.

The full evaluation will commence immediately after this initial assessment, although the initial reading, by the Evaluators, will start when the tenders are returned.

Bidders have been asked to submit their tenders in two parts, Technical and Commercial, in order to allow independent evaluation of each part by separate teams.

The use of separate teams is designed to ensure that no inter-team influence is brought to bear on the scoring protocols until the consensus and consolidation stage commences.

Both the Technical and Commercial evaluations will be carried out in three discrete Stages, as described below. A flow chart illustrating the process is shown in Figure 3.1 overleaf.

Should the submissions received from the bidders be very significant in volume or include a large number of variant bids, the evaluation process may need to be adjusted to ensure that the overall evaluation programme timescale is maintained. The primary intention is that each evaluator will read and then score each aspect of the submissions received. This is reflected in paragraphs 19, 26, 29, 66 and 69 of this document. If, due to the volume of material received it is considered that this would place undue pressure on the evaluation team and put the programme at risk, the Project Manager together with the Evaluation Manager could elect to refocus the efforts of the team so individual team members only score those sections that fall within their own purview or experience. It will still however, be a requirement that each evaluator reads through the whole submission to ensure that a broad understanding of the nature of the submission is obtained. The sections to be studied by individual evaluators will be identified by the Project Manager and the evaluators notified prior to the process commencement.

- ¹⁶ Evaluators should still attend each of the planned workshops as inputs will be welcomed from all during the collation process. However, scores will only be received and recorded from recognised evaluators for any particular section.

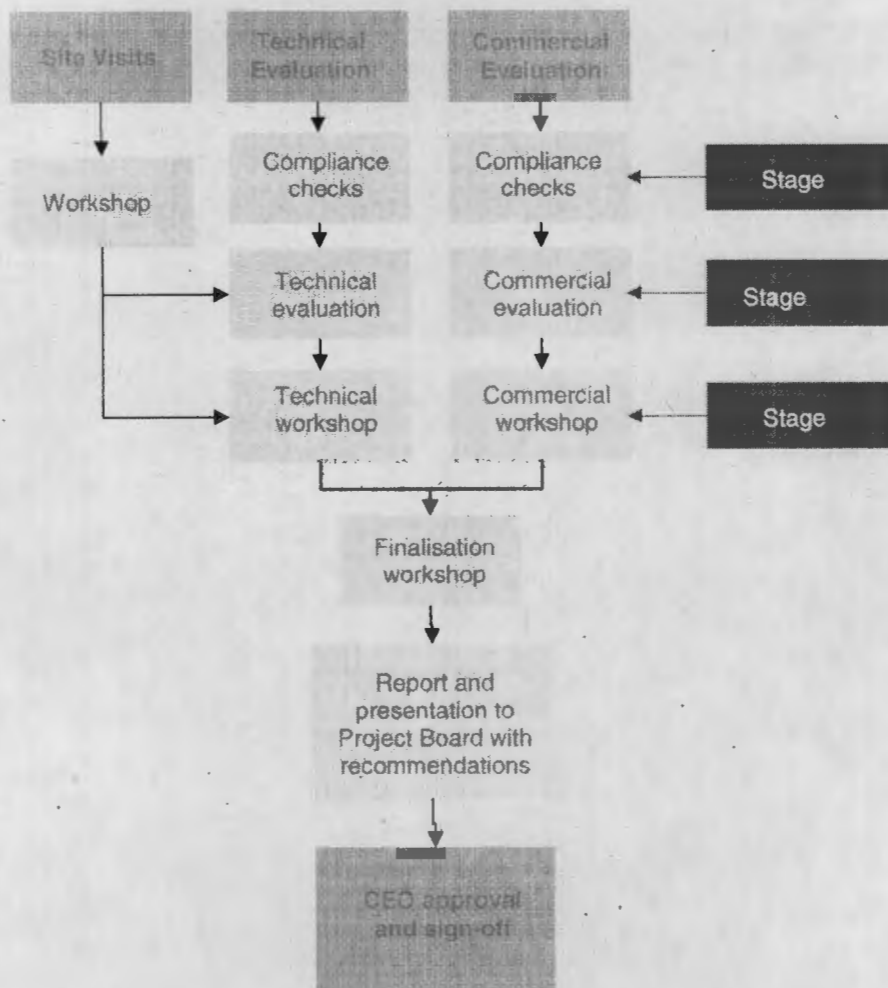


Figure 3.1 Evaluation process

17. Weightings for each Section of the Bidders' Technical responses have been determined using pairwise comparison matrices¹ for each group of questions. The scoring and weighting mechanism is shown in Figure 3.2 overleaf.
18. The Commercial responses are divided into finance questions and contract questions. The finance responses will be normalised and then ranked. Once ranked they will be awarded scores. These questions have weightings determined using a pairwise analysis.

¹ This is an analytic hierarchy process for making comparisons between multiple pairs of entities or in this case questions, which results in calculated preference weightings.

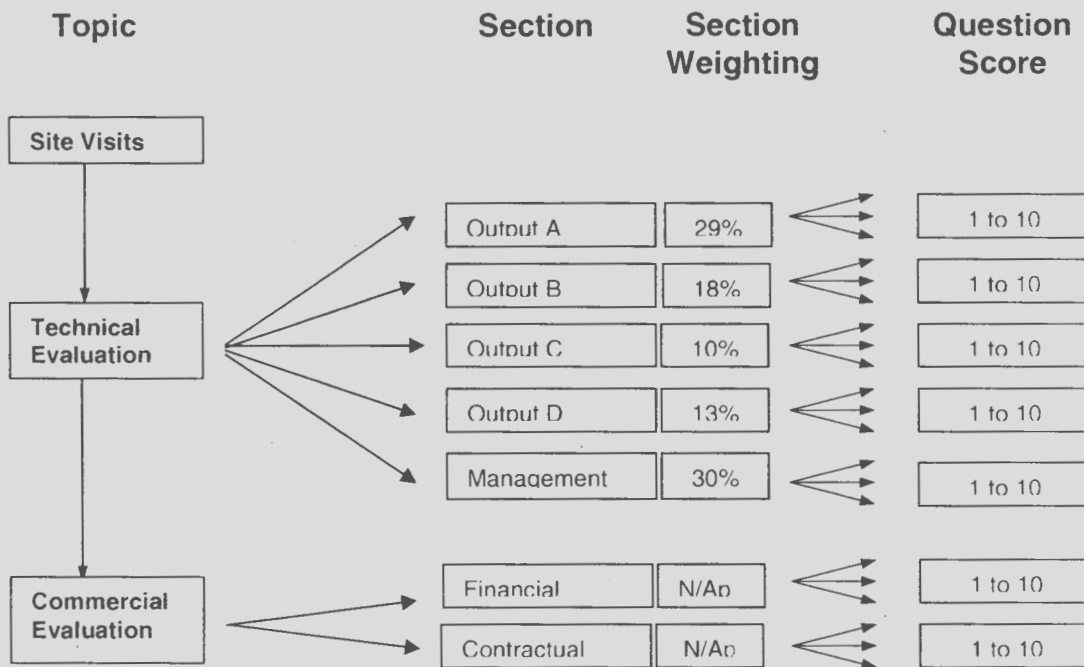


Figure 3.2: Outline of Scoring Mechanism
(N/Ap denotes Not Appropriate)

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Following completion of the evaluation matrices the Evaluation Team Leaders will meet with the Evaluation Manager to finalise the report, recommendation and presentations for the Project Board.

4 Evaluation Teams

4.1 Roles and Responsibilities

4.1.1 Evaluation Manager

20. The evaluation process will be facilitated and managed by an Evaluation Manager. Only the Evaluation Manager and the Project Manager will have a sight of both the full Technical and Commercial responses from the Bidders and have a knowledge of the developing scores for each as the work proceeds. The Team Leaders and Team Members (see Figure 4.1 below) will only have knowledge of their respective Parts.

4.1.2 Team Leaders

21. There will be two Team Leaders, one for the Technical Evaluation and one for the Commercial Evaluation. They will manage their respective evaluations and will report to the Evaluation Manager, providing feedback in terms of progress, findings and recommendations. The Team Leaders have the following responsibilities:

Management

- a. championing the evaluation process and lead the team;
- b. ensuring that the teams are productive and that the INSPIRE project timetable and scope is achieved; and
- c. ensuring that the commentaries prepared by each member of their team on the Bidders' proposals:
 - are robust and support the scores awarded;
 - support an adequate audit trail and means of de-briefing down-selected bidders, and
 - form a sufficient basis for preparation by the Team Leaders of their respective final reports.

Support and Administration

- a. carrying out initial checks of the bids for procedural compliance and coherence;
- b. issuing clarification questions, receiving and reconciling subsequent responses and any escalating issues in support to the Evaluation Manager; and
- c. reviewing the allocation of scores awarded by the Team Members in advance of the Team Workshops.
- d. preparing a draft report on their evaluation for the Evaluation Manager, including findings and recommendations; and
- e. supporting the Project Board in its decision making process.

4.1.3 Team Members

22. The Team Members are the individual evaluators who will apply their specific expertise to the evaluation process. The Team Member's responsibilities will be to:

- a. obtain a thorough understanding of the ITT documents and all aspects of Dstl's requirements;
- b. be available for assisting in the pre-evaluation compliance checks, as required;
- c. read the appropriate Parts of each tender thoroughly, and identify and record any issues requiring early clarification;
- d. assess Bidders' responses to the questions listed in *Part 5: Structure of Response* of the ITT and assign a score for each question on the pro-forma provided;
- e. provide a commentary on each score so awarded, again on the pro-forma provided. Each commentary may be written in note form but should be sufficiently robust to support and justify the scores awarded, listing strengths and weakness of the Bidders' responses and prepared in such a way that they may be used by the Team Leader and Evaluation Manager as an aide to de-briefing down-selected bidders and to prepare the final evaluation report; and
- f. actively participate in team meetings and recommendation reviews, as required.
- g. capture key assumptions made

4.1.4 Team Groupings

23. The Team Members will comprise representatives of the Project's stakeholders as well as specialists able to evaluate the more detailed technical aspects of the submissions. They will be made up of three categories:
- a. **General Technical**, comprising project managers, estate managers and technical staff;
 - b. **Specialist Technical**, comprising experts in specific fields such as architecture, Operation and Maintenance (O&M), air conditioning etc; and
 - c. **Commercial**, comprising procurement, accountancy and legal staff, as well as Facilities Management and Capital Build Cost specialists.

24. The names of the Team Members and their particular expertise and category for the purpose of this evaluation are listed in figure 4.1 below.

Name (1)	Initials					
EVALUATION BOARD						
ALL NAMES REDACTED						
Support to Board						
TECHNICAL EVALUATION						
General Technical Staff	To review Outputs					
	AH	A	B	C	D	M
		(2)			(1)	
		(2)				(1)
		(1)	(2)			
		(1)	(2)			
		(1)				(2)
			(3)			
				(2)	(1)	
			(3)	(2)		
				(2)		(1)
		(2)				(1)
				(1)	(2)	
		(2)		(1)		
Specialist Technical Staff						
COMMERCIAL EVALUATION						
Specialist Commercial Staff						

Note: Staff in bold type are the Evaluation Manager and Team Leaders

Figure 4.1: Evaluation Nominees

The Compliance evaluation team are marked thus *

The Reference site visit team are marked thus **

25. There will be no overlap between the staff carrying out the Technical and Commercial evaluations.

5 *Technical and Commercial Evaluation*

26. The evaluation will be carried out in three stages:
- a. **Stage 1:** compliance checks to ensure that each Bidder has provided all the information required by the ITT, and analysis of the Compliance Matrices completed by the Bidders;
 - b. **Stage 2:** individual assessment of Bidders' written responses to the ITT; and
 - c. **Stage 3:** consolidation of individual assessors' scores into a single score for each question in a workshop forum, and preparation of the Evaluation Report.
27. These three stages are described in Section 5.7 below, after a discussion of the evaluation teams, weightings, criteria and scoring.

5.1 Evaluation Teams

28. Evaluation will be carried out by assigning scores to Bidders' responses to the questions in *Part 5: Structure of Response*.
29. Staff from the General Technical and Specialist Technical Support categories of Figure 4.1 above will carry out the Technical evaluation. Each question will be evaluated by all General Technical staff with specific areas being evaluated by the Specialist Technical Support staff. Although the Technical Team Leader will read each of the submissions he will not evaluate and score questions in the same way as the other Team Members. Similarly the Evaluation Manager will not carry out evaluations or score submissions but he will actively participate in the process of the collation of individual scores into the evaluation matrix.

5.2 Evaluator Team Briefing

30. Briefing for the evaluation team will be scheduled in advance of the tender return date and attendance will be mandatory. The training will outline the evaluation process and the requirements of the evaluators. Evaluation Packs will be distributed by the Team Leaders.

5.3 Technical Evaluation Weightings

31. Each Output has been assigned a section weighting as follows:

Output A:	Site Consolidation	Weighting 29%
Output B:	Facilities Management	Weighting 18%
Output C:	Support Services for Science & Technology	Weighting 10%
Output D:	Services to People	Weighting 13%
	Management Requirements	Weighting 30%
Total:		100%

32. Each question forming part of that Output has been assigned a question weighting in the range 0-10. Question weightings for the Technical evaluation are shown in Figure 5.1 overleaf alongside the staff nominated to evaluate the question, and are also shown against each of the questions in Appendix D.
33. Both the section weightings and the question weightings were determined using pairwise comparison matrices in a series of workshops and are shown in the following tables.

Question No	Subject	Question Weight (% of Output)
OUTPUT A	Site Consideration (Section Weight 29%)	
A-1	Core Works	
A-1-1	Design layouts and solutions	33
A-1-2	Space planning – locations of departments	20
A-1-3	Approach to Energy saving	5
A-1-4	Key features in design concept – rationale	5
A-1-5	Appropriateness of working environments	6
A-1-6	Discussions and progress with LPAs	2
A-1-7	Commissioning Tests	2
A-2	Migration	
A-2-1	Migration Plan	17
A-2-2	Migration risk mitigation strategy / plans	10
OUTPUT B	Managed Facilities (Section Weight 18%)	
B-1	Maintenance	
B-1-1	Outline Maintenance Plan(s)	18
B-1-2	Visibility of configuration and serviceability of Dstl's assets	8
B-1-3	Anticipated ground maintenance	6
B-1-4	Fully managed, through life asset management service	29
B-2	Hygiene Services	
B-2-1	Approach to hygiene services	8
B-3	Advisory & Planning Services	
B-3-1	Advisory, Planning and business continuity	3
B-4	Works	
B-4-1	Small, major works and maintenance impact assessments	16
B-5	Estate Support	
B-5-1	Estate support services	9
B-5-2	Licensed explosives & magazines	2
B-5-3	Future fire services	2
OUTPUT C	Support for Science & Technology Work (Section Weight 10%)	
C-1	Logistics	
C-1-1	Mail and logistics	10
C-1-2	Future integrated logistics service	20
C-2	Work Place Set-up	
C-2-1	Future Workplace set-up service	42
C-3	Reprographics & Imagery	
C-3-1	Proposals for imagery and reprographics	4
C-4	Business Support	
C-4-1	Business support services (occupational health & lone working)	24

RESTRICTED COMMERCIAL

Reference: RD020-01597

Issue Date: 25 February 2005

Question No	Subject	Question Weight (% of Output)
OUTPUT D	Supporting People at Dstl (Section Weighting 13%)	
D-1	Travel and Hospitality	
D-1-1	Travel and hospitality services	18
D-1-2	Future travel and hospitality services	27
D-2	Visitors	
D-2-1	Handling & managing visitors	9
D-3	Services on Site	
D-3-1	Food and refreshments facilities	37
D-3-2	Health and recreational facilities	5
D-3-3	Other amenities or services	3
	Management (Section Weighting 30%)	
	Relationship Management	
M-1	Preferred bidder stage & due diligence	
M-1-1	Detailed Due Diligence Plan	9
M-1-2	Due diligence information	4
M-2	Contract Management	
M-2-1	Contract Management Plan	7
M-2-2	Measures to ensure successful partnership	3
M-2-3	Details of intended supply chain	2
M-2-4	Minimum requirements for key personal	2
M-3	Mobilisation & Service Transformation	
M-3-1	Mobilisation Plan	6
M-3-2	Change management	3
M-3-3	Overcoming legacy working practices	3
M-4	Performance Measurement	
M-4-1	Details of Performance Monitoring System	12
M-5	Exit Management	
M-5-1	Outline exit management strategy	1
M-5-2	Life expectancy of physical assets	1
	Project Execution	
M-6	Programme Management	
M-6-1	Project Execution Plan	16
M-7	Design Management	
M-7-1	Design review management	3
M-8	Value Management	
M-8-1	Approach to value management & value engineering	3
M-9	Risk Management	
M-9-1	Approach to risk management	5
	Service Delivery	
M-10	Customer Service	
M-10-1	Service Delivery Plan	8
M-10-2	Customer satisfaction	2
M-10-3	Quality	3
M-10-4	Access to Dstl's IT systems	2
	Future Services	
M-11-1	Proposals for future services	4

**Figure 5.1: Allocation of evaluation nominees and weightings to questions
(Technical Evaluation)**

5.4 Evaluation criteria - Technical

34. Criteria to be considered by each Team Member are given in Appendix E. This appendix reproduces each question from ITT *Part 5: Structure of Response*, together with the key criteria for evaluation expressed in note form. Team Members should not follow the notes blindly but use them as an aide-memoir and for guidance in judging the degree of confidence that he or she has in the ability of the Bidder to deliver the requirement sought in relation to the response being considered.
35. The success of any project is a product of good and sound management practices. The ITT questions have been designed to probe Bidders' competence, managerial inventiveness and internal control systems.
36. Central to this evaluation will be an assessment of each Bidder's proposal for re-development of the sites in terms of:
- a. their ability and flexibility in delivering the functionality required by Dstl;
 - b. their resources as required by Section 2.1 of *Part 5: Structure of Response*;
 - c. their competence to effect a migration on the scale required by Dstl;
 - d. their ability to maintain and improve the sites; and
 - e. how the sites will be serviced to enable it to operate as effectively as possible.
37. One of the key criteria for evaluation will be the Bidder's resources, which are to be detailed by each Bidder in response to every question which relates to delivery of a service of operation and maintenance of an asset. Resources are required by Dstl in order to form a baseline for the agreement of costs of future changes, as well as for testing of resource sufficiency.

5.5 Evaluation Criteria - Commercial

5.5.1 General

38. The principal features of the bids that will be examined in the commercial assessment are:
- a. overall financial cost, measured as the Net Present Value (determined using a discounted cash flow spreadsheet summarising all costs over 15 years) of the Bidder's payment streams;
 - b. annual affordability, measured as the annual cost of the provision of the services to Dstl;
 - c. price deliverability;
 - d. the robustness of the financial projections, including their sensitivity to changes in requirements, operating and maintenance costs, performance, inflation and interest rates;
 - e. the life-cycle cost models;
 - f. Bidders' responses to the questions in Section 3.2 of *Part 5: Structure of Response*;
 - g. the degree of acceptance of each of the terms and conditions;

- h. completeness and comparability of bids – it will be necessary to check that bids have allowed for the costs of provision of all elements of the Services in accordance with the Contract;
 - i. robustness of operating, maintenance and capital costs; and
 - j. likelihood of additional cost savings or revenue enhancements benefiting Dstl being achieved through the life of the Contract.
39. In assessing the robustness of a Bidder's costs, relevant comparators will include the costs tendered by other Bidders and relevant market knowledge.

5.5.2 Issues for Consideration

40. Evaluators must satisfy themselves that all necessary data has been provided, and the data is capable of evaluation, subsequent refinement, and agreement during the Preferred Bidder stage. They must also check that the Joint Equality of Pricing Document has been completed satisfactorily in all respects, in accordance with the instructions in *Part 2, Special Notices and Instructions to Bidders*.
41. In view of the complexity of the MPTC arrangements evaluators will also need to be aware of the issues described in the following paragraphs.
42. The output specification and associated documentation describes the functionality against which Bidders are required to submit proposals, but not the required performance standards, rectification periods and condition grade targets. This will present a challenge to the evaluators. Any assumptions, caveats and exclusions relating to delivery of the services should be noted.
43. Bidders are being asked to assess the type, volume, and cost of the work and services required. The Authority will need to form its own view of these and evaluators will need to use these data to "normalise" Bidders' quantities and MPTC profiles to a common baseline before evaluation.
44. Evaluators will need to take a realistic view on the validity of the Bidders' assumptions, inclusions of acceptable and unacceptable risk, and other caveats that may be placed upon these.
45. The MPTC arrangements suggest that there may be opportunities for the Bidders to double-count quantities (or "volumes") between the Transition Period Services, the Migration Services and the Core Services. Minor Works, for example, which are included under Transition Period Services, will appear under Core Services as well. Evaluators will need to be aware of this, and that Dstl will require particularly taut management for effective control of costs. Bidders who show they have recognised this problem should be given due recognition through the scoring mechanism.
46. The baseline data to be used for change control and variations in price will need to be fully defined, and evaluators will need to ensure that Bidders have provided sufficient information to enable all changes in demand to be analysed and reflected in modified MPTCs.
47. All commercial and project risks will need to be identified and quantified, and these risks will need to be probed as part of the evaluation process.
48. There is a risk that the numbers of staff actually migrating to the core sites may be different than those set out in the instructions to Bidders. Care will be required to ensure that

Bidders have provided sufficient detail on staff numbers and timings of the moves to enable future changes in the MPTC profile to be quantified and managed.

49. Since the Bidders will be proposing their own specifications and performance standards (where requested to do so), the Commercial Team Leader will need to request details of the proposed specifications from the Technical Team Leader in order to compare the tendered costs in terms of deliverables.
50. Similarly the Core Services include differing Services such as car hire, travel arrangements, cleaning and catering, and evaluators will need to ensure that the Bidders have adequately defined the differing types of service in their bids.
51. Evaluators must satisfy themselves that there is no scope for cost migration to or from the Core Services. They should also be aware that Bidders' proposals must provide for separate reporting of costs to ensure that the predicted Whole Life costs can be compared against actual costs.

5.6 Evaluation Scoring

52. Evaluators must provide a single score for each question. The score awarded must be a whole number between 0 and 10 which, for the Technical Evaluation, fits with or between one of the statements in Figure 6.2 which the Evaluator considers offers the best fit with quality of the Bidder's response. Interpolation between scores is permitted provided whole numbers are used.
53. The statements in Figure 6.2 overleaf been drafted in such a way that the differences in meaning of adjacent statements are relatively small, particularly in the upper half of the scoring range. The purpose of this is to encourage Evaluators to widen the range of possible scores in order to achieve adequate differentiation between Bidders.

For the Commercial Evaluation, scores are awarded simply between 0 and 10.

54. The statements and their corresponding scores are as follows:

Criteria	Score
The Bidder has failed to address Dstl's bid submission requirements or little or no material or relevant detail has been provided. It has failed to identify and/or provide any supporting evidence and failed to propose any required solutions.	
The Bidder has demonstrated a superficial understanding of Dstl's requirements, with a very limited amount of supporting evidence and explanation and/or with significant omissions or failings that are unlikely to be rectifiable during the Preferred Bidder Stage (PBS).	
The Bidder has demonstrated an understanding of Dstl's requirements and partially details how these will be met with some explanation and supporting evidence. Any omissions or failings are capable of rectification during the PBS but there is a risk some may not be rectified. The Bidder's proposals are acceptable to Dstl with some minor reservations.	
The Bidder has demonstrated a clear understanding of all Dstl's requirements and details how these will be met with explanations and supporting evidence. Any omissions or failings are likely to be rectified during the PBS. The Bidder's proposals are acceptable to Dstl.	
The Bidder has demonstrated that it shares in full Dstl's understanding of the requirements of Project INSPIRE, especially its wide reaching impact on the i-lab programme, and has detailed in full how these will be met with clear explanation and full supporting evidence. No omissions or failings are evident. The Bidder's proposals are fully supported by Dstl.	

Figure 6.2: Scoring Mechanism

5.7 Evaluation Procedure

55. The Technical and Commercial evaluations will take place generally following the Stages 1-3 described below.

5.7.1 Stage 1 - Compliance and preliminary evaluation

56. The evaluation will commence with the analysis of the Compliance Matrices that Bidders are required to complete and return with their submissions. The score will be awarded automatically from the "Yes/No/Partial" responses provided by the Bidders on each Compliance Matrix.

57. This work will give an early indication of the extent to which Bidders have provided full and complete responses, and the Bidders will be ranked accordingly.

58. The Team Leaders and individuals designated in Table 4.1 will then carry out their own compliance check to ensure that each Bidder has provided all the information required by the ITT, for comparison with the "self-assessment" Compliance Matrices.

59. As soon as possible after the receipt, signing in and recording of the submissions a meeting of all evaluators will be held to describe the full evaluation procedure, to make any minor procedural modifications thought necessary by the group, and to ensure a common understanding of the requirements. At or around the time of this meeting, copies of the whole or relevant Sections of the bids will be passed to the Team Members responsible for evaluation of those Sections.

5.7.2 Stage 2 - Initial Scoring

60. Each Evaluator will first assign scores individually, with scores being recorded on the proforma reproduced as Appendix D, showing the title of the question for evaluation, its weighting, and blank boxes for completion of the evaluator's name, date of completion, Bidder details and an extended box for notes and commentaries. The commentaries should record the reasons for awarding the selected scores, details of any concerns, the strengths and weaknesses of the Bidder and any other comments, together with any requirements for further clarification from the Bidder. To facilitate collation of comments, Evaluators may if they wish colour code their text; green comments for positives, red notes for negative and blue observations for neutral. These notes and commentaries will be collated during Stages 3 & 4 and used to provide additional information for preparation of the subsequent Evaluation Report and for the de-briefing of unsuccessful bidders. The scoring pro-forma should be completed electronically in Word.
61. As the evaluation progresses, it is likely that there will be a need to seek clarifications from the Bidders. All requests for clarification should be directed to the Commercial Team Leader, who will, after communicating with the Evaluation Manager, collate, adjust and forward them on to the Bidder as appropriate.
62. For the Technical Response, if a Bidder has completely failed to provide a response to a question or a subsection of a question, this considered to be an *omission* and is therefore *not* something that can be *clarified*. If a Bidder has failed to respond to a question or a subsection of a question he should not be given a second opportunity to submit a response and a score of zero should automatically be recorded against that question.
63. Clarification questions should generally only be raised where the meaning of a response is not quite clear *and* where this is purely as a result of the way it is presented; clarification questions should not be raised where there are omissions or deliberate obfuscation in a response.
64. However, if a Bidder has only partially answered a question or sub-section of a question, and the Team Leader considers that this may have been due to an oversight or misinterpretation of the requirements, the shortfall in his response will be communicated to the Bidder with a request that he submit a full response within a pre-determined time period. The time to be allowed shall be determined by the Team Leader on a case by case basis.
65. For Question A-1-1, which relates to the new building works, evaluators should use a architectural evaluation methodology and then summarise their notes and assign scores on the proforma in Appendix D.
66. For the Commercial Response, the Commercial Team, working collectively, will first normalise Bidders' submissions against the volumes advised by the Project Team. An evaluator will be nominated by the Commercial Team Leader to prepare a 'Highlight' Report for the summary results of each MPTC submission and Whole Life Cost model for comparison between the Bidders.
67. The normalised financial data will then be passed to the individual Team Members for scoring. Working individually, they will assess, comment and assign scores for each line item of the normalised MPTCs and rates sheets.
68. For the Commercial evaluation if a price is missing the Bidder *should* be asked to provide it within a specified time period.

69. For the **technical response**, it is required that each evaluator shall familiarise themselves with the complete contents of each submission prior to subsequently studying each section in detail. This will ensure that a full picture of each submission is obtained prior to the in-depth evaluation.
70. During this initial evaluation period of Stage 2 it is essential that all evaluators must work independently from each other and do not share their scores with others within their groups. Workshops will be programmed at frequent intervals during the evaluation period to enable discussions to be held and scores awarded for discrete sections of the submission. The Team Leader will regularly liaise with each team member prior to each workshop to ensure that no difficulties have arisen that would prevent a full discussion taking place.
71. For all questions, scores will be awarded and notes made for both the conforming bids and any variant bids that may have been received.
72. Each evaluator will then pass his/her completed pro-forma for each relevant section to the Team Leader. The Team Leader, when satisfied that the individual evaluators have scored all responses and have provided an adequate written commentary, will arrange for a workshop to be held.
73. Although the initial scoring by the Technical group will be carried out in isolation from that of the Commercial group, some information exchange (for example on deployment of resources) may be necessary for the Technical group to gain a full understanding of the Bidders' proposals. Any such exchange of information will be carried out through the Evaluation Manager.

5.7.3 Stage 3 – Workshops and Report

74. The purpose of the workshops will be to merge all individually assessed scores into a consolidated result for each question. The result will be recorded for each Bidder in the column titled "Unweighted Score" of each worksheet of the Technical Evaluation Matrix (see Appendix E) and Commercial Evaluation Matrix (see Appendix F). The Evaluation Matrices consists of a series of Excel worksheets, one for each Bidder, with a final summary matrix showing the scores for all Bidders and for all the questions for comparison.
75. Each evaluator's results will be compared, and discrepancies discussed and where possible resolved. The consolidated score for each question will be the average of those of the individual evaluators. In light of discussion and review of each individual's comments, scores can be adjusted by the individual evaluator during the workshop. Initial workshops on particular subjects will be scheduled to last no more than 1 day, but additional time should be allocated to allow for contingencies.
76. It is intended that focus on the specific questions requested of the Bidders will ensure a rigorous and transparent evaluation. It is possible, however, that some distortion in the equity of marking could result where Bidders have provided information that has not been specifically requested in the ITT documents, but which adds to their bid. Such additional information will have to be considered on its merit, and it is considered that the scoring mechanism is sufficiently flexible to accommodate this.
77. Update with the final weighted results. The final results will be available at the end of each workshop and will not be altered subsequently.
78. At the end of Stage 3 a final wash-up workshop will be convened to be attended by the evaluation board who will consider the overall results obtained. If it considered necessary contact may be made with individual evaluators to seek clarification on particular subjects

or scores submitted. It is not intended that all evaluators will attend the final workshop although some key members may be co-opted as attendees. The output from this meeting will be the finalised report containing the recommendation to the Project Board.

79. For the **Commercial evaluation**, a series of workshops will again be programmed during the evaluation period to discuss and score individual sections of the commercial evaluation. A number of workshops may also be convened to consider the results of sensitivity testing before the group awards the final scores.

80. During Stage 3, using the analysis reports from each evaluator for individual workshops, the Team Leaders and the Evaluation Manager will prepare a draft Evaluation Report for the Project Board. It will be compiled using the final scores on the Evaluation Matrix summary sheet and the notes and commentaries from individual evaluators, as recorded on their individual pro-forma. The report will cover both the conforming and any variant bids received and will include the formal recommendation of the Project Manager of the action to be taken with respect to the appointment of a preferred bidder.

6 Site Visit Evaluation

81. The purpose of the site visit is to gather information about the Service Provider's performance and to gain a better understanding of the relationship between the Service Provider and his client. The questions are there to facilitate discussion with the Service Provider and his client.
82. The site visit proforma should be completed in three parts:
- PART 1:** interview with the Service Provider's Client;
- PART 2:** interview with the Service Provider running the site and review of their facilities management documents; and
- PART 3:** interviewer's summary of the whole site visit.
83. The interview process is described in Appendix A and the evaluation teams are outlined in Table 4.1
84. The site visit teams would normally consist of five people, completing one proforma each per visit.

7 *Summary Report*

- 85. Following each assessment, scoring and consensus discussion, sensitivity analysis tools will be applied to the validated scores from the Technical and Commercial evaluations before they are combined with the key points from the Technical and Commercial Reports in a single Summary Report.
- 86. The Summary Report will present the final weighted scores for each of the evaluations with sufficient detail to enable the Project Board to make a decision on appointment of a Preferred Bidder.

Appendix A: Site Visit pro forma

Project INSPIRE – Notes for Completing Site Visit Proforma

PART 1 A – Interview with Service Provider's Client

- The purpose is to gather information about the Service Provider's client in order to gain a better understanding of the relationship between them.

Opening the interview:

- Confirm your objectives and time available; go through the format of the review guide. Be sure to emphasise your commitment to confidentiality between yourself, the Service Provider and the Client.
- Do not waste time gathering background or incidental information.

Conduct the Interview

Key points to cover in the interview are:

1. Relationship Governance
2. Performance regime and measurement
3. Service delivery
4. Response to change

Close the Interview:

PART 2 – Interview with Service Provider

Key points to cover in the interview are:

1. Relationship Governance
2. Performance regime and measurement
3. Service delivery
4. Response to change

PART 3 – Interviewers Summary

After the interviews, state the main comments and your considerations regarding the performance of the Service Provider.

Give an overall score for the site visit. The score should reflect how the Service Provider has worked with his client – especially in building up a working, value for money relationship.

PART 1 - INTERVIEWER SUMMARY

State the main comments and your considerations regarding the performance of the Service Provider

SITE VISIT SCORE

Excellent
Relationship

Workable
Relationship

Poor
Relationship

10 ☐ 9 ☐ 8 ☐ 7 ☐ 6 ☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1 ☐ 0 ☐

This score is on how, in our perception, the Service Provider has worked with his client – especially in building up a working, value for money relationship.

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Appendix B: Compliance matrix – Technical

Bidder: [Name]					
Q No.	Subject	Contract Reference	Response (Column 4)	Notes / Comments from Tenderers (Column 5)	Location in Tender Documents of Answers (Column 6)
Output A - Section weight: 29%					
A-1	CORE WORKS		Y, N or P		
A-1-1	Design Layouts, to RIBA Stage C	Schedule 1, Parts B and C			
A-1-2	Locations of Departments and staff within Buildings as a result of consolidation	Schedule 1, Parts B and C			
A-1-3	Approach to energy saving and sustainable development in discussion making	Schedule 1, Part A			
A-1-4	Key futures in design concept	Schedule 1, Parts B and C			
A-1-5	Working environment conditions	Schedule 1, Parts B and C			
A-1-6	Discussions and progress with Local Planning Authorities	Schedule 1, Parts B and C			
A-1-7	List of commissioning tests	Schedule 13			
A-2	MIGRATION				
A-2-1	Migration Plan	Schedule 1, Parts B and C			
A-2-2	Risk Mitigation Plans	Schedule 1, Parts B and C			
Output B - Section weight: 18%					
B-1	ASSET MAINTENANCE & MANAGEMENT				
B-1-1	Outline Maintenance Plan	Schedule 1, Parts B and C			
B-1-2	Visibility of the actual configuration and serviceability of all the assets	Schedule 1, Parts B and C Clause 13.4			
B-1-3	Anticipated ground maintenance	Schedule 1, Parts B and C			
B-1-4	Full centrally managed, through life asset management service	Schedule 1, Parts B and C			
B-2	HYGIENE SERVICES				
B-2-1	Approach to hygiene services and quality control of hygiene services	Schedule 1, Parts B and C			
B-3	ADVISORY SERVICES				
B-3-1	Advisory, planning and business continuity services	Schedule 1, Parts B and C			
B-4	NEW WORKS				
B-4-1	Small, Major Works and Maintenance Impact Assessments	Schedule 1, Parts B and C			
B-5	ESTATE SUPPORT				
B-5-1	Estate support services	Schedule 1, Parts B and C			
B-5-2	Management of licensed explosives' magazines	Schedule 1, Parts B and C			
B-5-3	Maintaining fire services				

Output C - Section weight: 10%					
C-1	LOGISTICS				
C-1-1	Mail and logistics	Schedule 1, Parts B and C			
C-1-2	Implementing integrated logistics services in the future				
C-2	WORK PLACE SET-UP				
C-2-1	Proposals for delivering work place set-up services	Schedule 1, Parts B and C			
C-3	REPROGRAPHICS				
C-3-1	Proposals for imagery and reprographics	Schedule 1, Parts B and C			
Output D - Section weight: 13%					
D-1	TRAVEL and HOSPITALITY				
D-1-1	Travel and hospitality service	Schedule 1, Parts B and C			
D-1-2	Travel and hospitality - future services				
D-2	VISITORS				
D-2-1	Handling and managing visitors	Schedule 1, Parts B and C			
D-3	SERVICES ON-SITE				
D-3-1	Food and Refreshments Facilities	Schedule 1, Parts B and C			
D-3-2	Proposals for health and recreational facilities	Schedule 1, Parts B and C			
D-3-3	Details of other amenities or services	Schedule 1, Parts B and C			
Management - Section weight: 30%					
M-1	PREFERRED BIDDER STAGE & DUE DILIGENCE				
M-1-1	Detailed Due Diligence Plan				
M-1-2	List of all the information that you anticipate needing in order to conduct your due diligence activity				
M-2	CONTRACT MANAGEMENT				
M-2-1	Contract Management Plan	Schedule 1, Part B			
M-2-2	Measures to ensure successful partnership				
M-2-3	Details of Supply Chain	Schedule 1, Part B			
M-2-4	Minimum requirements for Key Personnel				
M-3	MOBILISATION AND SERVICE TRANSFORMATION				
M-3-1	Immediate mobilisation on contract signature	Schedule 1, Part B			
M-3-2	Change management over the life of the contract				
M-3-3	Legacy working practices				
M-4	PERFORMANCE MEASUREMENT				
M-4-1	Details of Performance Monitoring System	Schedule 15			
M-5	EXIT MANAGEMENT				
M-5-1	Outline Exit Management Plan	Schedule 17			
M-5-2	Life expectancy of physical assets	Schedule 17			
M-6	PROGRAMME MANAGEMENT				
M-6-1	Outline Project Execution Plan	Schedule 1, Part C			
M-7	DESIGN MANAGEMENT				
M-7-1	Design Review management	Schedule 1, Part C			

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M-8	VALUE MANAGEMENT				
M-8-1	Approach to value management and value engineering	Schedule 1, Part B & C			
M-9	RISK MANAGEMENT				
M-9-1	Approach to risk inherent within the project	Schedule 24			
M-10	PROGRAMME MANAGEMENT				
M-10-1	Service delivery plan	Schedule 1, Part C			
M-10-2	Demonstration of true and credible customer satisfaction	Schedule 1, Part C			
M-10-3	Service delivery plan	Schedule 1, Part C			
M-10-4	Required access to IT Systems	Schedule 31			
M-11	FUTURE SERVICES				
M-11-1	Future services	Schedule 1, Part C			

Instructions

Tenderers are to complete columns 4, 5 and 6.

Column 5: is for comments on responses in Column 4

Column 6: should, clearly and precisely, lead evaluators to answers within the Tender Submission

Response Information for column 4

Yes - **Yes**, we have provided a full response to this question

Partial - We have provided a **Partial** response to this question

No - **No**, we have unable to provide a response to this question

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Appendix C: Compliance matrix – Commercial

Bidder: [Name]					
Q No.	Subject	Contract Reference	Response (Column 4)	Notes / Comments from Tenderers (Column 5)	Location in Tender Documents of Answers (Column 6)
General	RESPONSE TO SNIB		Y, N or P		
	Has the Bidder followed and provided all the information requested in the SNIB				
1.0	FINANCIAL ARRANGEMENTS & REFERENCES				
C-1-1	Insurance, Financial and Commercial Information	Clause 22, Schedule 13			
2.0	OPEN BOOK ACCOUNTING				
C-2-1	Information for Open Book Accounting	Clause 21			
C-2-2	Cost Allocation Statements (CAS)	Schedule 8			
3.0	PREFERRED BIDDER AND DUE DILIGENCE				
C-3-1	Details of Cost in Preferred Bided stage	Schedule 5			
4.0	MOBILISATION				
C-4-1	Cost for Mobilisation				
5.0	BENCHMARKING AND MARKET TESTING				
C-5-1	Acceptance of DSTLs proposals and access to Benchmarking and Market Testing	Schedule 16			
6.0	MPTCs				
C-6-1	Completed MPTCs	Schedule 4			
7.0	NON MPTC PRICING				
C-7-1	Pricing for Volume and Advisory Services	Schedule 5			
8.0	RISK MANAGEMENT				
C-8-1	Commercial Risks and Allowances in MPTCs				
C-8-2	Risk Logs showing indicative costs	Schedule 24			
9.0	WHOLE LIFE COSTING				
C-9-1	Whole Life Cost Models for all new builds	Schedule 9			
10.0	PAYMENTS				
C-10-1	Milestone Payments	Schedule 6			
11.0	PERFORMANCE MANAGEMENT SYSTEM				
C-11-1	Performance Deduction Regime	Schedule 15			
12.0	FREEDOM OF INFORMATION				
C-12-1	Provide a list of information with which to propose to populate Schedule 14	Schedule 14			
13.0	TUPE				
C-13-1	TUPE Management details and costs	Schedule 26			
14.0	PENSION PROVISION				
C-14-1	Pension protection for ex-MOD staff	Schedule 26			
15.0	REDUNDANCY COSTS				
C-15-1	Two prices for Redundancy Costs	Clause 44			
16.0	SUPPLY CHAIN				
C-16-1	List of Supply Chain Leaders	Schedule 21			
C-16-2	Consultation with Supply Chain Leaders	Clause 25			
17.0	ACCOMMODATION				
C-17-1	All accommodation requirements on site				
18.0	GOVERNMENT FURNISHED INFORMATION/REQUIRED				
C-18-1	Government Information / Equipment required and cost implication if not available	Schedule 25			
19.0	FRAUD AND CORRUPTION				
C-19-1	Fraud Prevention Proposals	Schedule 19			
20.0	SECURITY PLAN				
C-20-1	Security Plan including reference to Schedule 28	Schedule 29			
21.0	ALTERNATIVE SUGGESTIONS				
C-21-1	Suggestion / proposals for pricing / costing of services				
C-21-2	Alternative funding options				

Instructions

Tenderers are to complete columns 4, 5 and 6.

Column 5: is for comments on responses in Column 4

Column 6: should, clearly and precisely, lead evaluators to answers within the Tender Submission

Response information for column 4

Yes - Yes, we have provided a full response to this question
 Partial - We have provided a **Partial** response to this question
 No - No, we have unable to provide a response to this question

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Appendix D: Sample pro forma for completion by evaluators

PROJECT INSPIRE: SCORING and COMMENTARY SHEET

Bidder:		
Evaluator [Name/Date]:		
Signed:		
Question No	Description	Score Awarded
e.g. B-1-1	e.g. Annual Maintenance Plan	

Scores are to be awarded as follows:

Note: Responses to be judged against the criteria detailed in Appendix E

0	The Bidder has failed to address Dstl's bid submission requirements or little or no material or relevant detail has been provided. It has failed to identify and/or provide any supporting evidence and failed to propose any required solutions.
2	The Bidder has demonstrated a superficial understanding of Dstl's requirements, with a very limited amount of supporting evidence and explanation and/or with significant omissions or failings that are unlikely to be rectifiable during the Preferred Bidder Stage (PBS).
5	The Bidder has demonstrated an understanding of Dstl's requirements and partially details how these will be met with some explanation and supporting evidence. Any omissions or failings are capable of rectification during the PBS but there is a risk some may not be rectified. The Bidder's proposals are acceptable to Dstl with some minor reservations.
7	The Bidder has demonstrated a clear understanding of all Dstl's requirements and details how these will be met with explanations and supporting evidence. Any omissions or failings are likely to be rectified during the PBS. The Bidder's proposals are acceptable to Dstl.
10	The Bidder has demonstrated that it shares in full Dstl's understanding of the requirements of Project INSPIRE, especially its wide reaching impact on the i-lab programme, and has detailed in full how these will be met with clear explanation and full supporting evidence. No omissions or failings are evident. The Bidder's proposals are fully supported by Dstl.
Comment:	
Key Assumptions	
Key strengths of the response	
Key weaknesses of the response	

Appendix E: Evaluation criteria for technical questions

84. The list below highlights those areas of particular interest to Dstl and Bidders' responses to each question should show that they have taken them into consideration, as appropriate, when developing their solutions:
- SHEF, security and quality management;
 - how they propose to set up and provide the services;
 - the differences between the way the services are delivered at present and the way they would be delivered in the future;
 - whether their proposal adds value, is efficient and is adaptable enough to accommodate Dstl's evolving needs;
 - continuous improvement throughout the life of the Contract;
 - the critical factors that will have a bearing on value for money;
 - Bidders' experience to date in delivering each of the requirements detailed in *Part 4: Strategic Requirement*;
 - how their supply chain will deliver each specific requirement;
 - the key issues and/or risks relating to the delivery of each of the outputs and a description of their strategy and/or procedures for overcoming or mitigating the effects of those issues and/or risks;
 - dependencies on Dstl, its staff and/or its third party suppliers;
 - how they expect to interface with Dstl, its stakeholders and third party suppliers as the Contract progresses; and
 - any improved efficiencies and synergies between Dstl's departments that may evolve as a result of their proposals.
85. Tenders should also clearly demonstrate how what is proposed supports Dstl in achieving its vision for the future.
86. Several of the questions in *Part 5: Structure of Response* require Bidders to submit plans. The questions specify when the plan is required in outline only. In all other cases a comprehensive and complete plan must be submitted.
87. Other than for outline plans any plan should contain as a minimum the following information:
- a definition of purpose;
 - the management approach to be adopted;
 - the organisation to be put in place;
 - a definition of the relative responsibilities of the parties involved;
 - details of the methods and procedures that would be employed to deliver the services cost effectively over the life of the Contract;
 - a description of how the plans will be subject to configuration control;

key milestones;
proposals for measuring progress;
deliverables;
any dependencies on Dstl and its staff or third-party suppliers;
associated risks;
the resources to be deployed and a description of their role; and
the key assumptions inherent in your proposals and upon which your bid relies.

88. Where the question requires an outline plan be submitted it should contain as much of the above detail as possible and as a minimum the following:

a description of the purpose;
a definition of the relative responsibilities of the parties involved;
an outline of the content;
a description of the key features of the plan;
key milestones;
deliverables; and
the assumptions which underpin your plan.

89. As well as considering the particular issues referred to above, the technical questions requiring responses from the Bidders, together with their relative weightings and the topics that evaluators should, as a minimum, consider in their assessments, are provided overleaf.

Table 1
Output A – Site Consolidation (Section Weight 29%)

Question No	Question	Weighting
	Output A-1: Core Works	
A-1-1	<p>Provide design layouts for any proposed redevelopment of Dstl sites to achieve Core Sites consolidation. These should include the architectural and structural forms of all buildings, both new and existing, and the landscapes you propose to provide.</p> <p>The layouts should provide sufficient detail to show clearly the array of proposed facilities in the context of the rest of the site, as well as any phasing of works that might be necessary.</p> <p>You should show the ways in which your design concepts are capable of adapting to accommodate change as envisaged in Dstl's vision. The layouts should be of a scale not less than 1:500 and be supported by any products and/or materials that further assist Dstl's understanding of your proposals.</p> <p>All drawings and supporting detail (including specifications for the main elements of all buildings and M&E equipment) must be to no less a standard than RIBA Stage C.</p>	Weight 33 %
<div> <div> <p>Response Considerations</p> <p>Evaluators should use DE's Design Excellence Evaluation Process (DEEP) for evaluation of A-1-1, using DEEP's guidance notes and scoring mechanism. Proposals should be 'excellent' for new builds and 'good' for refurbishments.</p> <p>In addition to those guidance notes, evaluators should consider the following:</p> <p>Good visible rationale for why new build, as opposed to refurbishment, or the contrary, has been adopted.</p> <p>Provision of adequate method statements, programmes, plans, maintenance schedules etc to achieve the outputs required.</p> <p>A recognisably high quality design with a strong sense of identity including visual interest from creative use of materials, colour and texture.</p> <p>Floor plans, elevations, Cross-Parts and artist impression of proposed building.</p> <p>Size meets functional need for the numbers of people stated.</p> <p>Pleasing skyline; buildings well composed/proportioned taking advantage of site topography and orientation.</p> <p>Considered landscape plan including socially usable open spaces, roads, footpaths, signage, hard paved areas, planting, grassed areas, seating, waste bins and lighting.</p> <p>Low impact car parking properly integrated with the overall plan. Drop off areas. Provision for public transport. Loading areas and service areas.</p> <p>Provision of amenities (conference facility, restaurant, gym, library, etc) and how they relate to the different facilities.</p> <p>Cross-refer to any planning comments made –</p> </div> <div> <p>Innovation and deliverability.</p> <p>Clear written concept addressing traffic flow, pedestrians, existing buildings/facilities/trees, new buildings, covered walkways, hard-standing, laboratory access, reception facility, storage, receipt and dispatch facilities.</p> <p>Strategy for ease of access and use of facilities by the disabled, compliant with DDA.</p> <p>Flexibility for future development identified, including adaptable building systems. Land identified for future development and expansion.</p> <p>Integration with other facilities and efficiency for FM. FM considerations featured in the design concept.</p> <p>Main entrances and reception areas to be well designed.</p> <p>Views onto pleasantly landscaped areas, courts, etc.</p> <p>Minimum of 10% of external façade openable to ensure cross flow ventilation. Windows should be pleasing in appearance, and suitable for the exposed nature of the site.</p> <p>Roof coverings should be suitable for exposed nature of the site.</p> <p>Look for concern regarding environmental impact, from proposed design to construction; cross-reference to PER.</p> <p>Solar conscious design.</p> <p>Outline specifications (as required by the question) MUST be provided.</p> <p>True consideration of function v form such that Dstl's investment is balanced to provide capability with a balanced interior and exterior environment – the investment should be directed</p> </div> </div>		

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e.g. listed buildings, site access, traffic, building heights, effects of street lighting, Tree Preservation Orders, etc.

towards business outputs as opposed to brand or image.

A-1-2	<p>Provide details of the locations within all facilities and/or buildings of those Departments and staff subject to your consolidation proposal. This is to be provided on drawings, supported by appropriate information, to show how individual and group/team workplaces are to be laid out and integrated into the design solution.</p> <p>You are to provide details of the space allocations and key physical features of each work area and state the proportion of the different types of work area in each building.</p> <p>You should also explain how your proposals match Dstl's vision for the future.</p>	Weight 20 %
Response Considerations		
<p>Ensure that question has been answered in full.</p> <p>Check for understanding of and matching with the requirements of each department.</p> <p>Innovative ideas for layout of breakout areas.</p> <p>Demonstrable, adaptable flexible design with clear reasoning for the features that have been included.</p> <p>Demonstration of an understanding of the tensions at play within the operational business.</p> <p>Secure working.</p> <p>CIS (inc DFTS) obligations.</p> <p>Visitors.</p> <p>Demonstration of an understanding of how Dstl "works".</p>		
<p>Consider:</p> <ul style="list-style-type: none">• Functional efficiency.• Aesthetics.• Flexibility.• Strategy for ease of access.• Allocation of space and storage areas.• Rationale for departmental proximities. <p>Adequate assessment of:</p> <ul style="list-style-type: none">• Informal breakout.• Formal breakout.• Various sized meeting rooms.• Conferencing facilities.• Cogent linkage of proposal to the I lab programme and the vision of Dstl.		

A-1-3	Describe your approach to energy saving and sustainable development for all aspects of your proposals and describe the way in which these considerations are incorporated in your design solution.	Weight 5 %
Response Considerations Clear & logical management system showing Bidders approach to energy saving & sustainability. Applicability to MOD policy and targets. Use energy saving measures.		Awareness of new developments in materials & technologies. Use of recycled materials. Use of 'grey' water. Reliance on natural products.

A-1-4	Explain your rationale for providing the key features in your design concept and your reasoning behind why certain materials and/or equipment will be chosen.	Weight 5 %
Response Considerations Strong emphasis on high quality yet cost effective product that utilises best practice in maintenance technology to minimise overall environmental impact and future running costs. Quality balanced with value. Key design elements to be commented on and explained / justified in the context of the project's through life cost model. Identification of Bidder concerns and demonstration of the way in which those concerns have been addressed in the design		Consideration of all relevant aspects of construction and construction methods - (modular / panel walls versus masonry), internal finishes (carpets, wall finishes), fittings and equipment. Use of recycled materials. Resistant to water penetration, moisture, scratching, chipping, cracking, impact damage, etc. Design for easy replacement of damaged time-expired components. Extent of use of wet trades.

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solution.

How well has FM been built into the design.

Component life expectancies should represent appropriate life span and replacement intervals.

Demonstration of proven durability.

A-1-5	Explain how your design solution(s) will provide suitable, comfortable working environments for individuals.	Weight 6 %
Response Considerations Provision of all details and drawings necessary for answering the question, with proposals and assumptions. Location of plant rooms outside / within buildings. Storage systems that are linked to the individual's working environment – proximity. Reference to DEGW study. Adaptability of buildings. Adequate breakout/meeting areas.		The basis and evidence used by the Bidders to substantiate their claims. Adequacy of light. Adequacy of ventilation. Appropriate floor plate circulation. Type of furniture being supplied – demonstration of its fitness for purpose. Temperature controls. Noise transmission.

A-1-6	Provide a report on your discussions, and the progress that you have made, with the relevant Local Planning Authorities (LPAs). This should include the extent of work required to obtain full planning permission for any re-development at the Core Sites. You should detail any concerns the LPAs may have and how you plan to overcome them in order to deliver your design solution.	Weight 2 %
Response Considerations Report clarity. Report conclusions. Does report include reference to the needs of all Authority stakeholders – both at local and at county levels? Details of all correspondence. Comparison with declaration of progress from other Bidders. Minutes of meetings. Evidence of "buy-in" by the LPA to the proposal. Considered all options – refurbishment v. replacement. Details of presentations included? Engagement with Parish Councils. Involvement of neighbouring stakeholders, thereby warding off unforeseen risk.		Adequate time period for consultation in Bidder's development programme. Clear and open account of LPA concerns. Clear statement of level of planning risk in proposals. Identification of alternative strategy if necessary. Sufficient time allowed to finalise planning consultations and approvals. How have Section 106 considerations been assessed? Cogent linkage to the risk management plan. Authoritative statements as to forward plan of action. Offers of Dstl representation to LPA – hear it from the horse's mouth?

A-1-7	Provide a list of proposed Commissioning Tests.	Weight 2 %
Response Considerations Minimal interference with Dstl operations. Proposed user acceptance tests. Linkage of tests to final specification.		Relevance of tests to OEM instructions. Awareness of SHEF. Risk assessments.

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Question No	Question	Weighting
	Output A-2: Migration	
A-2-1	<p>Provide a detailed migration plan that describes your proposals to migrate Dstl's operations and assets to the Core Sites in relation to the developments you propose in Output A-1-1.</p> <p>You should explain how you plan to minimise disruption during migration whilst ensuring the continuity of Dstl's business operations.</p>	Weight 17 %
Response Considerations		
Clear methodology and detailed plan.		Way in which Dstl will be able to carry out its business without interruption.
Adequate consideration of asset and people security requirements.		Awareness of Dstl's concerns (e.g., Farnborough lease, snap-shot asset base information, calibration responsibilities).
Full explanation of how disruption will be minimised.		All processes and activities to be covered.
Way in which maintenance & continuity of Dstl's business will be maintained throughout the term of the Contract.		Phasing of moves with progress on construction, and linkage of the two.
Contingency plans for not meeting planned migration dates.		Breadth of service (i.e. just lift and shift or a holistic pack, move, install and commission service)

A-2-2	Please detail fully any risk mitigation plans relating to A-2-1.	Weight 10 %
Response Considerations		
Understanding of Dstl's requirements with respect to risk.		Contingencies to ensure that fallbacks are available.
Mechanisms for reviewing and reporting on migration progress.		Communications planning.
Asset identification		Will Bidder propose workshops / focus groups to facilitate implementation of migration plan, and / or how will they consult Dstl / stakeholders?
		Acknowledgement of Dstl's business continuity.

Table 2
Output B – Managed Facilities (Section Weight 18%)

Question No	Question	Weighting
	Output B-1: Asset maintenance	
B-1-1	Provide in outline your annual maintenance plan and procedures and fully document your rationale for the approach you intend to take in maintaining Dstl's estate: a) from Contract award for Existing Facilities; and b) following the handover of any newly refurbished and/or New Facilities.	Weight 18 %
<p>Response Considerations</p> <p>Adequate method statements, programmes, plans, maintenance schedules etc to achieve the outputs required.</p> <p>Full description of take over, maintenance & management of Existing Facilities, including all office, laboratory, storage and all other infrastructure required by Dstl.</p> <p>Asset maintenance procedures to be put in place to record, track and control the way in which Dstl's assets will be managed, including any use of Dstl's EMIS.</p> <p>Explanation of rationale for approach, including analysis of the differentiation between planned preventative maintenance (PPM) and reactive maintenance (RM).</p> <p>Clear statement of how approach delivers the optimum balance between PPM and RM, and how Dstl will have full visibility of the condition and serviceability of all Facilities in its ownership.</p> <p>If Bidders should choose not to use EMIS, provision of full details of proposed asset register.</p>		
<p>The outline plan should contain all the information required by Section 2.1 of Part 5, Structure of Response, including:</p> <ul style="list-style-type: none"> a description of its purpose; O&M manuals, lifecycle repair plan, contingency arrangements, inspection and testing, grounds maintenance etc; the content of the plan; the resources to be applied for preparation of the plan and its regular updating; the frequency with which it would be updated; any dependencies on other parties, including Dstl; and any associated risks. <p>Plan to be logical and integrated, simple and secure.</p> <p>Plan to be innovative and balanced with known constraints.</p> <p>Appropriate use of existing site facilities.</p> <p>Plan to demonstrate / contain reporting mechanisms, all known constraints, and an understanding of Dstl's requirements.</p>		

B-1-2	Describe how you would provide Dstl with full visibility of the actual configuration and serviceability of all the assets under your stewardship.	Weight 8 %
<p>Response Considerations</p> <p>Conclusions regarding the condition and potential of Dstl's building assets.</p> <p>Assessments of these assets and strategies for the future.</p>		
<p>Logical Asset Management tool proposal with examples of its use & ability.</p> <p>Interface with EMIS and MP2.</p> <p>Calibration of equipment.</p> <p>Processes to be deployed</p>		

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B-1-3	Describe the approach that will be taken to maintaining the grounds throughout the year highlighting any special tasks that you propose. Provide an outline specification for the standard to which you will maintain the grounds.	Weight 6 %
Response Considerations		
Clear specification, sufficient to give clarity of the way in which it is proposed to maintain the grounds.		Delineation between hard and soft areas – difference in approach in such areas.
Environmental considerations taken into account.		Quality issues and quality management.
		Customer feedback proposed? And KPI's proposed as a result?

B-1-4	Detail how you will deliver a full centrally managed, through life asset management service to Dstl. You should describe how the service will work, how you will transition Dstl from existing arrangements to the service you have proposed, the benefits to be realised and the impact it will have on Dstl as a whole. You should also highlight any specific investment you would expect Dstl to make to realise the benefits of the proposed service and the specific procedures you will put in place to safeguard Dstl's security and safety concerns.	Weight 29 %
<p>Response Considerations</p> <p>Demonstration of understanding of existing state of asset base, and clear proposals for "getting Dstl from where it is to where it wants to be."</p> <p>Establishment of asset registers.</p> <p>Processes and procedures, and way in which these interface with Dstl's wider processes and procedures.</p> <p>Security of the data.</p> <p>Understanding that question covers ALL assets, not just estate assets but "corporate" assets as well.</p> <p>Bidders should ideally state how their Asset Management Plan will work and should provide an outline of the plan. The outline plan should contain all the information required by Section 2.1 of Part 5, Structure of Response, including:</p> <ul style="list-style-type: none"> a description of its purpose; O&M manuals, lifecycle repair plan, contingency arrangements, inspection and testing, grounds maintenance etc; the content of the plan; the resources to be applied for preparation of the plan and its regular updating; <p>the frequency with which it would be updated;</p> <p>any dependencies on other parties, including Dstl; and</p> <ul style="list-style-type: none"> any associated risks. <p>Demonstration of the Bidder's understanding of the amount of work and its complexity.</p> <p>Clarity on the drivers for investment – both Capex and planned, preventative and predictive maintenance.</p> <p>Full visibility of the service / Asset Management Plan to Dstl.</p> <p>Proposals to be considered in light of Department's requirements.</p> <p>Transitional arrangements to be considered in light of practicality, sufficiency and Dstl requirements.</p> <p>Proposals to form part of Asset Management Plan, and to be practical and visible to Dstl.</p> <p>Safety considerations and SHEF.</p> <p>Prioritisation of management of assets – which are higher profile and more important to manage than others?</p> <p>Timings of moves to new or refurbished buildings</p>		

Question No	Question	Weighting
	Output B-2: Hygiene services	
B-2-1	<p>Detail the approach, procedures and systems you propose to employ for:</p> <ul style="list-style-type: none"> • cleaning; • special cleans; • window cleaning • pest control; • litter; and • waste disposal. <p>Describe how you will maintain and control the quality of the hygiene services provided to ensure that they are delivered to consistently high standards, and describe the standards and specifications you will meet.</p>	Weight 8 %
<p>Response Considerations</p> <p>Understanding of diverse requirements of Departments.</p> <p>Health & Safety issues for restaurants and for all hazardous environments.</p> <p>Waste disposal.</p> <p>Uniforms?</p> <p>Health inspector inspections.</p> <p>Pest control methodology</p> <p>Resources – in detail – to be allocated to all the Hygiene Services.</p> <p>Details of the Quality Assurance (QA) regime planned for the hygiene services and how it will be operated both on and off site and throughout</p>		

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Responsiveness.	the supply chain.
Adoption of best practice approaches.	Clear description of how the work will be carried out, with method statements covering the various diverse environments / buildings etc.,
Clear standards and specifications.	Awareness of current legislation.
Minimisation of disruption / timing of cleaning services?	

Question No	Question	Weighting
	Output B-3: Advisory and planning services	
B-3-1	Describe your provision for the following: <ul style="list-style-type: none"> • advisory services; • planning services; and • business continuity services. 	Weight 3 %
Response Considerations Clear & logical proposals showing how these services will be procured. Confidence in quality of staff to be used. Confidence in staff resources / availability.		Organisation and management of resources for advisory and planning services, and all other recurrent and ad-hoc support to Dstl. Case studies?

Question No	Question	Weighting
	Output B-4: New Works	
B-4-1	Describe how you will provide new works services comprising: <ul style="list-style-type: none"> • small works; • major works; and • maintenance impact assessments. You should explain how you will guard against the risk of cost migration from the core service MPTCs to major new works.	Weight 16 %
Response Considerations Clear proposals for demarcation of tasking between the various types of work. Clear description of how the works will be delivered – skills mix – of trades etc. Prioritisation. Value for Money.		Clear proposals of Bidders accounting procedures. Acceptance procedures. How will process of request for work / approval / construction / handover operate. Provide sample of what a maintenance impact assessment would look like? Proposals for risk transfer and timing of risk transfer following completion.

Question No	Question	Weighting
	Output B-5: Estate Support	
B-5-1	Describe how you will provide estate support services comprising: <ul style="list-style-type: none"> • lodger management; • fire services; • energy management; • water services; and • gases. Describe how you will maintain and control the quality of the estate support services provided to ensure that they are delivered to consistently high standards, and describe the standards and specifications you will meet.	Weight 9 %
Response Considerations Understanding of the issues / constraints of EMIS.		Approach to proposals for lease management Understanding of the diverse requirements of different Departments.

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<p>Clear explanation of how the new working environment will be maintained, improved upon and eventually rolled out across the Dstl estate.</p> <p>Resources to be allocated to all Estate Support Services – in detail.</p> <p>Organisation charts.</p> <p>Understanding of the regulations.</p>	<p>Understanding and definitions of “suitable working environment” and relevant Regulations.</p> <p>Clear and adequate standards and specifications.</p> <p>Accounting proposals for lodger management.</p> <p>Quality.</p>
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B-5-2	Describe in detail your approach to managing Dstl’s licensed explosives’ magazines.	Weight 2 %
<p>Response Considerations</p> <p>Reference to statutory requirements and SHEF considerations.</p>		<p>Adequately qualified and experienced personnel.</p> <p>Training of personnel</p>

B-5-3	Provide your proposal for maintaining fire services to the estate. You should describe how the service will work, the benefits Dstl can expect, the impact it will have and how you would transition Dstl from existing arrangements to the service you have proposed.	Weight 2 %
<p>Response Considerations</p> <p>Understanding of statutory requirements.</p> <p>Best value for Dstl.</p>		<p>Understanding of unique requirements of Dstl.</p> <p>Awareness of MOD policies and developments and their inclusion in plans.</p>

Table 3
Output C - Support Services for Science & Technology Work (Section Weight 10%)

Question No	Question	Weighting
	Output C-1: Logistics	
C-1-1	Describe how you will provide logistics services comprising: <ul style="list-style-type: none"> • mail and messenger; • lift and shift; • special moves; • import and export; and • freight and couriers. Describe how you will maintain and control the quality of the logistics services provided to ensure that they are delivered to consistently high standards, and describe the standards and specifications you will meet.	Weight 10 %
Response Considerations Understanding of diverse requirements of Departments. Approach to the supply of mail and other logistics services. Quality control. Value for Money.		
Approach to streamlining the provision of services so that the processes become more efficient and adaptable. Innovative solutions with clear cost savings, within the constraints of the project. Clear and adequate standards and specifications. Accounting procedures – including vagaries of VAT import deferment accounting processes etc.		

C-1-2	Describe your proposals for implementing an integrated logistics service for Dstl in the future. You should describe how the service will work, the benefits Dstl can expect, the impact it will have and how you would transition Dstl from existing arrangements to the service you have proposed.	Weight 20 %
Response Considerations Understanding of diverse requirements of Departments. Approach to the supply of mail and other logistics services. Quality control. Value for Money.		
Approach to streamlining the provision of services so that the processes become more efficient and adaptable. Innovative solutions. Awareness of EDRM and other Dstl initiatives.		

Question No	Question	Weighting
	Output C-2: Workplace setup	
C-2-1	Please describe your proposals for delivering a workplace set up service in the future. You should describe how the service will work, the benefits Dstl can expect, the impact it will have and how you would transition Dstl from existing arrangements to the service you have proposed.	Weight 42 %
Response Considerations Integration of systems and processes. Dependencies. Resource use allocation and cost charging / cross reference to question B-1-4; future Asset Management. Understanding of Dstl's modus operandi in the proposal.		
Evidence of "one stop shop" approach providing an end to end service Cross-reference to response to questions A-1-1 and A-1-2; Buildings. Demonstrable understanding of i-lab. Transitional arrangements to new service. Customer acceptance		

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Question No	Question	Weighting
	Output C-3: Reprographics and imagery	
C-3-1	Describe your proposals for imagery and reprographics.	Weight 4 %
Response Considerations Innovative solutions such as the use of technology to improve services Demonstration of good understanding of technology and EDM possibilities, and the impact of registries.		Details of experience in this area, with approach to management. Security.

Question No	Question	Weighting
	Output C-4: Business support	
C-4-1	Describe how you will provide business support services comprising: <ul style="list-style-type: none"> • occupational health service and support; • lone working; and • advice on changes in law. Describe how you will maintain and control the quality of the business support services provided to ensure that they are delivered to consistently high standards, and describe the standards and specifications you will meet.	Weight 24 %
Response Considerations Range of screening proposals Clear and adequate standards and specifications.		Links with SHEF Delivery methods. Fitness monitoring. Lifestyle screening (x-ref D-3-3)

Table 4
Output D – Supporting people at Dstl (Section Weight 13%)

Question No	Question	Weighting
	Output D-1: Travel and hospitality	
D-1-1	<p>Describe how you will provide a travel and hospitality service comprising:</p> <ul style="list-style-type: none"> • accommodation booking; • travel; • visa applications; and • conferencing. <p>Describe how you will maintain and control the quality of the travel and hospitality service provided to ensure that they are delivered to consistently high standards, and describe the standards and specifications you will meet.</p>	Weight 18 %
<p>Response Considerations</p> <p>Understanding of diverse requirements of Departments.</p> <p>Approach to supply and management of:</p> <ul style="list-style-type: none"> • travel services; • conference facilities on site and administration of conference arrangements off site; • hotel bookings; and • overseas travel arrangements. <p>Clear and adequate standards and specifications.</p>		
<p>Full details of care hire/leasing arrangements.</p> <p>Defined level for permanent hire vehicles/pool cars.</p> <p>Methodology for dealing with variations in requirements.</p> <p>Methods for dealing with notice periods, fuel usage, fuel cards, breakdown.</p> <p>Methods for dealing with insurance and accident reporting.</p> <p>Use of technology (e.g. video conferencing, net meetings)</p>		

D-1-2	<p>Describe your proposals for providing a coherent, seamless travel and hospitality service in the future. You should describe how the service will work, the benefits Dstl can expect, the impact it will have and how you would transition Dstl from existing arrangements to the service you have proposed.</p>	Weight 27%
<p>Response Considerations</p> <p>Understanding of diverse requirements of Departments.</p> <p>Approach to supply and management of:</p> <ul style="list-style-type: none"> • travel services; • conference facilities on site and administration of conference arrangements off site; • hotel bookings; and • overseas travel arrangements. <p>Clear and adequate standards and specifications.</p> <p>"One stop shop", how automated with the system be?</p> <p>Innovation (on site conferencing, hotels)</p>		
<p>Full details of care hire/leasing arrangements.</p> <p>Defined level for permanent hire vehicles.</p> <p>Methodology for dealing with variations in requirements.</p> <p>Methods for dealing with notice periods, fuel usage, fuel cards, breakdown.</p> <p>Methods for dealing with accident reporting.</p> <p>Interfacing with third party suppliers.</p> <p>Degree of integration into the CIS environment.</p> <p>Integration with wider HMG.</p>		

Question No	Question	Weighting
	Output D-2: Visitors	
D-2-1	Describe your processes for handling and managing visitors including: <ul style="list-style-type: none"> • security support; • reception; • escorting; and • site inspections. 	Weight 9 %
Response Considerations Effective processes for handling and managing visitors. Proposed front of house image (consistency, style, quality).		Security of the site. Quality of staff. Proposals for customer service training. Touch down areas.

Question No	Question	Weighting
	Output D-3: Services on-site	
D-3-1	Describe how you propose to make food and refreshments available to Dstl's staff and visitors across the Core Sites. Proposals should include a full range of proposed menus, produce and special provisions for dietary considerations. You should describe how you will maintain and control the quality of the services provided to ensure that they are delivered to consistently high standards, and describe the standards and specifications you will meet.	Weight 37 %
Response Considerations Description of operation and management of all restaurants and other food outlets, other retail facilities and all recreational facilities on the sites. Proposals for future development. How well do proposals align with Dstl's vision of bringing people together. How will services be provided to remote locations.		Statement as to whether the Bidder plans to generate any third party revenues from such activities, and, of so, his proposals with an outline business plan. Site security. Location of canteens and retail facilities. In what kind of environment are the services to be delivered (bland canteen or modern relaxing restaurant, for example)

D-3-2	Provide your proposals for health and recreational facilities, and describe the standards and specifications you will meet for this service.	Weight 5 %
Response Considerations Relates to future facilities. Proposals for setting up focus groups and general consultation measures.		Statement as to whether the Bidder plans to generate any third party revenues from such activities, and, of so, his proposals with an outline business plan. Security issues.

D-3-3	Detail any other amenities or services you plan to provide to enhance the working environment for people on the sites, the most advantageous commercial and operational arrangements for them and reflect these facilities in the designs for site re-development.	Weight 3 %
Response Considerations Relates to future facilities. Proposals for setting up focus groups and general consultation measures.		Statement as to whether the Bidder plans to generate any third party revenues from such activities, and, of so, his proposals with an outline business plan. Security issues.

Table 5
Management Requirement (Section Weight 30%)

Relationship Management

Question No	Question	Weighting
	1 Preferred bidder stage and due diligence	
M-1-1	Provide a comprehensive and detailed due diligence plan. This will include, but not be limited to, how you propose to: <ul style="list-style-type: none"> • verify the information upon which any resulting contract will be based; • achieve detailed planning consent; • establish a basis for how you will agree detailed build plans with Dstl; and • produce a detailed due diligence report in advance of contract sign. 	Weight 9 %
Response Considerations Understanding of the amount of work and its complexity.		Plan to be comprehensive and specific. Omissions in scope due to lack of understanding.

M-1-2	Provide a complete a list of all the information that you anticipate needing in order to conduct your due diligence activity.	Weight 4 %
Response Considerations List to be achievable and realistic.		

Question No	Question	Weighting
	2 Contract Management	
M-2-1	Provide a detailed contract management plan and structure that shows how you will interface with Dstl and its third party suppliers throughout the life of the Contract.	Weight 7 %
Response Considerations The outline plan should contain all the information required by Section 1 of Part 5, Structure of Response, including: <ul style="list-style-type: none"> • a description of its purpose; • the content of the plan; • the resources to be applied for preparation of the plan and its regular updating; 		<ul style="list-style-type: none"> • the frequency with which it would be updated; • any dependencies on other parties, including Dstl; and • any associated risks. Resources required for interfacing with Dstl.

M-2-2	Describe the measures you plan to take to ensure that our partnering relationship is successful.	Weight 3 %
Response Considerations Measures to foster openness and trust. Measures to share specific ideas likely to foster relationship.		Partnering experiences. Thinking behind approach conducive to partnering with Dstl.

M-2-3	Describe how you intend to manage the supply chain you intend to use in this contract.	Weight 2 %
Response Considerations Suitability and size of supply-chain members.		

M-2-4	Set out the minimum requirements, in terms of both qualifications and experience, for each Key Position within your team.	Weight 2 %
Response Considerations As an example, details should be provided for: <ul style="list-style-type: none"> • Strategic Partner's Representative; • Account Director; • Account Manager; • Service Manager; • HR and Communications specialist; • Security Liaison Officer; • Health and Safety Manager; and • Project Manager responsible for transition of services. CVs should be provided for the key Project INSPIRE staff members who are expected to be in post during the early stages of the Contract.		
Structure to be made up of high quality staff with the necessary experience and track record. Clearly laid out roles with demonstrably competent individuals. Cvs where appropriate. All attributes should be included. Demonstration of understanding of each role. Organisation charts for each element of the project. Staff to be security cleared.		

Question No	Question	Weighting
	3 Mobilisation and service transformation	
M-3-1	Provide a detailed Mobilisation Plan.	Weight 6 %
Response Considerations Plan to be realistic. Plan to result in minimum disruption to Dstl.		
Plan to be detailed, not outline.		

M-3-2	Describe your approach to change management throughout the life of the Contract.	Weight 3 %
Response Considerations Processes and structure to indicate adaptability to meet Dstl's change programme - i lab. Issues to do with the change of stewardship to be recognised with risk exposure to the client from the outgoing SP being minimised by proactive innovative proposals from the new SP. Confirmation of what the Bidder sees as the issues and how in a relationship sense they, in conjunction with Dstl, are going to resolve them – with particular reference to risk, work-in-progress etc.		
The proposed SLAs provide a very clear yet simple articulation of the services on offer and the means by which performance and/or customer satisfaction will be assured. Lessons learned on change management processes for similar projects. Blue-sky thinking / innovation balanced with known constraints. Description of how the Bidder, through its solutions, will contribute and add further value to Dstl's cultural change programme - i lab. Contingencies to ensure fallbacks are available.		

M-3-3	Identify the issues you anticipate with regard to the legacy working practices and behaviours of Dstl staff, existing FM staff and Dstl's stakeholders. Describe how you will ensure that these practices do not affect your proposed plans.	Weight 3 %
Response Considerations		

Question No	Question	Weighting
	4 Performance Measurement	
M-4-1	<p>Provide details of the Performance Monitoring System (PMS) that you will use for assessing the performance of the Contract. The PMS should contain succinct Key Performance Indicators (KPIs) that truly demonstrate actual performance. It should include, as a minimum, the following:</p> <ul style="list-style-type: none"> • how you will undertake performance monitoring; • how it will support continuous improvement of the services and of your internal operations; • how data will be effectively measured, captured and analysed for trends; • how appropriate actions will be allocated; • to what extent, if any, you will be laying off any liability under the PMS to your supply-chain members and how this will operate in practice; • the service levels you propose; and • the IT systems used to perform the calculations. 	Weight 12 %
<p>Response Considerations</p> <p>Performance measurement system to be detailed, with clear rationale in place.</p> <p>Experience in design and implementation of similar systems.</p> <p>PMS to comprises demonstrably SMART Pis, within a simple framework with the ability to pick and choose depending on service delivery concerns.</p> <p>Reporting to be concise, cogent and to add value as opposed to being overly wordy, time consuming to review and add little true value to maintenance of service performance because its deemed to oblique.</p> <p>Meaningful measurements (outputs).</p> <p>Understanding / analysis of KPI results.</p> <p>Review and reporting mechanisms.</p>		

Question No	Question	Weighting
	5 Exit Management	
M-5-1	Provide an outline exit management strategy.	Weight 1 %
<p>Response Considerations</p> <p>Although outline, plan to be sufficiently comprehensive to cover all aspects of the exit management plan, so far is reasonable at this stage.</p>		

M-5-2	Propose the life expectancies of the Physical Assets in line with your design.	Weight 1 %
<p>Response Considerations</p> <p>Design lives should be linked to the proposals for condition grading made by the Bidders.</p>		

Project Execution

Question No	Question	Weighting
	6 Programme Management	
M-6-1	Provide an outline project execution plan covering the design, construction and migration stages of the project. You should also explain the procedure for management reviews, programme updates and monitoring and ensuring progress against programme.	Weight 16 %
<p>Response Considerations</p> <p>The outline project execution plan should contain all the stages of the project described above and the information required by Section 1 of Part 5, Structure of Response, including:</p> <ul style="list-style-type: none"> • a description of its purpose; • the content of the plan; • the frequency with which it would be updated; • the resources to be applied for preparation of the plan and its regular updating; • any dependencies on other parties, including Dstl; and • any associated risks. <p>High level project programme to be provided covering the design, construction, migration and operation stages of the project, supported by detailed subordinate programmes clearly showing phasing, dependencies, major milestones, critical paths and key events.</p> <p>Explanation of procedure for management reviews, programme updates and monitoring and ensuring progress against programme.</p> <p>Details of overall Business Management System to integrate, manage and control all aspects of the Bidder's role under the Contract.</p> <p>Reference to the EDP and understanding of its purpose, content and capex issues. Way in which the EDP is adapted by the Bidder to reflect a) the Bidder's understanding and b) fitness for purpose. Extent to which Bidders have picked up on Dstl's plan as expressed in the EDP, or have simply accepted it at face value.</p> <p>Programme to be workable with all key dates clear and achievable.</p> <p>Identification of early involvement of:</p> <ul style="list-style-type: none"> • Planning Authorities; • Investigations/Surveys; • Fire Officer; • Department Manager conferences; • Suppliers. <p>Identification of what is realistic timing and what is not. Satisfaction of Dstl's requirements. Sufficient period to be allowed for migration, commissioning, calibration, and accreditation.</p> <p>Adequate time to be allowed for design review.</p> <p>Adequate time to be allowed for re-visiting of Dstl Departments if required.</p> <p>Adequate allowance to be made for future requirements, acquisitions etc.</p>		

Question No	Question	Weighting
	7 Design Management	
M-7-1	Describe how and when designs will be reviewed and how any independent reviews will be undertaken. In addition, you should describe how any independent Building Regulation compliance check would be achieved and subsequent approval obtained.	Weight 3 %
<p>Response Considerations</p> <p>Clear / logical approach, which is recognisable and auditable.</p> <p>Evaluators should refer to the relevant guidance notes in Defence Estates' Design Excellence Evaluation Process (DEEP), in the evaluation of M-7-1.</p> <p>Use of appropriately experienced and trained staff in for the independent reviews.</p> <p>Adequate response to issue of Building Regulations compliance check.</p>		

Question No	Question	Weighting
	8 Value Management	
M-8-1	Explain your approach to Value Management and Value Engineering reviews.	Weight 3 %
Response Considerations Clear and logical approach, which is recognisable and auditable. Use of appropriately experienced and trained staff.		Suitably qualified facilitators. Timing of successive reviews during the design and construction phases. Links to Institute of Value Engineering. Use of more than one type of value engineering tool.

Question No	Question	Weighting
	9 Risk Management	
M-9-1	Provide a description of your approach to the management of the risk inherent in this project. You should provide details of all project wide risks and the manner in which you will manage them.	Weight 8 %
Response Requirements Bidders have been provided with an electronic copy of the project Risk Log and Risk Analysis forms for each phase of the project. From the Strategic Requirements, associated documents and knowledge of the project, Bidders should have provided an initial assessment of the project's risks and added to and completed this Risk Log and Risk Analysis. A paper copy of the Risk Log is included in the Draft Contract, Part 5, Part Two, Schedule 9 (Risk Log and Price Assessment) and may be completed as an alternative. Bidders should have explained their rationale for identifying and quantifying future risks and how all risks will be managed.		Bidders should also have explained their approach to Risk Management, and based on the ITT documents and knowledge of the project, provided their assessment of the project risks. Bidders should also have explained how future risks will be identified and how all risks will be managed throughout the period of the Contract. Clear and logical approach required, which is constant and auditable. Balanced understanding of current risks. Method for re-assessment of situation in light of changes or time to be covered.

Service Delivery

Question No	Question	Weighting
	10 Customer Service	
M-10-1	Provide a service delivery plan covering the operational stage of the project.	Weight 2 %
Response Considerations Processes to complement Dstl's range of services. Service delivery framework to be: <ul style="list-style-type: none">• Streamlined;• Fit for purpose;• Lacking bureaucracy, crisp and to the point.		The service delivery plan should be provided in outline and should contain the information required by Section 1 of Part 5, Structure of Response, including: <ul style="list-style-type: none">• a description of its purpose;• the content of the plan;• the frequency with which it would be updated;• the resources to be applied for preparation of the plan and its regular updating;

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	<ul style="list-style-type: none"> any dependencies on other parties, including Dstl; and any associated risks.
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M-10-2	Provide details of how you will demonstrate true and credible customer satisfaction.	Weight 2 %
Response Considerations Services that are proven to be high quality in terms of end point users. Possible site visits to example projects to corroborate.		

M-10-3	Describe how the ethos of quality will be embedded in all of your service streams.	Weight 3 %
Response Considerations Full details of the Quality Assurance (QA) regime planned for the project and details of how it will be operated both on and off site and throughout the Supply Chain. Description of the Bidder's approach to quality and in particular how the QA mechanisms adopted during the design development, construction and operation and management phases of the project will be integrated, and especially in a through life sense how they will fit in with Dstl's own quality assurance system.		
Named member of staff who holds a Professional Lead Assessor qualification. Demonstrated knowledge of the Dstl Quality Assurance System. QA System Installation Plan to be provided. QA training identified. Internal audit plan of the QMS required, identifying off-site and on site involvement.		

M-10-4	Detail the access to the Authority's IT Systems you require to deliver the service.	Weight 2 %
Response Considerations Bidders should have described fully how their proposals will provide the necessary secure environments and demonstrated their ability to ensure total compliance with Dstl's security requirements. Their proposal should have included:		
<ul style="list-style-type: none"> vetting arrangements to ensure inappropriate staff are not employed in the delivery of Dstl's requirements; details of practices to demonstrate compliance with the provisions of the Data Protection Act (1998); The security issues to which reference is made in wider 'ITT material'; Awareness of our concerns. Open plan operations unless justified. 		

Future Services

Question No	Question	Weighting
	11 Future Services	
M-11-1	Describe how you would deliver each of the functions in <i>Section 6</i> of the <i>Strategic Requirement</i> as an outsourced service. This should include details of how you would expect to transition the service, specific issues that might in your experience need to be addressed and any actions Dstl would have to undertake to enable transition.	Weight 4 %
<p>Response Considerations</p> <p>The possible future services streams are to deliver:</p> <ul style="list-style-type: none"> a facilities management service to support Dstl's array of laboratories; a human resource function; operational SHEF; and estate management. <p>Proposals should include the processes to be adopted and the means by which the eventual processes will add value. Impact and benefit of outsourcing should be clearly and cogently illustrated.</p> <p>Understanding of the amount of work/complexity involved.</p> <p>Innovation.</p> <p>Cost saving without reduction in service.</p> <p>Expansion of thinking to maximise benefit to both parties but at minimum cost. Extent to which the Bidder's ideas are well thought out with headline business cases.</p> <p>Improved service, but no 'gold plating' at Dstl's expense.</p> <p>Linking of innovation to increasing risk (on their part) with reward, where all are balanced against added value for the proposed scheme.</p> <p>Omissions in scope due to lack of understanding. (Catch-alls will indicate their lack of understanding).</p> <p>Blue-sky thinking/innovation balanced with known constraints.</p> <p>Bidders should also have outlined any recommendations that they believe would improve the overall service provided. These may include, but are not limited to:</p> <ul style="list-style-type: none"> • opportunities for cost reduction; • Opportunities for Bidder investment; • tools which could aid management and administration of the services proposed; • changes in service specification that the Bidder believes may be beneficial; and • changes in service requirements which may lead to a significantly reduced cost of service with minimal impact. 		

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Appendix F: Technical evaluation scoring matrices

Technical Evaluation Matrix

Evaluators	Output A	Output B	Output C	Output D	Management
	SITE CONSOLIDATION	MANAGED FACILITIES	SUPPORT FOR SCIENCE & TECHNOLOGY WORK	SUPPORTING PEOPLE AT DSTL	MANAGEMENT REQUIREMENTS
Section Weighting	20	18	10	13	30
Evaluators					
AR	x	x		x	
WB		x	x	x	
A Other 1	x		x	x	
A Other 2			x		x
A Other 3		x			
A Other 4			x	x	
A Other 5					
A Other 6		x			x
A Other 7	x				x
A Other 8	x				x

PROJECT INSPIRE

(Completed during evaluation workshop) Sheet 1a

Bickler [Name]

[illegible]

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C-1	LOGISTICS	Ev 1	Ev 2	Ev 3	Ev 4	Ev 5	Ev 6	Ev 7	Ev 8	Ev 9	Ev 10	Team
	Call & support	0	0	0	0	0	0	0	0	0	0	0
	High performance of integrated logistics services	0	0	0	0	0	0	0	0	0	0	0
C-2	WORK PLACE SETUP											
	Provision of temporary work place with standard 2nd office	0	0	0	0	0	0	0	0	0	0	0
C-3	REPROGRAPHICS and IMAGERY											
	Provision of reprographics and imaging services	0	0	0	0	0	0	0	0	0	0	0
C-4	BUSINESS SUPPORT											
	Provision of business support services (secretarial, typing, etc.)	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0

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Q No.	Subject	Evaluator Score										Agreed Score
D-1	TRAVEL & HOSPITALITY	Ev 1	Ev 2	Ev 3	Ev 4	Ev 5	Ev 6	Ev 7	Ev 8	Ev 9	Ev 10	Team
	Provision of temporary services	0	0	0	0	0	0	0	0	0	0	0
	Provision of temporary services	0	0	0	0	0	0	0	0	0	0	0
D-2	VISITORS											
	Handling and managing visitors	0	0	0	0	0	0	0	0	0	0	0
D-3	SERVICES ON-SITE											
	Provision of temporary services	0	0	0	0	0	0	0	0	0	0	0
	Provision of temporary services (secretarial, typing, etc.)	0	0	0	0	0	0	0	0	0	0	0
	Provision of temporary services (secretarial, typing, etc.)	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0

Min	Min	Variance
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M-1	PREFERRED BIDDER STAGE & DUE DILIGENCE	Ev 1	Ev 2	Ev 3	Ev 4	Ev 5	Ev 6	Ev 7	Ev 8	Ev 9	Ev 10	Totals				
M-1	Preferred Bidder Stage & Due Diligence	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-1	Manage Project & Manage Client Relationship	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-2	CONTRACT MANAGEMENT															
M-2	Contract Management	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-2	Manage Project & Manage Client Relationship	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-2	Manage Financial & Contract Risk	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-2	Manage Compliance & Legal Issues	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-3	IMPLEMENTATION AND SERVICE TRANSFORMATION															
M-3	Implementation	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-3	Service Migration	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-3	Service Integration with Partners	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-4	PERFORMANCE MEASUREMENT															
M-4	Performance Measurement	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-5	EXIT MANAGEMENT															
M-5	Exit Management	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-5	Manage Exit Strategy & Transition	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-6	PROGRAMME MANAGEMENT															
M-6	Programme Management	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-7	DESIGN MANAGEMENT															
M-7	Design Management	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-8	VALUE MANAGEMENT															
M-8	Value Management	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-9	RISK MANAGEMENT															
M-9	Risk Management	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-10	SERVICE DELIVERY															
M-10	Service Delivery	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-10	Service Integration	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-10	Service Migration	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-10	Service Integration	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
M-11	FOURTH SERVICES															
M-11	Service Migration with Partners	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
TOTALS:		0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00
SERCO TOTAL:		0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	0.00

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(Protected worksheet - computes automatically from Sheets 1-4)

Summary Sheet

Summary Sheet						RANK:	1	1	1
							Subject Weighted Score (in grey) / Sub Clause Weighted Score (in white)		
Q No.	Subject			Serco	Subject Weight	Sub Clause Weight			Serco
Output A					29		0.0	0.0	0.0
A-1	CORE WORKS			Serco			0.0	0.0	0.0
A-1-1	Design layouts and solutions to achieve core site consolidation	0	0	0		33%	0.0	0.0	0.0
A-1-2	Space planning - locations of departments and facilities within design solution	0	0	0		20%	0.0	0.0	0.0
A-1-3	Approach to energy saving & sustainable development	0	0	0		5%	0.0	0.0	0.0
A-1-4	Key features of design concept / rationale	0	0	0		5%	0.0	0.0	0.0
A-1-5	Approach to process of the work up to completion	0	0	0		6%	0.0	0.0	0.0
A-1-6	Discussion & Design solution with Planning Authorities	0	0	0		2%	0.0	0.0	0.0
A-1-7	Commissioning Tests	0	0	0		2%	0.0	0.0	0.0
A-2	MIGRATION			Serco			0.0	0.0	0.0
A-2-1	Migration Plan	0	0	0		17%	0.0	0.0	0.0
A-2-2	Migration risk mitigation strategy / plans	0	0	0		10%	0.0	0.0	0.0

Output B					18		0.0	0.0	0.0
B-1	ASSET MAINTENANCE & MANAGEMENT			Sercos			0.0	0.0	0.0
B-1-1	Outline maintenance Plan(s)	0	0	0		18%	0.0	0.0	0.0
B-1-2	Viability of the configuration and sustainability of DfS's assets	0	0	0		8%	0.0	0.0	0.0
B-1-3	Anticipated ground maintenance	0	0	0		6%	0.0	0.0	0.0
B-1-4	Fully managed through life asset management service	0	0	0		29%	0.0	0.0	0.0
B-2	HYGIENE SERVICES			Sercos			0.0	0.0	0.0
B-2-1	Approach to hygiene services & control quality of hygiene services	0	0	0		8%	0.0	0.0	0.0
B-3	ADVISORY SERVICES			Sercos			0.0	0.0	0.0
B-3-1	Advisory, planning and business continuity services	0	0	0		3%	0.0	0.0	0.0
B-4	NEW WORKS			Sercos			0.0	0.0	0.0
B-4-1	Small major works and infrastructure impact assessments	0	0	0		16%	0.0	0.0	0.0
B-5	ESTATE SUPPORT			Sercos			0.0	0.0	0.0
B-5-1	Estate support services for security, energy and IT support management	0	0	0		9%	0.0	0.0	0.0
B-5-2	Management of Departmental resource requirements	0	0	0		2%	0.0	0.0	0.0
B-5-3	Future force services	0	0	0		2%	0.0	0.0	0.0

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Output C					10		0.0	0.0	0.0
C-1	LOGISTICS			Serco			0.0	0.0	0.0
C-1.1	Travel & Logistics	0	0	0		10%	0.0	0.0	0.0
C-1.2	Future transportation of an integrated logistics service	0	0	0		20%	0.0	0.0	0.0
C-2	WORK PLACE SETUP			Serco			0.0	0.0	0.0
C-2.1	Proposals for delivering in the future work place set-up services	0	0	0		42%	0.0	0.0	0.0
C-3	REPROGRAPHICS and IMAGERY			Serco			0.0	0.0	0.0
C-3.1	Proposals for imagery and reprographics	0	0	0		4%	0.0	0.0	0.0
C-4	BUSINESS SUPPORT			Serco			0.0	0.0	0.0
C-4.1	Business support services for occupational health and line management	0	0	0		24%	0.0	0.0	0.0

Output D					13		0.0	0.0	0.0
D-1	TRAVEL & HOSPITALITY			Serco			0.0	0.0	0.0
D-1.1	Travel and Hospitality services	0	0	0		18%	0.0	0.0	0.0
D-1.2	Future travel and hospitality services	0	0	0		27%	0.0	0.0	0.0
D-2	VISITORS			Serco			0.0	0.0	0.0
D-2.1	Handling and managing visitors	0	0	0		9%	0.0	0.0	0.0
D-3	SERVICES ON-SITE			Serco			0.0	0.0	0.0
D-3.1	Food and refreshments services	0	0	0		37%	0.0	0.0	0.0
D-3.2	Proposals for health and recreational facilities	0	0	0		5%	0.0	0.0	0.0
D-3.3	Details of other amenities or services	0	0	0		3%	0.0	0.0	0.0

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Output M							0.0	0.0	0.0
M-1	PREFERRED BIDDER STAGE & DUE DILIGENCE	[REDACTED]	[REDACTED]	Sarco	30		0.0	0.0	0.0
M-1.1	Detailed (preferred) Bidder and due diligence plan	0	0	0		9%	0.0	0.0	0.0
M-1.2	Preferred Bidder and due diligence information	0	0	0		4%	0.0	0.0	0.0
M-2	CONTRACT MANAGEMENT	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-2.1	Contract management plan	0	0	0		7%	0.0	0.0	0.0
M-2.2	Measures to ensure a successful partnering relationship	0	0	0		3%	0.0	0.0	0.0
M-2.3	Details of the intended supply chain	0	0	0		2%	0.0	0.0	0.0
M-2.4	Maintain requirements for key personnel	0	0	0		2%	0.0	0.0	0.0
M-3	MOBILISATION AND SERVICE TRANSFORMATION	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-3.1	Mobilisation plan	0	0	0		6%	0.0	0.0	0.0
M-3.2	Change management	0	0	0		3%	0.0	0.0	0.0
M-3.3	Overcoming legacy working practices	0	0	0		3%	0.0	0.0	0.0
M-4	PERFORMANCE MEASUREMENT	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-4.1	Performance monitoring system	0	0	0		12%	0.0	0.0	0.0
M-5	EXIT MANAGEMENT	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-5.1	Outline exit management strategy	0	0	0		1%	0.0	0.0	0.0
M-5.2	Life expectancy of the physical assets in your design solution	0	0	0		1%	0.0	0.0	0.0
M-6	PROGRAMME MANAGEMENT	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-6.1	Outline project execution plan	0	0	0		16%	0.0	0.0	0.0
M-7	DESIGN MANAGEMENT	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-7.1	Design review management	0	0	0		3%	0.0	0.0	0.0
M-8	VALUE MANAGEMENT	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-8.1	Approach to value management and value engineering	0	0	0		3%	0.0	0.0	0.0
M-9	RISK MANAGEMENT	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-9.1	Approach to risk management	0	0	0		5%	0.0	0.0	0.0
M-10	SERVICE DELIVERY	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-10.1	Service delivery plan	0	0	0		8%	0.0	0.0	0.0
M-10.2	Customer satisfaction	0	0	0		2%	0.0	0.0	0.0
M-10.3	Quality	0	0	0		3%	0.0	0.0	0.0
M-10.4	Access to Data IT systems	0	0	0		2%	0.0	0.0	0.0
M-11	FUTURE SERVICES	[REDACTED]	[REDACTED]	Sarco			0.0	0.0	0.0
M-11.1	Future services proposals (HR, Finance, etc)	0	0	0		4%	0.0	0.0	0.0
		0	0	0	100	5	0.0%	0.0%	0.0%
						NAME:	[REDACTED]	[REDACTED]	Sarco
						RANK:	1	1	1

Appendix G: Evaluation criteria for commercial questions

Question No	Contract Question	Weighting
1	Financial Arrangements & References	
C-1-1	<p>You should submit with your proposals:</p> <p>any published financial information (within the last 18 months);</p> <p>confirmation of agreement, at Dstl's discretion, to establish a parent company guarantee in favour of Dstl;</p> <p>the levels of the relevant insurances that you consider are required for this Contract;</p> <p>details of public liability and professional indemnity insurance cover currently held (include name of insurer, policy number and type of cover held); and</p> <p>details as applicable of any proposals or negotiations, planned or ongoing which may result in control of your affairs passing to another company or a merger between the Bidder and another company.</p>	
Response Considerations Full details required.		

Question No	Finance and Contract Question	Weighting
2	Open Book Accounting	
C-2-1	Your proposals should include summary details of the nature of financial, commercial and management information that will be produced by your systems for the process of 'open book' accounting.	
Response Considerations Full and adequate proposals required.		

C-2-2	Provide completed Cost Allocation Statements (CAS).	16%
Response Considerations To be complete in all respects. To ensure no manipulation/ margin on margin buried within / hidden within costs. To check on the treatment of VAT		

Question No	Finance Question	Weighting
3	Preferred Bidder and Due Diligence	
C-3-1	Provide details of the costs you expect to incur during the Preferred Bidder stage of the project. Your estimate should be supported by full details of resourcing and the activities you expect to undertake.	4%
Response Considerations Costs and resources to be stated as required. Is the apportionment / balance of Client and Supplier costs appropriate – what's the cost to Dstl?		

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Question No	Finance Question	Weighting
4	Mobilisation	
C-4-1	Provide your firm price for the mobilisation period. Your firm price should be supported by full details of resourcing and the activities you expect to undertake.	4%
Response Considerations		

Question No	Contract Question	Weighting
5	Benchmarking and Market Testing	
C-5-1	Your proposals should confirm acceptance of the Authority's benchmarking proposals and confirm your access to appropriate benchmarking and market testing information and appropriately skilled personnel in order to facilitate the process.	
Response Considerations Ensure response is consistent with the terms as set out in Schedule 16 of the draft contract Have they set out their estimation of benchmarking costs albeit some 8 years into the future		

Question No	Finance Question	Weighting
6	MPTCs	
C-6-1	Complete all the MPTC workbooks in the Excel formats provided reflecting the terms of <i>Part 6: Draft Contract, Schedule 4 (MPTC Pricing Schedule)</i> as follows: Transition Services – three separate MPTCs (one for each Core Site); Migration Services – one combined MPTC for Migration Services; Core Works – two separate MPTCs, one for new build at Porton Down and one for the new build at Portsdown West; Core Services – three separate MPTCs, one for each Core Site, for each Contract Year post-migration; Building 459 Porton Down – Target Cost; and Compliance Period Services – Target Cost for Porton Down and Portsdown West.	23%
Response Considerations Cross reference with the CAS and joint equality of information and pricing statement Is Building 459 appropriately separated out and illustrated as a stand-alone facility		

Question No	Finance Question	Weighting
7	Non MPTC Pricing	
C-7-1	Submit your pricing for volume and advisory services.	22%
Response Considerations Check that the costs for providing the services are included in the MPTC figures Link with response on Supply Chain and incentivisation Link to data provided in the datapack.		

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Question No	Contract Question	Weighting
8	Risk Management	
C-8-1	Clearly identify the commercial risks and the allowances made for them within the Contract MPTCs.	
Response Considerations Check the assumptions used in generating the Joint Equality of information and pricing statement. Consistency with the technical risk register – cross checking required. Check structure of the 3 point estimates align to assessment of risk		

C-8-2	Provide a completed risk log for all contingent project risks showing indicative costs against each item.	
Response Considerations Do the elements of cost align to the 3-point estimates Is the apportionment of project and commercial risk appropriate with sound reasoning brought to bear Is building 459 treated appropriately in the context of the overall?		

Question No	Finance Question	Weighting
9	Whole Life Costing	
C-9-1	Provide a Whole Life Cost Model for each new build you propose using the Building Cost Information Service (BCIS) Standard Form of Cost Analysis. You should clearly show the relationship between all the figures in the Whole Life Cost Model and your MPTC costs and prices.	18%
Response Considerations		

Question No	Contract Question	Weighting
10	Payments	
C-10-1	Provide your proposed milestone payment plans.	
Response Considerations		

Question No	Contract Question	Weighting
11	Performance Management System	
C-11-1	Provide details of your proposed Performance Deduction regime based on the Performance Management System described in your technical and management response.	
Response Considerations		

Question No	Contract Question	Weighting
12	Freedom of Information	
C-12-1	Provide a list of information with which you propose to populate Schedule 14..	
Response Considerations		

Question No	Finance and Contract Question	Weighting
13	TUPE	
C-13-1	Provide a cost schedule in relation to the TUPE transfers.	7%
C-13-1	Provide a TUPE management plan	
Response Considerations		

Question No	Finance and Contract Question	Weighting
14	Pension Provisions	
C-14-1	Set out the pension arrangements that you propose for any former MOD employees and how this arrangement will be managed and controlled such that any affected transferees' rights are fully protected. (Cost element)	4%
C-14-1	Set out the pension arrangements that you propose for any former MOD employees and how this arrangement will be managed and controlled such that any affected transferees' rights are fully protected. (Management element)	
Response Considerations		
Check for guarantees, certificates of GAD schemes.		
Pension shortfalls ?		

Question No	Finance Question	Weighting
15	Redundancy Costs	
C-15-1	Your response should include two prices for redundancy costs based on Option A and Option B as set out in the Contract.	3%
Response Considerations		
Option A		
Option B		

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Question No	Contract Question	Weighting
16	Supply Chain	
C-16-1	Provide a list of Supply Chain Leaders.	
Response Considerations Link to completion of Schedule 21		

C-16-2	Confirm that you have prepared all aspects of your response in full consultation with the Supply Chain that you intend to use for the performance of the Contract. Also confirm that your identified Supply Chain has fully contributed to the design, development and pricing elements that support your response.	
Response Considerations How is the Supply Chain incentivised ?		

Question No	Contract Question	Weighting
17	Accommodation	
C-17-1	Specify your office, workshop and sub-contractors' accommodation requirements should you require on-site accommodation.	
Response Considerations		

Question No	Contract Question	Weighting
18	Government Furnished Information/Equipment	
C-18-1	Identify any government furnished information/equipment that would assist you in the performance of the contract and indicate the cost impact should any item not be available.	
Response Considerations		

Question No	Contract Question	Weighting
19	Fraud and Corruption	
C-19-1	Provide the Fraud Prevention Proposals that you will deploy in relation to this Contract.	
Response Considerations Link to schedules 18 & 19		

Question No	Contract Question	Weighting
20	Security Plan	
C-20-1	Provide your security plan with reference to the security procedures in Schedule 28.	
Response Considerations Is Schedule 28 complete ?		

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Question No	Finance and Contract Question	Weighting
21	Alternative Suggestions	
C-21-1	Provide any additional suggestions or proposals relating to the pricing and costing of the delivery of services to Dstl (including volume and advisory services).	
Response Considerations		

C-21-2	You should suggest any options for alternative funding in order to make more optimal solutions affordable.	
Response Considerations		

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SNIB Deliverables	Delivery date			Serco
Submission of Tenders:				
1. intention to respond Attachment 3 to the ITT covering letter);				
2. confirm the name and contact details of the person who will be responsible for leading the process, liaising with Dstl and to whom correspondence/queries should be addressed				
3. provide details of five clients for whom they are providing substantially the same, or similar, services as those required by Dstl. Full contact details of a nominee from the client organisations, who is able to act as a single point of contact and is prepared to discuss delivery of the services at those sites, and a short description of the services being delivered should be provided for each reference supplied				
4. Reference site visit feedback				
Declaration of acceptance on Contract Terms				
5. Bidders should confirm in writing their acceptance of all Terms and Conditions set out in <i>Part 6: Draft Contract</i>				
6. Any requests for an extension of the tender period must be received within 1 calendar month of receipt of the tender, but no undertaking can be given that an extension will be granted.				
Physical Response				
7. Tenders should be submitted: Bidders must separate their responses into two parts: a Technical and Management Proposal, and a Commercial Proposal. a. 8x Technical and Management Proposal. Of which 1 in black and white and loosely bound b. 4 x the Commercial Proposal. Of which 1x black and white and loosely bound.				
8. The signed and dated <i>Tender Form (Attachment 1 to the ITT covering letter)</i> must accompany one of the Commercial Proposals				
9. Bidders are requested to submit their responses on two clearly labelled CD-ROMs: a. one labelled Technical and Management Proposal b. one labelled Commercial Proposal.				
10. The narrative is to be in Microsoft Word (Office 97) and the financial data in Microsoft Excel (Office 97). PDF files may be used, as may Microsoft PowerPoint (Office 97).				
11. Bidders should also specify the names, positions and other contact details (e-mail, telephone, fax) of the person or persons within their organisation who would conduct the contract negotiations and sign the Contract.				
12. The Bidder shall complete and return the compliance matrices at : a. Appendices A				

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b.	Appendix B				
c.	Bidders should provide a concise, cogent explanation to substantiate their Y, N and partial entries.				

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Appendix H: Commercial evaluation scoring matrices

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(Completed during evaluation workshop)

Bidder [Name]

ITT Clause	Subject	Evaluator / Score					Agreed Score	Avg Max Min		
1.0	FINANCIAL ARRANGEMENTS & REFERENCES	Ev 1	Ev 2	Ev 3	Ev 4	Team				
C-1-1	Insurance, Financial & Commercial Information	0	0	0	0	0		0.0	0.0	0.0
2.0	OPEN BOOK ACCOUNTING									
C-2-1	Information for Open Book Accounting	0	0	0	0	0		0.0	0.0	0.0
C-2-2	Cost Allocation Statements (CAS)	0	0	0	0	0		0.0	0.0	0.0
3.0	PREFERRED BIDDER AND DUE DILIGENCE									
C-3-1	Details of Cost in Preferred Bided stage	0	0	0	0	0		0.0	0.0	0.0
4.0	MOBILISATION									
C-4-1	Cost for Mobilisation	0	0	0	0	0		0.0	0.0	0.0
5.0	BENCHMARKING AND MARKET TESTING									
C-5-1	Response to Bidder Proposed Methods for Benchmarking & Market Testing	0	0	0	0	0		0.0	0.0	0.0
6.0	MPTCs									
C-6-1	Completed MPTCs	0	0	0	0	0		0.0	0.0	0.0
7.0	NON MPTC PRICING									
C-7-1	Pricing for Volume & Advisory Services	0	0	0	0	0		0.0	0.0	0.0
8.0	RISK MANAGEMENT									
C-8-1	Commercial Risks & Allowances in MPTCs	0	0	0	0	0		0.0	0.0	0.0
C-8-2	Risk Logs showing indicative costs	0	0	0	0	0		0.0	0.0	0.0
9.0	WHOLE LIFE COSTING									
C-9-1	Whole Life Cost Models for All new builds	0	0	0	0	0		0.0	0.0	0.0
10.0	PAYMENTS									
C-10-1	Milestone Payments	0	0	0	0	0		0.0	0.0	0.0
11.0	PERFORMANCE MANAGEMENT SYSTEM.									
C-11-1	Performance Deduction Regime	0	0	0	0	0		0.0	0.0	0.0
12.0	FREEDOM OF INFORMATION									
C-12-1	Provide a list of information with which you proposed to populate Schedule 14	0	0	0	0	0		0.0	0.0	0.0
13.0	TUPE									
C-13-1	TUPE Management costs	0	0	0	0	0		0.0	0.0	0.0
C-13-1	TUPE Management details	0	0	0	0	0		0.0	0.0	0.0
14.0	PENSION PROVISION						0			
C-14-1	Pension protection for Ex MoD staff - Cost	0	0	0	0	0		0.0	0.0	0.0
C-14-1	Pension protection for Ex MoD staff - Management	0	0	0	0	0		0.0	0.0	0.0
15.0	REDUNDANCY COSTS									
C-15-1	Two Prices for Redundancy Costs	0	0	0	0	0		0.0	0.0	0.0
16.0	SUPPLY CHAIN									
C-16-1	List of Supply Chain leaders	0	0	0	0	0		0.0	0.0	0.0
C-16-2	Consultation with Supply Chain Leaders	0	0	0	0	0		0.0	0.0	0.0
17.0	ACCOMMODATION									
C-17-1	All accommodation requirements on site	0	0	0	0	0		0.0	0.0	0.0
18.0	GOVERNMENT FURNISHED INFORMATION/REQUIRED									
C-18-1	Government Information / Equipment required & cost implication if not available	0	0	0	0	0		0.0	0.0	0.0
19.0	FRAUD AND CORRUPTION									
C-19-1	Fraud Prevention Proposals	0	0	0	0	0		0.0	0.0	0.0
20.0	SECURITY PLAN									
C-20-1	Security Plan including reference to Schedule 28	0	0	0	0	0		0.0	0.0	0.0
21.0	ALTERNATIVE SUGGESTIONS									
C-21-1	Suggestion / proposals for pricing / costing of services	0	0	0	0	0		0.0	0.0	0.0
C-21-2	Alternative funding options	0	0	0	0	0		0.0	0.0	0.0
		0	0	0	0	0		0.0	0.0	0.0

PROJECT INSPIRE

(Protected worksheet - computes automatically from Sheets 1-4)

Summary Sheet

RANK:

1

1

1

Subject Weighted Score (in grey) /
Sub Clause Weighted Score (in white)

Q No.	Subject	Amey	Interserve	Serco	Question Weight	Amey	Interserve	Serco
1.0	FINANCIAL ARRANGEMENTS & REFERENCES							
C-1-1	Insurance, Financial & Commercial Information	0	0	0		0%	0%	0%
2.0	OPEN BOOK ACCOUNTING							
C-2-1	Information for Open Book Accounting	0	0	0		0%	0%	0%
C-2-2	Cost Allocation Statements (CAS)	0	0	0	16%	0%	0%	0%
3.0	PREFERRED BIDDER AND DUE DILIGENCE							
C-3-1	Details of Cost in Preferred Bidder stage	0	0	0	4%	0%	0%	0%
4.0	MOBILISATION							
C-4-1	Cost for Mobilisation	0	0	0	4%	0%	0%	0%
5.0	BENCHMARKING AND MARKET TESTING	0	0	0				
C-5-1	Acceptance of DSTLs Proposals & Access to Benchmarking & Market Testing	0	0	0		0%	0%	0%
6.0	MPTCs							
C-6-1	Completed MPTCs	0	0	0	23%	0%	0%	0%
7.0	NON MPTC PRICING							
C-7-1	Pricing for Volume & Advisory Services	0	0	0	22%	0%	0%	0%
8.0	RISK MANAGEMENT							
C-8-1	Commercial Risks & Allowances in MPTCs	0	0	0		0%	0%	0%
C-8-2	Risk Logs showing indicative costs	0	0	0		0%	0%	0%
9.0	WHOLE LIFE COSTING							
C-9-1	Whole Life Cost Models for All new builds	0	0	0	18%	0%	0%	0%
10.0	PAYMENTS							
C-10-1	Milestone Payments	0	0	0		0%	0%	0%
11.0	PERFORMANCE MANAGEMENT SYSTEM.							
C-11-1	Performance Deduction Regime	0	0	0		0%	0%	0%
12.0	FREEDOM OF INFORMATION							
C-12-1	Provide a list of information with which you proposed to populate Schedule 14	0	0	0		0%	0%	0%

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13.0	TUPE							
C-13-1	TUPE Management costs	0	0	0	7%	0%	0%	0%
C-13-1	TUPE Management details	0	0	0		0%	0%	0%
14.0	PENSION PROVISION							
C-14-1	Pension protection for Ex MoD staff - Cost	0	0	0	4%	0%	0%	0%
C-14-1	Pension protection for Ex MoD staff - Management	0	0	0		0%	0%	0%
15.0	REDUNDANCY COSTS							
C-15-1	Two Prices for Redundancy Costs	0	0	0	3%	0%	0%	0%
16.0	SUPPLY CHAIN							
C-16-1	List of Supply Chain leaders	0	0	0		0%	0%	0%
C-16-2	Consultation with Supply Chain Leaders	0	0	0		0%	0%	0%
17.0	ACCOMMODATION							
C-17-1	All accommodation requirements on site	0	0	0		0%	0%	0%
18.0	GOVERNMENT FURNISHED INFORMATION/REQUIRED							
C-18-1	Government Information / Equipment required & cost implication if not available	0	0	0		0%	0%	0%
19.0	FRAUD AND CORRUPTION							
C-19-1	Fraud Prevention Proposals	0	0	0		0%	0%	0%
20.0	SECURITY PLAN							
C-20-1	Security Plan including reference to Schedule 28	0	0	0		0%	0%	0%
21.0	ALTERNATIVE SUGGESTIONS							
C-21-1	Suggestion / proposals for pricing / costing of services	0	0	0		0%	0%	0%
C-21-2	Alternative funding options	0	0	0		0%	0%	0%
					Financial Questions	0%	0%	0%
					Contractual Questions	0%	0%	0%
						0%	0%	0%
					NAME:			SERCO
					RANK:	1	1	1

