



JOINT SUPPORT CHAIN

**FUTURE LOGISTICS INFORMATION SERVICES (FLIS) PROJECT
MAIN GATE SUPPORTING PAPERS
BID EVALUTION : MANAGEMENT REPORT**

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Author : S01 Business Change

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Approval and Authorisation

Stage	Name	Role	Date
Prepared By	[REDACTED]	SO1 Business Change	
Approved By	[REDACTED]	Dep Hd Log NEC FLIS	
Authorised By	Brig A Clacher	Hd Log NEC	

Record of Amendments

Date	Version	Description of Revision
1st Dec 09	0.1	Initial Draft
15 Dec 09	0.1	Updated to reflect Do Minimum and VFMB Evaluations
4 th Jan	1.0	Approved for Use

BACKGROUND

The Logistic Networked enabled Capability Programme (Log NEC Prog), as part of the Joint Support chain 2* Operating Centre within Defence Equipment and Support (DE&S), is responsible for the delivery of end-to-end Log IS capability across Defence. It currently delivers approximately 270 legacy applications via a number of different provider relationships, both external (with over 50 contractors) and internal. The internal provider consists of over 350 staff, but has over recent years represented a significant risk to operational availability of Log IS due to difficulties associated with both recruitment and retention.

The majority of the commercial relationships were established during the 1990s and have been subjected to repeated extensions; the latest being approved on the basis that they will be subject to full competition within four years to demonstrate value for money¹.

The transformation of logistic processes is critical to delivering both improved operational effectiveness and the DE&S contribution to the Department's Public Service Agreement (PSA) targets². To this end, existing IS support arrangements need to be radically overhauled and replaced with an agile and flexible capability. To achieve the necessary improvements to the delivery of Log IS, the Future Logistics Information Services (FLIS) Project was established, with Initial Gate being approved by the IAB in Jul 08.

FLIS was exempt from formal OJEU competition rules due to security considerations. The Invitation to Negotiate (ITN) was issued to four bidders³ in November 2008, and was followed by an intense period of dialogue (analogous to the Competitive Dialogue process) which concluded in June 08. During this period, an updated ITN was issued in April 09 to reflect agreed changes between bidders and the MoD. Subsequently, initial proposals were received on 2nd July 09, with final priced submissions delivered on 3rd September 09

The Concept of Analysis (CoA)⁴ set out the principles and method by which the various options considered for the delivery of the FLIS DP requirement would be evaluated, including the commercially received bids which are the subject of this document, and the Value for Money Benchmark (VfMB) and Do Minimum comparators. The CoA provides guidelines for:

1. The evaluation of every element of the bids (including technical, financial/commercial, legal, HR and others) to ensure compliancy against the requirement and delivery of Value for Money (VfM).
2. The Operational Effectiveness (OE) Assessment of those aspects of the bids with a direct impact on the expected level of performance (the Service Delivery and Technical elements (SD&T)), which will form one axis of the COEIA plot and be reported in the OASP.

¹ EDS Approval: D/IAB/01_14/23_07(IAB Sec 1727) Dated 21 Dec 06 and IBM Approval D/IAB/01_14/23_07(IAB Sec 1858) Dated 25 June 07

² As stated in DE&S Business Strategy for 07/08

³(1) Boeing Defence UK, [REDACTED]

⁴ Concept of Analysis, Version 3, June 2009

PROTECT - COMMERCIAL

This document provides a narrative to support the results of the bid evaluation, and also provides useful supporting information for those aspects of the evaluation which inform the OE.

EVALUATION PROCESS

The evaluation of FLIS proposals was undertaken in accordance with the Invitation to Negotiate documentation (UITN Part 3 (Chapters 11-18) – Evaluation) which was issued to bidders and the Evaluation Strategy (FLIS Bid Submission Evaluation Strategy v1.1) .which was used to co-ordinate the Authority’s evaluation of the bids.

The evaluation was broken down into 4 discrete elements, with a Lead Evaluator appointed for each element. The Lead Evaluator consulted with Subject Matter Experts to agree a score for each Requirement of Response (RoR) component, based on a scoring methodology of:

Score	Detail
0	A nil response or proposal which is unacceptable to the Authority
3	Proposal is considered partially acceptable but with material reservations
7	Proposal is considered to meet the Authority's requirements
8, 9, 10, 11, 12 (Service Delivery and Technical RoR's only)	Proposal is considered to provide significant measurable benefits (including through innovatory proposals) over and above merely meeting the Authority's requirements (with an 8 score attaching to a Bid element with a lesser degree of such benefits and a 12 score attaching to a Bid element with a high degree of such benefits)

The 5 elements where:

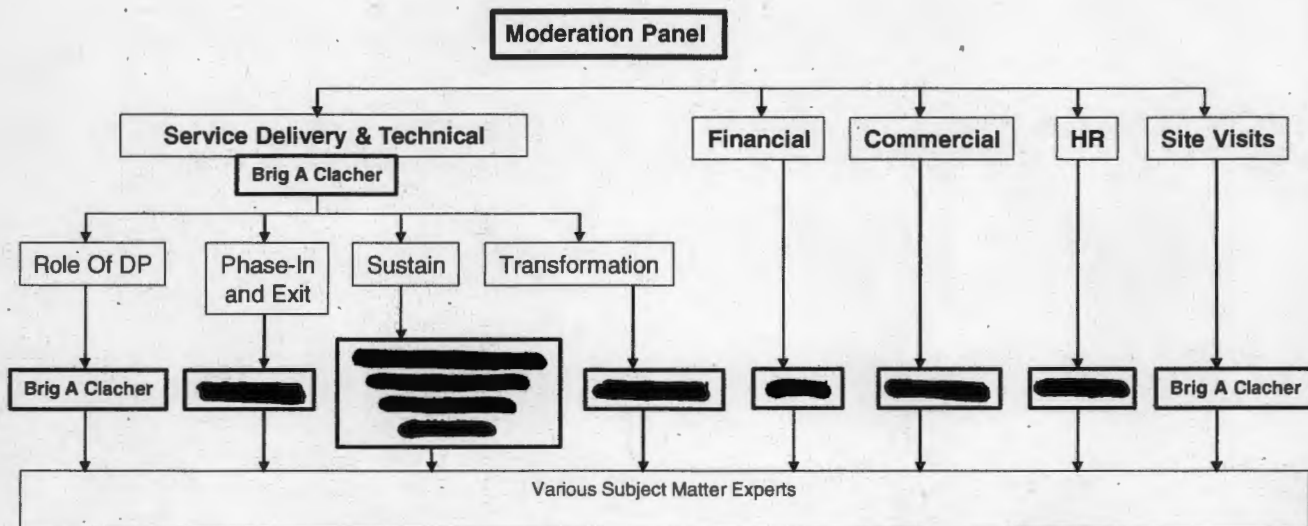
- Commercial [REDACTED]
- Finance [REDACTED]
- HR [REDACTED]
- Service Delivery & Technical (Lead Evaluator Brigadier Alan Clacher – Hd Log NEC Prog)
- Reference Site Visits (Lead Evaluator Brigadier Alan Clacher – Hd Log NEC Prog)

The Service Delivery and Technical (SD&T) and Reference Site Visits elements were further broken down to enable specific Subject Matter Experts to contribute to a deep technical assessment of each proposal. The sub-divisions of the SD&T and Reference Site Visits where:

- Role of the Delivery Partner
- Phase In & Exit

Sustainment
Transformation

The Evaluation Team and Moderation Panel Members are illustrated below.



Moderation Panel
[Redacted]

AVM M Wiles & [Redacted] Joint Chair, Brig A Clacher, [Redacted]
[Redacted]
Evaluators

The Evaluation strategy was based on identifying those submissions which were compliant with the Statement of Requirement, as detailed in the UITN. Any submission which received a score of 0 in any of the Requirement of Response elements would not be taken forward into the final round of negotiation.

Final submissions were received on 3rd September. To enable full evaluation to be completed, the following timetable events were followed:

Activity	Date
FLIS Bidders' Submissions and Bidders Presentations	2 Jul 09
Evaluation Meetings Phase 1	27 Aug – 3 Sep 09
Final Bidders' Submission	3 Sep 09
Evaluation Meetings Phase 2	7-9 Oct 09
Moderation Panel	26 Oct 09

2* Programme Board

4 Nov 09

The Evaluation process was overseen by Pinsent Masons (Legal Advisors to the FLIS Project). The Moderation Panel held on 26 October 2009 was jointly chaired by David Issacs (Partner Pinsent Masons) and Air Vice Marshall Matt Wiles (Director Joint Support Chain and FLIS Project Executive). Neither of these individuals had any involvement in the evaluation process.

The moderation board made a recommendation to the 2* Project Board regarding the outcome of the Evaluation Process. The Project Board (held on 4th November 09) endorsed the recommendation made by the Moderation Board that 2 bidders should be taken forward, and that 2 bidders should be rejected. The 2* Project Board consisted of:

AVM Matt Wiles (D JSC – Project Executive)
Maj Gen Jeff Mason (ACDS Log Ops – Joint User)
Air Cdre Tony Boyle (Representing DISS – Senior Supplier)
Brigadier Neil Couch (Hd Cap CCII - Project Sponsor).

The outcome of the Project Board was:

Boeing Defence UK and [REDACTED] where deemed as compliant and would be invited to participate in final negotiations.

[REDACTED] where deemed as non-compliant and would be rejected.

Each bidder was de-briefed on the 5th of November on the outcome of the evaluation process. Subsequently the [REDACTED] group withdrew from the competition. The project are now negotiating solely with Boeing Defence UK.

A management summary of the outcome of the evaluation process for each bidder can be found below. In addition, the risks identified for each bidder can be found at Annex A. For those bidders which were rejected the risks have been identified at a high level (this approach was also subsequently taken for the [REDACTED] group which withdrew). No further assessment of the risks will be undertaken. For the remaining bidder (Boeing), the quantitative risks identified will be factored into the Investment Appraisal. At Annex B is a summary of the individual scores for each RoR awarded to each bidder.

Annex A provides the detailed scores for each Bidder

MANAGEMENT REVIEW OF BID EVALUATION

Overall, [REDACTED] had a number of Requirements of Response (RoRs) not rated as fully compliant, but in the majority of the evaluation criteria they were considered to be compliant. The following summary therefore concentrates on:

- Areas which [REDACTED] would need to resolve during the Negotiation Phase
- Areas where [REDACTED] Bid was considered particularly strong

There were no RoRs where [REDACTED] were considered Non-compliant (Red).

COMMERCIAL

Currently, [REDACTED] Partnering Charter requires significant further development, and the level of innovation in the Partnering Charter is not high. However, it is recognised that the Partnering Charter is to be finalised with the shortlisted bidders and it was considered that [REDACTED] has the capability to support this criterion.

FINANCIAL

[REDACTED] bid a significantly higher Project Life Margin for the contract than other Bidders (51.8%). However this was driven by the inclusion of pricing for commercial risks [REDACTED] perceived there to be in accepting an unamended contract. This amounted to c£361m of additional cost. Whilst their amended margin was considered more competitive it was slightly higher than expected for a project of this type and nature and this coupled with the uncertainty around their original Project Life Margin led to reduced confidence.

Overall the Financial Models contain a significant amount of cost and pricing data and largely work in the way that the Authority intended. However, it has not always been possible to reference all of the cost items in the Financial model to the Bidder B technical submission. Further clarity has been gained through the use of clarification questions and clarification meetings, however some outstanding areas of uncertainty do remain.

These include:

- They have not tagged costs to a specific application and the majority of their cost base (c65%) are tagged to "Pan Application Group". Applications and Application Groups have not been entered in to the Financial model but are listed in the ROADB. This makes it difficult to reconcile costs in the Financial Model back to the solution provided.
- Some of the hardware costs did not contain enough information about the underlying volumetrics to allow the technical team to check the consistency of the costs therein to the solution.
- There are elements of the cost base contained within the "Other Bought In Costs" section of the Cost Breakdown Template relating to third party suppliers which require further granularity to ensure consistency with the technical solution (eg the breakdown of what is being provided by [REDACTED]). While the pricing is a Not Too Exceed price, it is accepted that [REDACTED] are not currently in a position to provide such breakdowns since further discussions with the relevant third party suppliers are required.

It is believed that [REDACTED] would be in a position to address those areas where some uncertainty exists with the consistency to the technical solution during the Negotiation Phase.

Financial / technical assumptions used in the Financial Model

The Record Of Assumptions and Data Book (ROADB) is the primary source for the financial assumptions used in the bid. As currently submitted the Record Of Assumptions and Data Book (ROADB) is primarily used to give a generic, high level description of [REDACTED] approach to the solution, however it does not always provide a clear list of the assumptions used to underpin the financial model and how they were arrived at. Given the high margins anticipated on the contract, there is minimal discussion of the underlying assumptions about the margins applied and particularly what items in the unamended contract are driving this.

[REDACTED] B have accepted the principles of the Gainshare, VfM and Incentivisation principles articulated in Schedule 18. However, due to the pricing of commercial risk in their bid, the proposed Project Life Margin is very high and uncompetitive in comparison to other bidders. As a result, their proposed thresholds for gainshare require a significant improvement in efficiency generation before the Authority benefits from service divisible margins.

Acceptance of Gainshare / VfM / Incentivisation Principles

Their proposed thresholds have a spread of 20% which is average when compared to other bidders, although the share taken by the bidder at each threshold level is lower (and therefore more competitive) than other proposals once the threshold is achieved. Bidder B has confirmed that at negotiation rounds they would look to amend the Project Life Margin thresholds. Whilst acceptance of the principals has been given, there is still uncertainty with [REDACTED] proposals, although it is believed that any issues can be resolved satisfactorily during the Negotiation Round.

HUMAN RESOURCES

[REDACTED] gave the authority limited confidence on how they would meet policy and legal obligations within their HR plan. There was insufficient detail over mgt of cultural change during the transfer process, and there was little evidence on how they would engage with TUs. The detail on how relocation would be managed was also lacking and it was not clear how [REDACTED] would manage this. In addition, [REDACTED] did not address how it would develop and equip staff for future roles other than to explain the setting of personal objectives and PADR's. There was insufficient evidence to demonstrate how [REDACTED] would manage retention and re-skilling of existing staff to meet manpower requirements.

SERVICE DELIVERY AND TECHNICAL PROPOSALS

Role of the Delivery Partner

Site visits confirmed the strength that [REDACTED] has in the area of "Green IT" and their explicit intent was very well demonstrated: to host FLIS in their Tier 3 data centre in Stevenage - clearly a great strength for [REDACTED]. This was considered a strong area for [REDACTED] that would add considerable value to FLIS.

Phase In and Exit

██████████ Phase In plan indicated that service levels would only be that found currently until optimisation, for which there was no firm date given, and it was considered that it would take considerable time, cost and risk to resolve this. There was uncertainty about their approach to subcontractors (particularly ██████ and ██████) which added further risk. There was insufficient planning detail on how technical estate migration would be addressed, little clarity on software take-on and timings.

Sustainment

██████████ response for Problem Management was very confident, and they proposed a very proactive approach with good ITIL alignment and strong linkages into the GOSCC. Their comprehensive proposal to deal with Operations and Overseas was very robust and realistic and made a good distinction between Operations and Overseas delivery, with good examples.

Their worked example added confidence in their ability to meet the Information Assurance requirement, and they had a satisfactory approach to safety management.

However, the evaluation of the ██████ technical response revealed a large number of assumptions (387) and dependencies (121), a lot of which did not appear in Schedules 8 and 18. Many of these assumptions and dependencies were unacceptable to the Authority and their purpose was unclear given that only those listed in the Schedules would have any status in the FLIS contract. ██████ were repeatedly asked to clarify their position with respect to these assumptions and dependencies, and whilst ██████ finally removed all but one of the residual assumptions and dependencies at the end of the Evaluation phase, this cast some doubt over the integrity of their overall proposals.

MANAGEMENT REVIEW OF BID EVALUATION

██████████ were removed from the FLIS competition at the Down Selection in Nov 09 due to being non-compliant against elements within the UITN requirements in the Human Resources and Service Delivery and Technical Areas. A summary of the evidence which led to their evaluation results and non-compliance in these areas is below.

SITE VISITS

The evidence presented during the Site Visits and the comments from senior staff from the customer organisations highlighted significant misgivings.

██████████ were viewed positively in a relatively narrow niche position as a good IT service management provider that is good at sustainment and responding to a requirement for optimisation, but both ██████████ and ██████████ customers stated that they would not be their first choice when it came to driving large scale change and they were not proactive in initiating change. The ██████████ site visit clearly demonstrated the ██████████ capability of delivering and sustaining a robust support chain but there was little evidence of how ██████████ and ██████████ would work together, nor was there any evidence of how any of the capabilities shown during the visits [at ██████████ in particular] would be leveraged to support FLIS.

██████████ management of ██████████ was not viewed by the customer as being proactive and the customer had, for example, to prompt a review of server capacity. There were no other examples of capacity management being conducted at other site visits.

COMMERCIAL

There were a few shortcomings in the Commercial proposal. The lack of clarity/detail associated with the bidder's operation and management of its supply chain caused some minor concerns. In addition, some commercial risks were identified in relation to both ██████████ Phase In Plan and their proposed use of Authority sites.

FINANCE

Overall the ██████████ Financial Models contained a significant amount of cost and pricing data and largely work in the way that the Authority intended. It has not always been possible to reference all of the cost items in the Financial model to the Bidder C technical submission.

The Record Of Assumptions and Data Book (ROADB) is the primary document for the financial assumptions which underpin each bid. The ROADB is well written and generally it is easy to find references in the model, but further detail behind the assumptions underpinning cost items and how they were arrived at is required.

Examples include;

A lack of detail behind what makes up the Other Bought In Services which contain a significant proportion of the total contract cost base and the assumptions underpinning these costs .

A lack of detail behind how the costs for Software / Hardware are calculated and particularly the split between acquisition and maintenance costs. Instead there are more

general assumptions confirming that these are costed in line with MoD data for expected information volumes.

Proposals have been submitted regarding the funding of potential Authority liabilities on a short to medium term timeframe (eg BIMS). [REDACTED] indicated that they will work with the Authority to satisfy funding requirements for Additional Services and contract changes as the needs arise, but have not provided a firm commitment or the rate at which this may be achieved (and explicitly state that they "are not a bank").

Due to the uncertainty of the approach provided in the ROADB and the inclusion of only high level detail, a degree of uncertainty remained over this issue.

HUMAN RESOURCES

Transferring Authority Employees' terms and conditions of employment and in respect of the Code of Practice on Workforce Matters.

The initial bid response lacked sufficient evidence to demonstrate that the proposals were compliant with legal or policy requirements. Key areas requiring further development were transferring employee's terms and conditions of employment, non contractual benefits, the bidders approach to TU engagement and how the bidder would meet the requirements of the Code of Practice in Workforce Matters. [REDACTED] failed to expand on its approach to the Code of Practice in Workforce Matters.

[REDACTED] stated they would comply with the requirements of the Code of Practice on Workforce Matters but did not fully demonstrate sufficient understanding and detail on how this would be achieved. [REDACTED] also failed to adequately articulate to the Authority the differences between what it is intending to offer by way of discipline and restoring efficiency procedures, grievance procedures and PADR process.

In summary, the lack of detail and the scale of risks raised led the evaluation panel to conclude that their HR response was unacceptable.

SERVICE DELIVERY AND TECHNICAL PROPOSALS

Role of the Delivery Partner

Although there were plausible high level statements covering their Overall Management Solution, the more the team tested the statements the less confidence the team had in [REDACTED] to deliver a joined up solution from day 1. The statement that their team would draw on team members' experience with [REDACTED], etc was not supported during dialogue and during the site visits where the team found little evidence of any cross fertilisation and leveraging expertise from other projects to directly support FLIS.

The site visits and financial/commercial clarifications have not explained fully how [REDACTED] would work with [REDACTED] and the team had no confidence that [REDACTED] would be able to deliver the full range of reqd FLIS services in an integrated manner.

Lack of integration of [REDACTED] within [REDACTED] was seen to undermine the potential integration of the Delivery Partner with Log NEC. Site visits made this weakness even clearer.

Phase In and Exit

There was a significant concern over [REDACTED] approach to Phase In. They did not provide a detailed plan, and did not explain how they would bring in new services, e.g. new help desk.

There was a lack of integration within the plan and there was **no** confidence that they could produce a coherent solution. Their site strategy and plan was considered to be high risk. It lacked detail and SMEs had no confidence that their plan/strategy was viable. There had been difficulties for [REDACTED] engaging with Defence Estates, but a lack of contingency plans and detailed timescales undermined their approach. There was no confidence that their plan was workable at a technical or Estates level and no assurance that their solution would not generate considerable cost to the Authority. Their approach also did not address performance reporting for Bronze level systems at an acceptable level. Overall, the evaluation team viewed this as an unacceptable approach in that there was no confidence that this was a properly costed and feasible plan/approach. [REDACTED] surprisingly believed that there are **not** scarce skills, and did not address how they will mitigate loss of people during and prior to transfer. Despite clarification, they did not address how they will address skills management.

Sustainment

The [REDACTED] proposal was not considered to be a capability oriented End to End service and fundamentally flawed. There are a number of key issues which would need to be resolved for this response to be acceptable, especially around the distinction being made over measuring user experience and functionality of applications, the use of SENTRY (which would need integration onto DII) and the additional costs of user surveys. The technical proposal was not considered to be acceptable without a considerable amount of re-work.

[REDACTED] responses on Safety were also unacceptable. They had restricted the full scope of the safety case by focussing on hazards to the user of the system and ignored the hazards that may result from reliance on system outputs. This indicated a very narrow scope of responsibility on the Delivery Partner with greater elements of Safety Risk being transferred back to the Authority. [REDACTED] did not display a credible understanding of the linkage with platform safety cases for equipments supported by Log CIS (especially [REDACTED]). No examples of previous Safety and Environmental Management Plans or any other evidence of producing one were provided. They have confirmed that they will not engage with platform IPTs, their bid was totally focused on OHSE which did not meet FLIS reqt.

Transformation

Technical and logistic SMEs were highly critical of the viability and sustainability of the [REDACTED] BIMS A proposal. There was a broad consensus that theirs was a sub optimal solution at a technical and business level. Their approach did not address the wider Support Chain (eg Warehouse Management) and their September resubmission did little to improve confidence in their BIMS A solution.

MANAGEMENT REVIEW OF BID EVALUATION

██████████ were removed from the FLIS competition at the Down Selection in Nov 09 due to being non-compliant against the UITN requirements in the Commercial, Human Resources and Service Delivery and Technical Areas. A summary of the evidence which led to their non-compliance in these areas is below.

COMMERCIAL

██████████ commercial proposals were unacceptable. The UITN required each bidder to submit a Standard Bid with a price on the basis of the FLIS Contract Documents without any amendment⁵. Bidder D confirmed that it could not bid on that basis as there were a number of clauses which would be non-negotiable for them. It declined to identify what those clauses were. They were the only bidder to have reached this position.

As a result of Bidder D's statements, the Authority was unable to understand what Bidder D's position is in relation to individual clauses. In addition, this means that the Authority was not able to assess Bidder D's ability to bring their price into affordability levels (recognising that affordability was not an evaluation criterion).

The Authority reviewed the Proposed Amendments offered by Bidder D and identified a number of areas where the proposals were unacceptable. These included:

- The Authority's operational requirements – ██████████ demands for exclusivity;
- Remedies for poor performance or other Defaults of the Contractor and Liability and indemnities – ██████████ insisted that Performance Deductions count towards and eat into the Contractor's cap on liability.
- Ownership of IPR, Licence Rights and Data – the ██████████ approach gave limited recourse to the Authority if it suffers an IPR claim as a result of the DP's actions. In particular, it does not accept that it should be treated as a breach of contract.
- Requirement for a Deed of Indemnity [Parent Company Guarantee] – ██████████ stated that the Parent Company Guarantee would only be able to be used by the Authority if there is a *material and fundamental breach* of the contract and not in all circumstances.
- ██████████ assertion that it would not disclose whether or not it will contract on any other basis (at any price) meant that the Authority could not assess whether Bidder D was making an acceptable proposal in these areas.

HUMAN RESOURCES

██████████ did not accept the fundamental structure of the agreement as regards the identification of transferring employees. The amendment in this area would require MoD to adopt an entirely different regime in terms of when lists of employees are drawn up and

⁵ Appendix 14, Annex C of the UITN also states that "the Authority reserves the right, in its sole discretion, to reject in part or in whole any Proposed Amendments".

who is identified to be in scope. MoD would ordinarily be reluctant to depart from its tried and tested procedures.

Risk Transfer and Acceptability of [REDACTED] proposals in relation to Transferring Employees on entry and associated government policies. The transfer of employee information which [REDACTED] seek is unlikely to be achievable by MoD and was considered to be unacceptable.

[REDACTED] also wished to see a range of amendments to the Authority's procedures (laid down in the MoD Code of Practice) which were considered unacceptable.

SERVICE DELIVERY AND TECHNICAL PROPOSALS

Role of the Delivery Partner

The Overall Management Solution was considered to be weak. Analysis of the [REDACTED] model showed it to be inconsistent and incoherent. None of the views provided had been developed to a level of detail necessary to give confidence that [REDACTED] have understood the service requirements.

This illustrated an incoherent team approach at the detail level.

Further dialogue and site visits have failed to provide sufficient evidence to the Evaluation team that the overall management solution was coherent to a level that would meet the FLIS requirement. In spite of CQs and Fin/Comm discussions, [REDACTED] have failed to demonstrate at an acceptable level how they would mitigate the risks associated with our current main data centres at a realistic and affordable level.

The [REDACTED] Phase In Plan was particularly weak. Their plan, the worst of the four bidder proposals, lacked sufficient detail, particularly timescales, and transferred too much responsibility back to the Authority. There was too much post contract verification being proposed, and there was no confidence that the plan could be delivered without significant Authority intervention and additional cost.

Phase In and Exit

The [REDACTED] Risk Management Plan was also the weakest of the four bidders, no account was taken of existing LogNEC, DE&S and MOD tools and a unilateral IBM methodology was being proposed.

[REDACTED] proposed use of Bicester and Stanbridge was seen to be flawed. In particular, there was no indication of their proposals to improve Bicester. It was not possible to assess the level of risk and benefits of their proposals to manage the Technical Estate Migration. The Authority was expected to manage the majority of the connectivity issues. There was considerable uncertainty over how [REDACTED] planned to resource the improvements essential to their bid therefore their Technical Estate Migration plan was viewed as not fit for purpose.

Sustainment

[REDACTED] showed insufficient understanding or capability within their team to meet the critical requirement of delivering against Urgent Statements of User Requirements. To mitigate this weakness would have required considerable authority input.

Acceptance of Performance Standards. [REDACTED] approach was to measure current service level and that is the Service Level they would provide – this was not the output requirement in the UITN therefore this approach was considered unacceptable.

[REDACTED] proposals for Standards for Functional and Non-Functional Performance demonstrate a lack of understanding and a fundamental non compliance with the requirement. They have focussed on [REDACTED] processes rather than the performance of logistic information services.

All Subject Matter Experts reviewing the [REDACTED] Information Assurance bid had serious concerns over the approach to off-shoring. [REDACTED] understanding of the impact levels of the code involved is not suited to off-shoring and they do not take this into account.

[REDACTED] provided a fairly long sample of the dependencies. These dependencies include some evidence that the FLIS environment is either not well understood (by [REDACTED]) or that a significant amount of Risk is being passed back to the Authority. Considerable dialogue took place with [REDACTED] over assumptions and dependencies. There are some dependencies which they have been told are totally unacceptable to the authority but they have been retained by [REDACTED], therefore [REDACTED] approach to the Impact of Dependencies Through Life was considered non-compliant.

Overall there was consensus that this was not compliant with the ROR.

BOEING: MANAGEMENT REVIEW OF BID EVALUATION

Overall, Boeing had the fewest number of Requirements of Response (RoRs) not rated as Green. ie the vast majority of the evaluation criteria were considered to be fully compliant. The following summary therefore concentrates on:

- Areas which Boeing will need to resolve during the Negotiation Phase
- Areas where Boeing's Bid was considered particularly strong

SITE VISITS

During the Site Visits, Boeing were the only bidder to fully meet the reqt:

- to show that they understood the FLIS requirement
- to define how they will deliver capability to meet that requirement
- demonstrate where they have done this
- show how they will leverage this experience and tools to underpin FLIS.

They comprehensively demonstrated this to the scale and detail to give full confidence that they have an overall mgt solution that they have thought through and will deliver from day one.

They showed how they integrate as a Delivery Partner. Customers rated them very highly in terms of agility and openness with feedback including:

- e-business capability is 'best in the business'
- MyBoeing.com ...'amazing .. so easy to use and has never gone down'.

Customers rated them highly in terms of intelligent supplier role. Programme and project management were considered first rate at a scale relevant to FLIS, with excellent OEM engagement and 3rd party mgt approaches which they will deploy [same tools, processes, SOPs] to FLIS.

COMMERCIAL

Currently Boeing's Partnering Charter is a single page document setting out nine commitments e.g. "Celebrate and reward success". Whilst further work is needed to finalise the Partnering Charter the bidder appears to have accepted the Authority's partnering principles.

Boeing has raised an Authority Dependency relating Risk Transfer and Acceptability of Proposals. Following clarification there remain some areas of Boeing's proposal which are of concern to the Authority and would need further resolution in order for their bid to be acceptable and remove material risks. However there is confidence that the risks inherent in the bidder's position can be addressed during the negotiation round. In any event the level of the liability cap is sufficiently high so as to reduce the MOD's exposure in the case of third party claims.

FINANCIAL

Overall the Financial Models contain a significant amount of cost and pricing data and largely work in the way that the Authority intended. It has not always been possible to reference all data items in the Financial model to Boeing's A technical submission. Further clarity has been gained through the use of clarification questions and clarification meetings, although some outstanding areas of uncertainty do remain. However, it is believed that Boeing would be in a position to address those areas where some uncertainty regarding the consistency to the technical solution still exists during the Negotiation Phase.

The Record of Assumptions and Data Book (ROADB) requires updating to reflect these responses and also requires further detail particularly in finance charges, milestone dates and project listings where we would expect Boeing to have developed their thinking further. However it is believed that any remaining areas of uncertainty can be addressed by Bidder A during the Negotiation Round.

Boeing highlighted the need to amend the current Payment and Performance Measurement calibration. It is recognised that further calibration work is required, but it is also noted that this is the case for all bidders and it is believed that an acceptable position can be reached with Boeing in this area.

HUMAN RESOURCES

Boeing provided an extremely detailed HR response that reflects the staff numbers provided by the authority. They have provided confidence that they can recruit and sustain the workforce at the level of skill required. For example, they were the only bidder to have identified airworthiness as a key issue to be addressed.

SERVICE DELIVERY AND TECHNICAL PROPOSALS

Role of the Delivery Partner

Boeing provided a very clear exposition of how the overall management solution fits together that provided evaluators with confidence that Boeing could deliver the requirement from day 1. They have illustrated during Site Visits the depth of experience they have in place and how this will be deployed in support of FLIS.

Their proposed governance framework is sensible and evaluators had confidence that it would deliver a forward leaning and responsive service. Evaluators liked the joint benefits management elements and Boeing had provided a good articulation of how they would work with Log NEC Prog.

Phase In and Exit

Phase In

Boeing's surge manpower plan, backed up with their financial model, was very well received by evaluators. They provided a good high level articulation and the best low level plan of all the bidders.

Tech Estate Migration

PROTECT - COMMERCIAL

Boeing provided a high level of detail on how they intend to take on and migrate the existing technical estate. There was confidence that they have provided a well resourced plan to meet the requirement.

Sustainment

Boeing provided a very good response on Service Level Management, where they expanded upon their approach to SLAs and SLM. Their Sustainment proposals were considered to be particularly strong in addressing Service Continuity Management and Disaster Recovery. This was reinforced after clarification questions and particularly during Site Visits to their HQ in Seattle, where their approach to assured delivery, back-up and fail-over, restoration of service, unscheduled downtime, scheduled downtime and cut-over were all highlighted. Their experience and understanding of how to maintain data centres at Tier 3 standard was not only reinforced, but the exploitation of these facilities for business advantage was also indicated.

In their technical submission, Boeing were the only bidder to build in surge manpower at the beginning and their understanding of the requirement was demonstrated by the underlying detail. They indicated how they would use existing experience to mitigate risk, and they were the only bidder to build into their bid both current and future organisational structures and staff levels, which gave evaluators confidence in their submission.

Transformation

Within their Transformation Plan proposal, Boeing demonstrated a sound understanding of the Defence Lines of Development (DLODs) and the delivery of capability in and End to End sense. Their submission articulated the military dimension well and how they would achieve their vision, reinforced during Site Visits.

Boeing's Optimisation Plan submission reflected on their experience of having rationalised 2,500 applications to date and their strategic intent to move from 10,000 to 1,800. They showed a measured consideration of risks and benefits. They backed this up with explanation of their methodology and tools for achieving this type and level of rationalisation.

Their approach to the Base Inventory Management System (A) (BIMS(A)) is a "do-minimum", and were honest in stating their management effort would be focussed on the BIMS(B) solution.

MANAGEMENT REVIEW OF VFMB EVALUATION

VFMB was a theoretical solution to demonstrate a potential in-house solution as a comparator against the Commercial Bids. The Value for Money Benchmark RoR response proposal was prepared by a joint LogNEC and Trade Union team. In order to ensure that development of the VFMB was not influenced by the commercial bidders' solutions, the VFMB Team were excluded from both dialogue sessions with bidders and the evaluation of the Commercial Bids.

The VFM Benchmark RoRs were evaluated in the same manner as the Commercial Bids wherever possible. The same evaluators reviewed the responses and scored against the same evaluation schema. As these proposals were prepared as a theoretical comparator against the Commercial Bids. However, noting that the VFMB is a technical comparator, there was a slight difference in terminology for the schema (in order to avoid penalising the VFMB), to ensure an equitable comparison against the Commercial Bids. The schema definitions were adjusted slightly as below (however the basic tenant of the criteria remained unaffected – ie compliancy with the Statement of Requirement):

Score	Detail
0	A nil response or proposal which would be unacceptable to the Authority
3	Proposal is considered potentially feasible, but with material reservations
7	Proposal is considered to be feasible to the Authority's requirements
8, 9, 10, 11, 12	Proposal is considered to provide significant measurable benefits (including through innovatory proposals) over and above merely meeting the Authority's requirements (with an 8 score attaching to an element with a lesser degree of such benefits and a 12 score attaching to an element with a high degree of such benefits)

SERVICE DELIVERY AND TECHNICAL RESPONSES⁶

Role of the Delivery Partner

Overall a solution focussed on Information Systems was proposed, rather than a solution oriented to the needs of the Joint Support Chain, and this was reflected in the large number of RoRs scoring below 7. Overall the in-house bid would be workable but

⁶ The VFM Benchmark focussed only on the Service Delivery and Technical requirements of the FLIS RoRs, and did not address the HR, Commercial, Financial and Reference Site Visits RoRs.

significant extra work would be required to ensure that the Authority does not end up in the same position as it is now. The expectation of a 1* organisation to mirror the Log NEC Programme is almost certainly not realistic. There is discussion of the use of existing DE&S and Authority support organisations to ensure integration and coherence but no indication of how specialist technical support for Log IS applications will be provided (for example what will replace the current IBM help desk function).

Of concern is the fact that the VfMB response does not recognise the difference between OHSE and System Safety. This is a significant weakness which will require significant effort to address but it is achievable given the intimate knowledge the ASP has of Log NEC applications and the platforms and equipments they support. There is no evidence of how the VfMB will engage with platform and equipment PT's to address hazards arising from dependence on outputs from Log IS.

Overall, the approach to System S&E is virtually non-existent and effectively passes all System S&E management responsibility back to the Authority. The VFM scoring on Safety reflects the scoring rationale taken with the Commercial Bidders.

Phase In and Exit

The VfMB approach plans to increase the utilisation of existing Data Centre sites notably Bicester and Stanbridge adding additional hardware and staff numbers to these locations, with no hard evidential view as to the capability of these locations to support this increase in utilisation. No allowance has been made in the plans for any contingency action should any aspect of the existing facilities not meet the requirement; this introduces a significant risk to the timescales of the phase in.

The second area of concern relates to the timescales and approach for the negotiation and agreement of new contracts with [REDACTED] for the provision of services in support of the applications currently supported by these companies. The stated approach is that this will be single tender action (in the belief that no one else has the experience to support these systems). This is a tenuous assumption and no approach has been made to validate it nor has a realistic amount of time been allowed to negotiate and gain approval for these support contracts. This would apply should a competitive procurement process be required or for a potentially difficult single tender negotiation for which no contingency actions nor risk mitigation has been proposed.

The VfMB approach to the technical estate migration does not provide clarity as to how the additional physical hardware will be incorporated within the existing MOD sites. Nor is it clear how the FLIS SOR service levels will be introduced and applied during the phase in (there is no clear migration approach specified for the transition from current to future and hence no view as to how the FLIS performance management information will be gathered and hence Service levels reported on).

Sustainment

The proposal for how new or changed Operations and Overseas locations would be supported was weak, and there was insufficient detail to give confidence that the response would be feasible without significant extra work.

PROTECT - COMMERCIAL

The Service management plan was also weak, and an acknowledgement of the scope of an ITIL IT Service would have helped set the scene. The proposal to bring external management functions in-house was unconvincing. The retention of sufficient expertise and the ability to centralise services were both seen as significant risks.

Further work would have been required to better define the sustainment proposals and to reduce the level of risk transfer back to the "authority" and to achieve a fully compliant response.

Transformation

The Logistics IS Strategy provided is simply the Defence Logistics Information Strategy. While this was a sound basis upon which to base the future Logistics IS it is not, in its own right, the solution. This approach does not provide a view on how information services will be provided. One would have expected some degree of analysis from which the commentary for Logistics could be produced. This could then have been linked to the Transformation Plan and other workstrands to provide a comprehensive way ahead for Logistics IS.

The presumption that "...existing or adequate resource levels will remain within LOG NEC to support sustainment and issue resolution, both from the DP and 'business' support areas." is incorrect. The idea that MJDI is the right approach for BIMS B means that the proffered solution for BIMS A is flawed. It does not include the level of Risk(s) that would be associated with this approach.

The proposal to consider the satellite applications is correct and the intent to peel these away before trying to undertake the convergence onto a single solution seems logical – this is indeed at the heart of the Billington work which is rightly acknowledged. That said the proposal does seem to be looking to replicate current services as opposed to doing this differently even at this stage. This indicates a less ambitious approach than the Commercial Bidders were expected to propose.

Annex B provides the detailed scores for the Value for Money Benchmark evaluation (under V)

MANAGEMENT REVIEW OF Do-Minimum EVALUATION

INTRODUCTION

The Do-Minimum comparator has been developed to assess the Value for Money aspects of the FLIS Project. It will be included in both the OASP and Investment Appraisal, and will form part of the Combined Operational Effectiveness Investment Appraisal.

The Do-Minimum is based on an alternative commercial construct, which has a number of Contractors delivering specific Log IS capabilities, in effect services would be "bundled together" and offered to the market as discrete packages of work. Instead of having a single Delivery Partner, Log IS would be provided under a federated approach. The In-House provider would be outsourced as part of this model. This approach would require tactical extensions to the current major contracts to enable full competition of the requirement to take place.

The Do-Minimum was evaluated against the published Requirements of Response (RoR) issued to bidders, with scores moderated in order to ensure coherency with other proposals/bids.

SERVICE DELIVERY AND TECHNICAL RESPONSES⁷

Role of the Delivery Partner

The role of the Delivery Partner would be split amongst a number of Delivery Partners, none of which would have the single responsibility to execute this role across the Log NEC Portfolio; effectively requiring the MoD to act as the Systems of System Integrator (SOSI).

The ability to produce coherent management plans would be complicated through the commercial boundaries within which each Delivery Partner would be operating. The level of economies of scale which could be achieved would be reduced due to each DP having their own contractual arrangements to support their own supply chain. Continuous Service Improvement would be limited to the individual "stove pipes" in which each DP operated, leading to an increased risk of complexity and incoherent plans being developed. Information Assurance would be complicated as a result of having multiple Delivery Partners, leading to increased risk associated with the protection of Logistics Information. Whilst the Log NEC Programme would have an overarching Through Life Management plan for the delivery of the capability, it would require implementation by multiple Delivery Partners. Similarly, the ability to generate a single coherent Management Reporting process would be complicated by having to negotiate individual SLAs with each contractor – this would lead to complications associated with determining the end-to-end performance of Logistics Information (due to the integrated nature of Log IS delivery).

Although multiple Delivery Partners would be able to deliver this element, it is felt that without the benefits associated with having a single Partner, the complexity, risks and overhead make this a weak solution.

⁷ The VFM Benchmark focussed only on the Service Delivery and Technical requirements of the FLIS RoRs, and did not address the HR, Commercial, Financial and Reference Site Visits RoRs.

Phase In and Exit

Having multiple Delivery Partners would introduce a very high level of risk during Phase-in, since the MoD would have to manage multiple phase-in plans concurrently. In addition, current suppliers would potentially be required to negotiate future commercial arrangements with multiple companies, which would impose a level strain on current legacy providers which in turn could compromise service delivery. The need to TUPE staff to multiple providers as part of Phase-in would be complex and risky – since the MoD would not be able to develop a single skills management regime appropriate to the assigned staff (ie each receiving contractor could approach skills management differently). Turning to exit, the same risks would apply – ie the MoD would need to develop multiple exit/handover plans, which could be further complicated if the same “bundling” was not used for the follow on contracts.

Sustainment

Whilst a commercial arrangement involving multiple contractors would obviously be able to deliver the sustainment requirement (since this is similar to the current environment within which Log IS is delivered), it was identified that such an approach would be sub-optimal due to the following reasons. The relationship between the DPs and ATLAS would be complex, and would prevent any coherent approach to release management and progression through the “Application Factory” from being developed. In addition, it would be difficult to manage the prioritisation of the “Application Factory” process since each DP would have a separate Business Agreement with ATLAS. Having multiple DPs would inhibit the MoD from managing Log IS from an end-to-end perspective, and therefore putting in place an effective incentivisation payment model would be complex and potentially ineffective. A key aspect of the FLIS requirement is the improvement associated with Data Quality and the corresponding improvement in user confidence. Having multiple DPs will complicate (and increase risk) with the necessary processes to develop a Data Centre of Excellence within the Log NEC (ie multiple processes would be required to support individual contractual responsibly). Capacity management (and therefore optimisation of delivery assets) would be constrained by commercial boundaries, and therefore a significant risk exists that the asset utilisation would be sub-optimal. Finally, the risks associated with the management of Log IS dependencies would be passed back to the MOD, who would have to manage them across the multiple DP commercial boundaries.

Transformation

The use of multiple DPs would help to focus attention on the transformation of applications and business processes within each contracted “bundle”, hence the ability to deliver BIMS would be achievable since delivery of all inventory management applications would be the responsibility of a single DP, the fact that no DP would have a holistic view of the Log NEC portfolio would mean that transformation across the programme is likely to be complex and possibly incoherent (the likelihood of multiple DPs being involved in a transformational project is high due to the integrated nature of Log IS).

Annex B provides the detailed scores for the Value for the Do Minimum evaluation (under M)

FLIS DP EVALUATION TOP LEVEL VIEW

18/02/2016

Level 0 Scores:
Order of Merit:

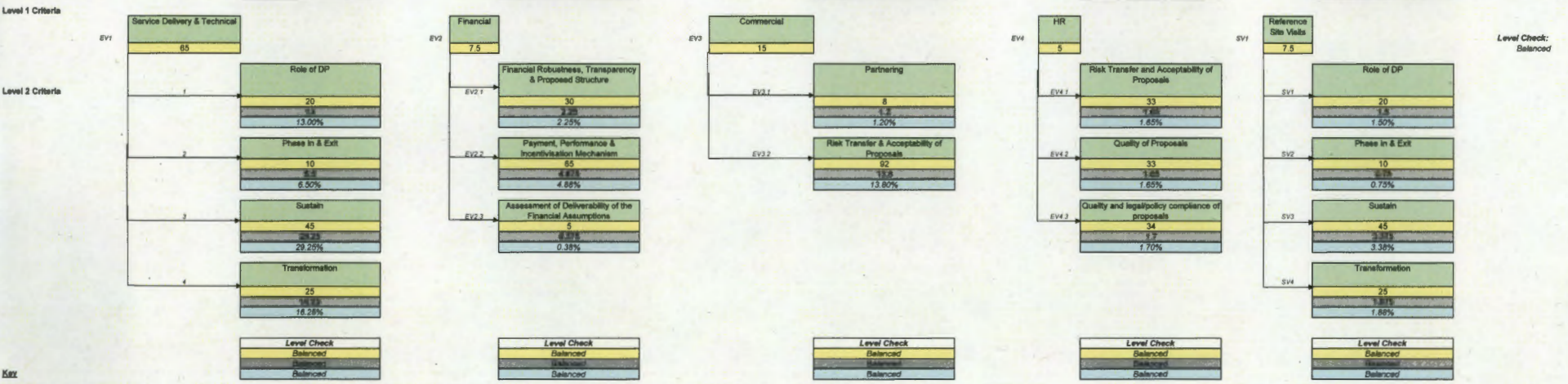
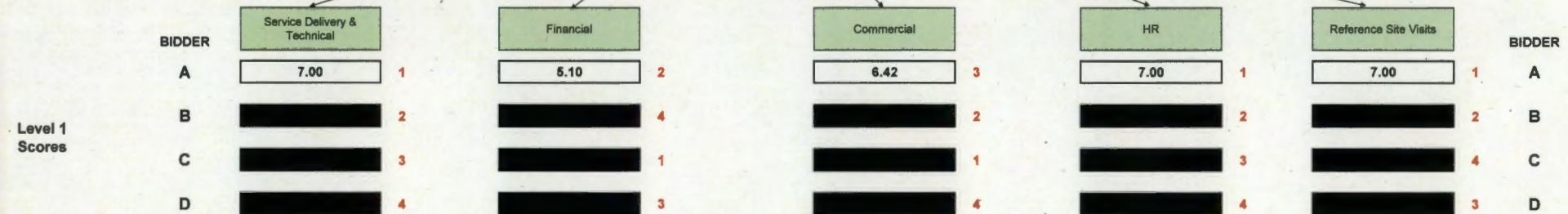
A	6.77
1	

B	
2	

C	
3	

D	
4	

FLIS Solution
100



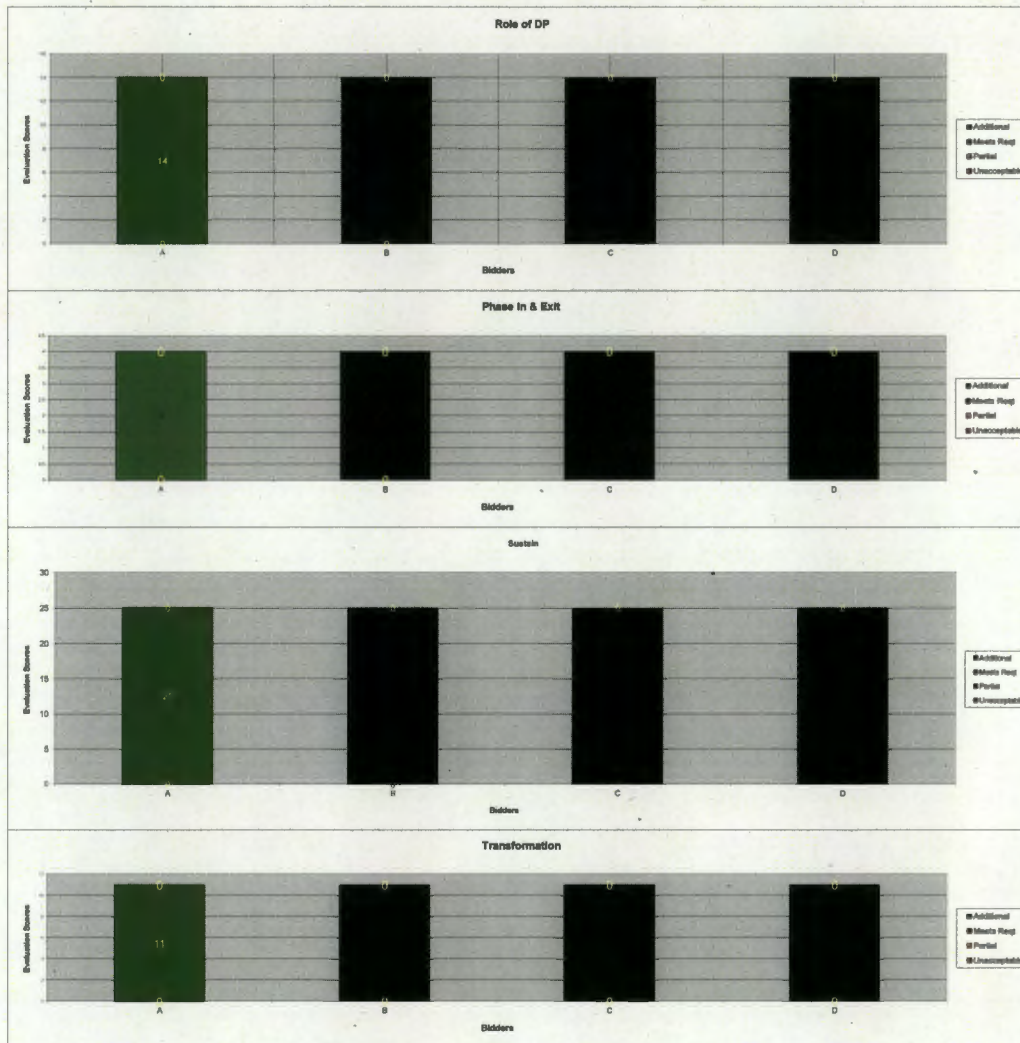
Key

- FLIS Bid Evaluation Criterion
- User input as a percentage of criterion level above
- Value to level above
- Weighting of the criterion to the FLIS Solution

SERVICE DELIVERY & TECHNICAL MANAGEMENT VIEW

ROR Identifier	EVALUATION CONSOLIDATION			
	A	B	C	D
Level 3				
Service Delivery & Technical				
Role of DP				
	L3 SCORES INPUT 1	L3 SCORES INPUT 2	L3 SCORES INPUT 3	L3 SCORES INPUT 4
1.1 Overall management solution - how it all fits together				
1.2 Partnering role				
1.3 Third party management				
1.4 Not Used				
1.5 Service design				
1.6 Service Asset & Configuration Management plan				
1.7 Quality Management plan				
1.8 Continual Service Improvement				
1.9 Safety & Environmental Management plan				
1.10 Risk Management plan				
1.11 Information Assurance plan				
1.12 Through Life Management plan				
1.13 Information Management				
1.14 Standard Operating Procedures				
1.16 Green IT				
Phase In & Exit				
	L3 SCORES 1	L3 SCORES 2	L3 SCORES 3	L3 SCORES 4
2.1 Phase-in plan				
2.2 Technical Estate Migration				
2.3 Skills management				
2.4 Exit Plan				
2.5 Not Used				
Sustain				
	L3 SCORES 1	L3 SCORES 2	L3 SCORES 3	L3 SCORES 4
3.1 Service Change				
3.2 Urgent Statements of User Requirements (USUR)				
3.3 Service Asset and Configuration Management				
3.4 Service level management				
3.5 Service Continuity Management				
3.6 Disaster Recovery Solutions				
3.7 Acceptance of performance standards				
3.8 Standards for Functional and Non-functional Performance				
3.9 Meetings and Reporting				
3.10 Safety case solution				
3.11 Safety case solution - new				
3.12 Information Assurance				
3.13 Data Management				
3.14 Problem Management				
3.15 Incident Management				
3.16 Technical POC				
3.17 Technical self-help facility				
3.18 Capacity Management				
3.19 Operations and Overseas				
3.20 Operations and Overseas (Defence Planning Assumptions)				
3.21 Parameters for O ₂				
3.22 Staffing levels				
3.23 Service Management				
3.24 Training delivery				
3.25 Impact of dependencies through life				
3.26 Not Used				
Transformation				
	L3 SCORES 1	L3 SCORES 2	L3 SCORES 4	L3 SCORES 3
4.1 Transformation Plan				
4.2 Logistics IS Strategy				
4.3 Technology Roadmap				
4.4 Optimisation Plan				
4.5 Technology Refresh Plan				
4.6 Logistics Enterprise Architecture - 1				
4.7 Logistics Enterprise Architecture - 2				
4.8 Base Inventory Management System Solution A; Implementation Plan				
4.9 Base Inventory Management System Solution A Realisation and Benefits				
4.10 Base Inventory Management System Solution B; Implementation Plan				
4.11 Base Inventory Management System Solution B Realisation and Benefits				

EVALUATION GRAPHICAL COMPARISON



FINANCIAL RAW SCORES

Identifier	Level 1	Level 2	Level 3	Level 3 Weighting	Weighting of the criterion in the overall evaluation	Weighting of the criterion in the financial area
EV2	Financial					
	7.5					
EV2.1		Financial Robustness, Transparency & Proposed Structure				
		30				
		2.25				
		2.250%				
EV2.1.1			Level of Return / Service Margin	40	0.900%	12.00%
EV2.1.2			Consistency with Technical Solution	20	0.450%	6.00%
EV2.1.3			Financial / Technical Assumptions used in the Financial	20	0.450%	6.00%
EV2.1.4			Robustness of proposals under sensitivity tests	10	0.225%	3.00%
EV2.1.5			Bidding entity structure (including financial robustness of organisations involved in consortia and their proposed roles and sub contracting structure)	10	0.225%	3.00%
				100		
EV2.2		Payment, Performance & Incentivisation Mechanism				
		65				
		4.875				
		4.875%				
EV2.2.1			Payment and Performance Mechanism (including Key Performance Indicators ("KPIs"): Acceptance of the Principles	50	2.438%	32.50%
EV2.2.2			PPM Indexation (including KPIs)	10	0.488%	6.50%
EV2.2.3			Appropriate Management Plan for PPM regime	20	0.975%	13.00%
EV2.2.4			Acceptance of Gainshare / VIM / Incentivisation Principles	20	0.975%	13.00%
				100		
EV2.3		Assessment of Deliverability of the Financial Assumptions				
		5				
		0.375				
		0.375%				
EV2.3.1			Commitment for equity and / or funding (where applicable)	14	0.054%	0.71%
EV2.3.2			Deliverability of any financing requirement in relation to market norms	14	0.054%	0.71%
EV2.3.3			Strengths and caveats associated with any funding plans	14	0.054%	0.71%
EV2.3.4			Consistency between term sheets and financial model	14	0.054%	0.71%
EV2.3.5			Tax regime adopted and likely deliverability	14	0.054%	0.71%
EV2.3.6			Sensitivity analysis on Financial Model	14	0.054%	0.71%
EV2.3.7			Proposals by the Bidder to fund up front Authority liabilities arising as a result of a Change that cannot be funded by the Authority	14	0.054%	0.71%
				100		

EVALUATION SCORE INPUT TABLE

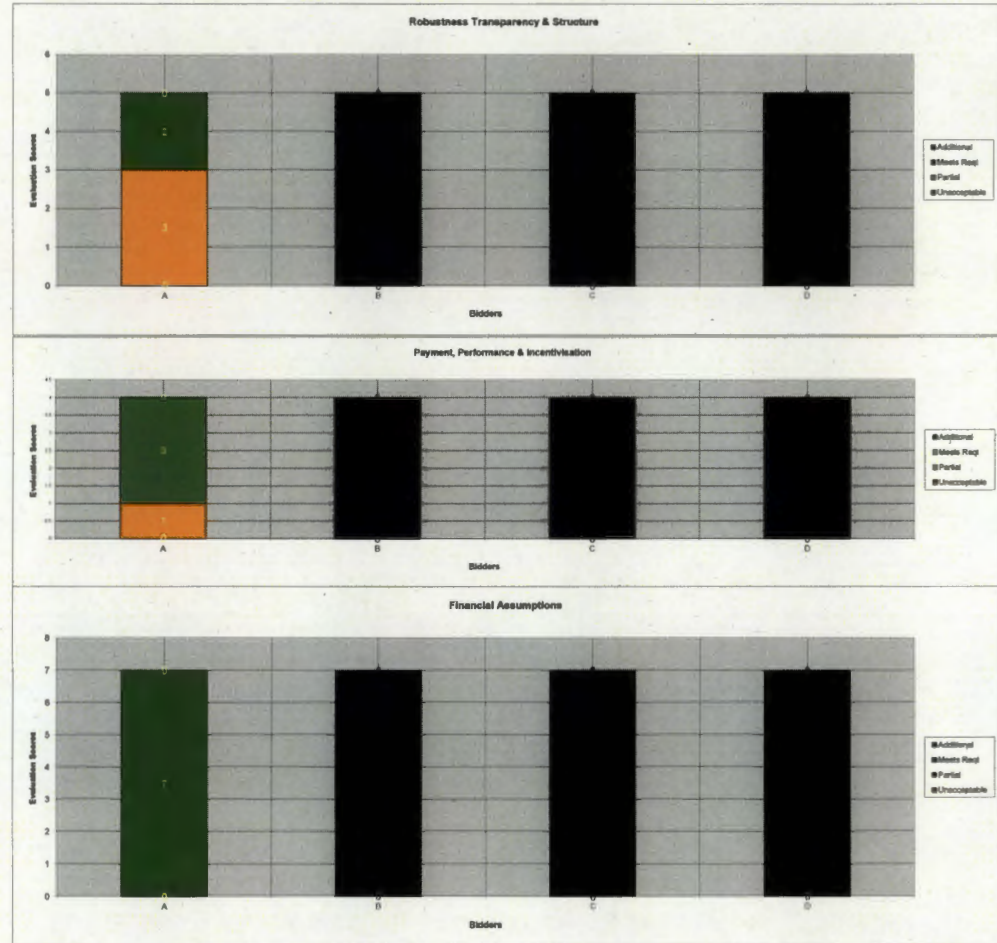
Order of Merit Level Checks	A			B			C			D		
	L3 SCORES INPUT	L2	L1	L3 SCORES INPUT	L2	L1	L3 SCORES INPUT	L2	L1	L3 SCORES INPUT	L2	L1
2				4			1			3		
Balanced	7	0.84	0.063									
Balanced	3	0.18	0.0135									
	3	0.18	0.0135									
	3	0.09	0.00675									
	7	0.21	0.01575									
TOTALS	23	1.8	0.1125									
Order of Merit Level Checks	L3 SCORES	L2	L1	L3 SCORES	L2	L1	L3 SCORES	L2	L1	L3 SCORES	L2	L1
1				3			1			3		
Balanced	3	0.975	0.073125									
Balanced	7	0.455	0.034125									
	7	0.91	0.06825									
	7	0.91	0.06825									
TOTALS	24	3.25	0.24375									
Order of Merit Level Checks	L3 SCORES	L2	L1	L3 SCORES	L2	L1	L3 SCORES	L2	L1	L3 SCORES	L2	L1
1				1			4			1		
Balanced	7	0.05	0.00375									
Balanced	7	0.05	0.00375									
	7	0.05	0.00375									
	7	0.05	0.00375									
	7	0.05	0.00375									
	7	0.05	0.00375									
	7	0.05	0.00375									
TOTALS	48	0.35	0.02625									
Carried Forward		5.1	0.383									

Key: Enter Score Evaluator's Raw Scores entered for each RoR question.

FINANCIAL MANAGEMENT VIEW

Identifier	Level 3	EVALUATION CONSOLIDATION			
EV2	Financial	A	B	C	D
EV2.1	Financial Robustness, Transparency & Proposed Structure	L3	L3	L3	L3
		SCORES 2	SCORES 4	SCORES 1	SCORES 3
	EV2.1.1 Level of Return / Service Margin	7	7	7	7
	EV2.1.2 Consistency with Technical Solution	3	3	3	3
	EV2.1.3 Financial / Technical Assumptions used in the Financial Model	3	3	3	3
	EV2.1.4 Robustness of proposals under sensitivity tests	3	3	3	3
	EV2.1.5 Bidding entity structure (including financial robustness of organisations involved in consortia and their proposed roles and sub contracting structure)	7	7	7	7
22					
EV2.2	Payment, Performance & Incentivisation Mechanism	L3	L3	L3	L3
		SCORES 1	SCORES 3	SCORES 1	SCORES 3
	EV2.2.1 Payment and Performance Mechanism (including Key Performance Indicators ("KPIs") : Acceptance of the Principles PPM Indexation (including KPIs)	3	3	3	3
	EV2.2.2 Appropriate Management Plan for PPM regime	7	7	7	7
	EV2.2.3 Acceptance of Gainshare / VM / Incentivisation Principles	7	7	7	7
	EV2.2.4	34			
EV2.3	Assessment of Deliverability of the Financial Assumptions	L3	L3	L3	L3
		SCORES 1	SCORES 1	SCORES 4	SCORES 1
	EV2.3.1 Commitment for equity and / or funding (where applicable)	7	7	7	7
	EV2.3.2 Deliverability of any financing requirement in relation to market norms	7	7	7	7
	EV2.3.3 Strengths and caveats associated with any funding plans	7	7	7	7
	EV2.3.4 Consistency between term sheets and financial model	7	7	7	7
	EV2.3.5 Tax regime adopted and likely deliverability	7	7	7	7
	EV2.3.6 Sensitivity analysis on Financial Model	7	7	7	7
EV2.3.7 Proposals by the Bidder to fund up front Authority liabilities arising as a result of a Change that cannot be funded by the Authority	7	7	7	7	
48					

EVALUATION GRAPHICAL COMPARISON



COMMERCIAL RAW SCORES

Identifier	Level 1	Level 2	Level 3	Weighting of the criterion in the commercial area
EV3	Commercial			
	15			
EV3.1		Partnering		
		8		
		1.2		
		1.200%		
EV3.1.1			Acceptance of Partnering Principles	4.00%
EV3.1.2			Innovative Proposals for Partnering	4.00%
EV3.2		Risk Transfer & Acceptability of Proposals		
		92		
		13.8		
		13.87%		
EV3.2.1			Due Diligence	3.54%
EV3.2.2			Acceptance of Governance Principles	3.54%
EV3.2.3			Risk transfer and acceptability of the Bid in respect of Phase In	3.54%
EV3.2.4			Risk transfer and acceptability of the Bid in respect of the term and extension options within the FLIS Contract Documents	3.54%
EV3.2.5			Risk transfer and acceptability of the Bid in respect of contractual responsibility for delivering the Services to the required levels and standards and compliant with any stipulations within the FLIS Contract Documents (such as limitations on offshoring)	3.54%
EV3.2.6			Risk transfer and acceptability of the Bid in respect of insurance	3.54%
EV3.2.7			Risk transfer and acceptability of the Bid in respect of co-operation with third party contractors	3.54%
EV3.2.8			Risk transfer and acceptability of the Bid in respect of compliance with laws and standards and with the necessary required consents	3.54%
EV3.2.9			Risk transfer and acceptability of the Bid in respect of responsiveness to the Authority's operational requirements	3.54%
EV3.2.10			Risk transfer and acceptability of the Bid in respect of Compensation Events, Relief Events and Force Majeure	3.54%
EV3.2.11			Risk transfer and acceptability of the Bid in respect of remedies for poor performance or other Defaults of the Contractor	3.54%
EV3.2.12			Risk transfer and acceptability of the Bid in respect of security and confidentiality	3.54%
EV3.2.13			Risk transfer and acceptability of the Bid in respect of procurement strategy, supply chain management and sub-contractors, management of third parties	3.54%
EV3.2.14			Risk transfer and acceptability of the Bid in respect of liability and indemnities	3.54%
EV3.2.15			Risk transfer and acceptability of the Bid in respect of the requirement for a Deed for Indemnity	3.54%
EV3.2.16			Risk transfer and acceptability of the Bid in respect of treatment of disputes	3.54%
EV3.2.17			Risk transfer and acceptability of the Bid in respect of transparency and openness	3.54%
EV3.2.18			Risk transfer and acceptability of the Bid in respect of financial distress, stop-in and termination	3.54%
EV3.2.19			Risk transfer and acceptability of the Bid in respect of exit management	3.54%
EV3.2.20			Risk transfer and acceptability of the Bid in respect of projects and change	3.54%
EV3.2.21			Risk transfer and acceptability of the Bid in respect of usage of Authority, Bidder or third party premises	3.54%
EV3.2.22			Risk transfer and acceptability of the Bid in respect of treatment of equipment and assets	3.54%
EV3.2.23			Risk transfer and acceptability of the Bid in respect of changes of control, reorganisations, divestment or acquisitions of businesses and assignment - with respect to the Bidder and any Consortium Members and Subcontractors	3.54%
EV3.2.24			Risk transfer and acceptability of the Bid in respect of assumption of prime contractor responsibility under all of the FLIS Contract Documents	3.54%
EV3.2.25			Risk transfer and acceptability of the Bid in respect of ownership of IPR, Licence Rights and Data	3.54%
EV3.2.26			Risk transfer	3.54%

EVALUATION SCORE INPUT TABLE

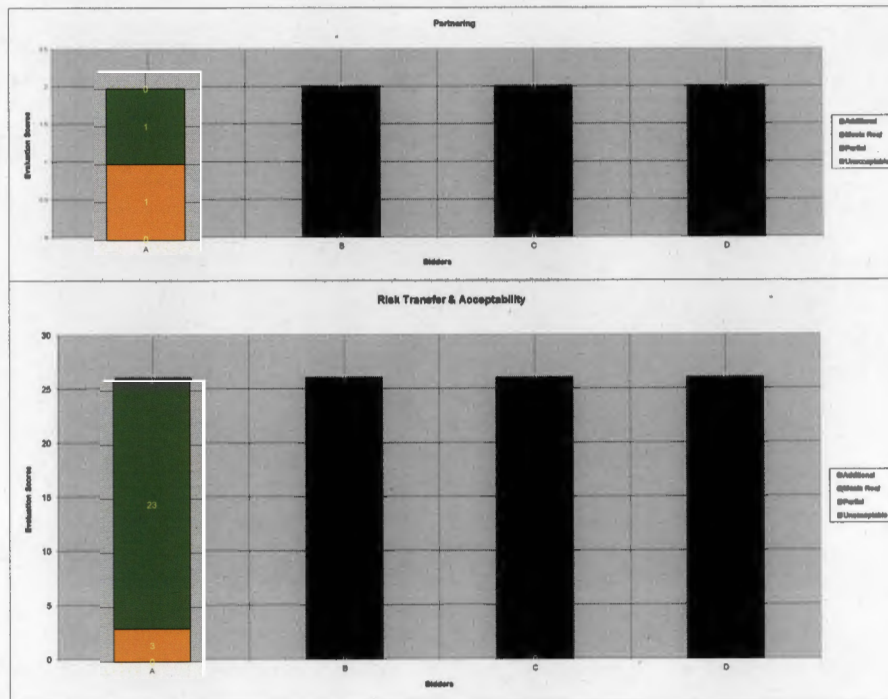
	A			B			C			D		
	L3 SCORES INPUT	L2	L1	L3 SCORES INPUT	L2	L1	L3 SCORES INPUT	L2	L1	L3 SCORES INPUT	L2	L1
Order of Merit	2			3			1			4		
Level Checks	7	0.28	0.042									
Balanced	3	0.12	0.018									
TOTALS	10											
Order of Merit	2			1			2			4		
Level Checks	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	3	0.106154	0.015923									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
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Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
Balanced	7	0.247692	0.037154									
TOTALS	170											
Carried Forward	6.415	0.962										

Key: Enter Score Evaluator's Raw Scores entered for each RoR question.

COMMERCIAL MANAGEMENT VIEW

Level 3		EVALUATION CONSOLIDATION			
Identifier	Commercial	A	B	C	D
EV3	Commercial				
EV3.1	Partnering	L3 SCORE: 2	L3 SCORE: 3	L3 SCORE: 1	L3 SCORE: 4
EV3.1.1	Acceptance of Partnering Principles	7	7	7	7
EV3.1.2	Innovative Proposals for Partnering	3	3	3	3
EV3.2	Risk Transfer & Acceptability of Proposals	L3 SCORE: 2	L3 SCORE: 1	L3 SCORE: 2	L3 SCORE: 4
EV3.2.1	Due Diligence	7	7	7	7
EV3.2.2	Acceptance of Governance Principles	7	7	7	7
EV3.2.3	Risk transfer and acceptability of the Bid in respect of Phase In	7	7	7	7
EV3.2.4	Risk transfer and acceptability of the Bid in respect of the term and extension options within the FLIS Contract Documents	7	7	7	7
EV3.2.5	Risk transfer and acceptability of the Bid in respect of contractual responsibility for delivering the Services to the required levels and standards and compliant with any stipulations within the FLIS Contract Documents (such as limitations on offshoring)	7	7	7	7
EV3.2.6	Risk transfer and acceptability of the Bid in respect of insurance	7	7	7	7
EV3.2.7	Risk transfer and acceptability of the Bid in respect of co-operation with third party contractors	3	3	3	3
EV3.2.8	Risk transfer and acceptability of the Bid in respect of compliance with laws and standards and with the necessary required consents	7	7	7	7
EV3.2.9	Risk transfer and acceptability of the Bid in respect of responsiveness to the Authority's operational requirements	7	7	7	7
EV3.2.10	Risk transfer and acceptability of the Bid in respect of Compensation Events, Relief Events and Force Majeure	7	7	7	7
EV3.2.11	Risk transfer and acceptability of the Bid in respect of remedies for poor performance or other Defaults of the Contractor	3	3	3	3
EV3.2.12	Risk transfer and acceptability of the Bid in respect of security and confidentiality	7	7	7	7
EV3.2.13	Risk transfer and acceptability of the Bid in respect of procurement strategy, supply chain management and sub-contractors, management of third parties	7	7	7	7
EV3.2.14	Risk transfer and acceptability of the Bid in respect of liability and indemnities	3	3	3	3
EV3.2.15	Risk transfer and acceptability of the Bid in respect of the requirement for a Deed for Indemnity	7	7	7	7
EV3.2.16	Risk transfer and acceptability of the Bid in respect of treatment of disputes	7	7	7	7
EV3.2.17	Risk transfer and acceptability of the Bid in respect of transparency and openness	7	7	7	7
EV3.2.18	Risk transfer and acceptability of the Bid in respect of financial distress, step-in and termination	7	7	7	7
EV3.2.19	Risk transfer and acceptability of the Bid in respect of asset management	7	7	7	7
EV3.2.20	Risk transfer and acceptability of the Bid in respect of changes of control, reorganisations, divestment or acquisitions of businesses and assignment - with respect to the Bidder and any Consortium Members and Subcontractors	7	7	7	7
EV3.2.21	Risk transfer and acceptability of the Bid in respect of treatment of equipment and assets	7	7	7	7
EV3.2.22	Risk transfer and acceptability of the Bid in respect of changes of control, reorganisations, divestment or acquisitions of businesses and assignment - with respect to the Bidder and any Consortium Members and Subcontractors	7	7	7	7
EV3.2.23	Risk transfer and acceptability of the Bid in respect of assumption of prime contractor responsibility under all of the FLIS Contract Documents	7	7	7	7
EV3.2.24	Risk transfer and acceptability of the Bid in respect of ownership of IPR, Licence Rights and Data	7	7	7	7
EV3.2.25	Risk transfer	7	7	7	7
EV3.2.26	Risk transfer	7	7	7	7

EVALUATION GRAPHICAL COMPARISON



HUMAN RELATIONS & PENSIONS RAW SCORES

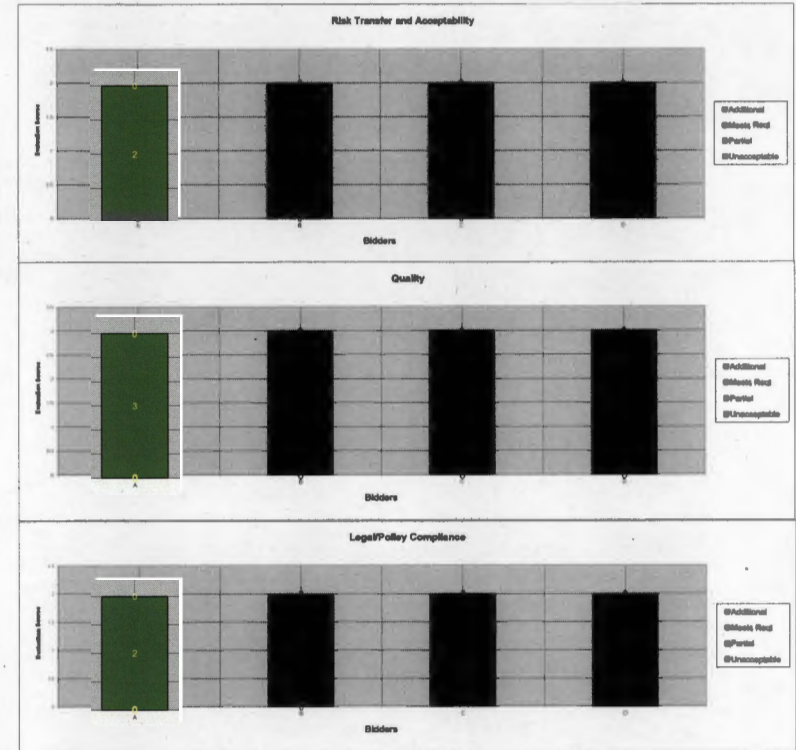
Identifier	Level 1	Level 2	Level 3	Level 3 Weighting	Weighting of the criterion in the overall evaluation	Weighting of the criterion in the HR area	EVALUATION SCORE INPUT TABLE											
							A			B			C			D		
							L3	L2	L1	L3	L2	L1	L3	L2	L1	L3	L2	L1
EV4	HR																	
	5																	
EV4.1		Risk Transfer and Acceptability of Proposals																
		33																
		1.85																
		1.650%																
							Order of Merit											
							Level Checks											
EV4.1.1			Risk transfer and acceptability of the Bidder's proposals in relation to Transferring Employees on entry and associated government policies	50	0.825%	16.50%	Balanced	7	1.155	0.05775								
EV4.1.2			Risk transfer and acceptability of the Bidder's proposals in relation to	50	0.825%	16.50%	Balanced	7	1.155	0.05775								
							TOTALS	14	2.31	0.1154								
EV4.2		Quality of Proposals																
		33																
		1.85																
		1.650%																
							Order of Merit											
							Level Checks											
EV4.2.1			The quality of the Bidder's proposals in relation to HR matters during the Phase-In Phase	33	0.545%	10.89%	Balanced	7	0.7623	0.038115								
EV4.2.2			The quality of the Bidder's proposals in relation to the HR aspects of the Optimisation Plan and Transformation Plan for the duration of the FLIS Contract	33	0.545%	10.89%	Balanced	7	0.7623	0.038115								
EV4.2.3			The quality of the Bidder's proposals in relation to Service Delivery Workforce sustainability for the duration of the FLIS Contract	34	0.561%	11.22%	Balanced	7	0.7854	0.03927								
							TOTALS	21	2.31	0.1154								
EV4.3		Quality and legal/policy compliance of proposals																
		34																
		1.7																
		1.700%																
							Order of Merit											
							Level Checks											
EV4.3.1			Quality and legal/policy compliance of the Bidder's proposals in respect of transferring Authority Employees' terms and conditions of employment and in respect of the Code of Practice on Workforce Matters	50	0.850%	17.00%	Balanced	7	1.19	0.0595								
EV4.3.2			Quality of the Bidder's proposals in respect of Authority Employees' and Ex-Authority Employees' pension arrangements	50	0.850%	17.00%	Balanced	7	1.19	0.0595								
							TOTALS	14	2.31	0.1154								
							Carried Forward		7	0.35								

Key: Enter Score Evaluator's Raw Scores entered for each RoR question.

HUMAN RELATIONS MANAGEMENT VIEW

Identifier	Level 3	EVALUATION CONSOLIDATION			
EV4	HR	A	B	C	D
EV4.1	Risk Transfer and Acceptability of Proposals	L3 SCORES 1	L3 (CORE) B 1	L3 (CORE) C 1	L3 (CORE) D 4
EV4.1.1	Risk transfer and acceptability of the Bidder's proposals in relation to Transferring Employees on entry and associated government policies	7			
EV4.1.2	Risk transfer and acceptability of the Bidder's proposals in relation to the Service Delivery Workforce on exit and associated government policies	7			
EV4.2	Quality of Proposals	14	L3 (CORE) B 4	L3 (CORE) C 2	L3 (CORE) D 2
EV4.2.1	The quality of the Bidder's proposals in relation to HR matters during the Phase-In Phase	7			
EV4.2.2	The quality of the Bidder's proposals in relation to the HR aspects of the Optimisation Plan and Transformation Plan for the duration of the FLIS Contract	7			
EV4.2.3	The quality of the Bidder's proposals in relation to Service Delivery Workforce sustainability for the duration of the FLIS Contract	7			
EV4.3	Quality and legal/policy compliance of proposals	21	L3 (CORE) B 1	L3 (CORE) C 3	L3 (CORE) D 3
EV4.3.1	Quality and legal/policy compliance of the Bidder's proposals in respect of transferring Authority Employees' terms and conditions of employment and in respect of the Code of Practice on Workforce Matters	7			
EV4.3.2	Quality of the Bidder's proposals in respect of Authority Employees' and Ex-Authority Employees' pension arrangements	7			
		14			

EVALUATION GRAPHICAL COMPARISON



REFERENCE SITE VISIT RAW SCORES

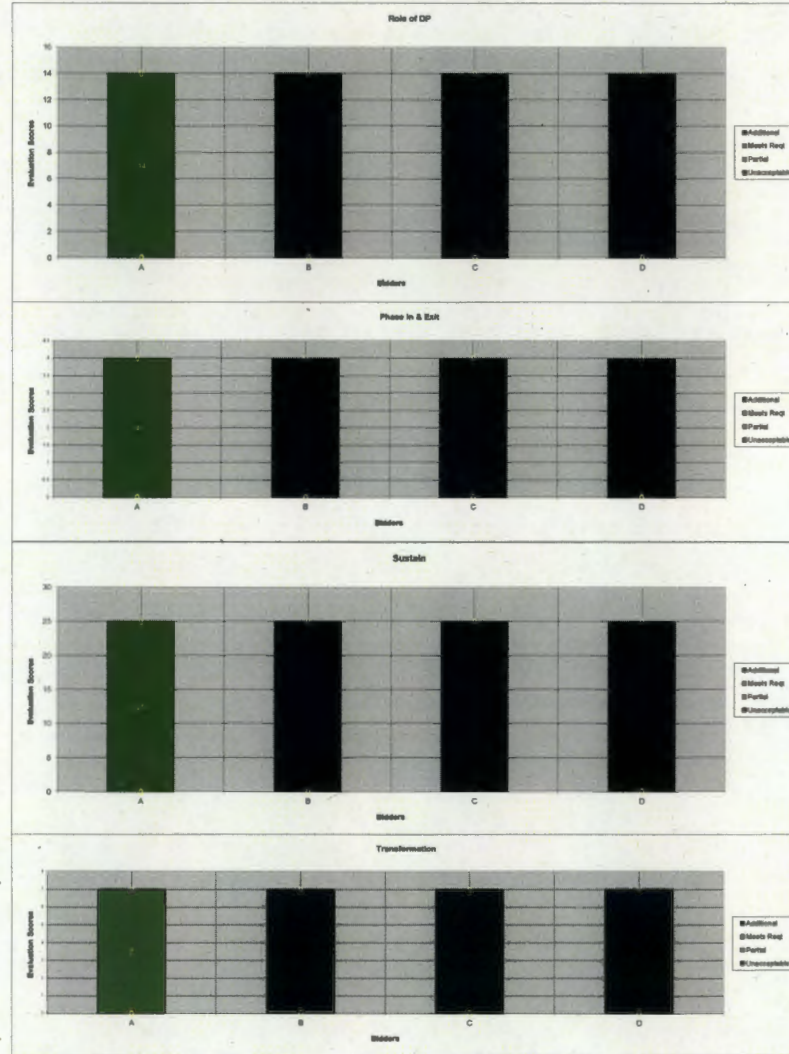
EVALUATION SCORE INPUT TABLE

ROR Identifier (+SV prefix)	Level 3	Level 3 Weighting	Weighting of the criterion in the overall evaluation	Weighting of the criterion in the technical area	Order of Merit	EVALUATION SCORE INPUT TABLE											
						A			B			C			D		
						L3 SCORES INPUT 1	L2	L1	L3 SCORES INPUT 3	L2	L1	L3 SCORES INPUT 4	L2	L1	L3 SCORES INPUT 2	L2	L1
SV1.1	Overall management solution - how it all fits together	7	0.107%	1.43%	Balanced	7	0.1	0.0075									
SV1.2	Partnering role	7	0.107%	1.43%	Balanced	7	0.1	0.0075									
SV1.3	Third party management	7	0.107%	1.43%		7	0.1	0.0075									
SV1.4	Not Used	0	0.000%	0.00%													
SV1.5	Service design	7	0.107%	1.43%		7	0.1	0.0075									
SV1.6	Service Asset & Configuration Management plan	7	0.107%	1.43%		7	0.1	0.0075									
SV1.7	Quality Management plan	7	0.107%	1.43%		7	0.1	0.0075									
SV1.8	Continual Service Improvement	7	0.107%	1.43%		7	0.1	0.0075									
SV1.9	Safety & Environmental Management plan	7	0.107%	1.43%		7	0.1	0.0075									
SV1.10	Risk Management plan	7	0.107%	1.43%		7	0.1	0.0075									
SV1.11	Information Assurance plan	7	0.107%	1.43%		7	0.1	0.0075									
SV1.12	Through Life Management plan	7	0.107%	1.43%		7	0.1	0.0075									
SV1.13	Information Management	7	0.107%	1.43%		7	0.1	0.0075									
SV1.14	Standard Operating Procedures	7	0.107%	1.43%		7	0.1	0.0075									
SV1.15	Green IT	7	0.107%	1.43%		7	0.1	0.0075									
	TOTALS	100				98											
	Order of Merit					L3 SCORES 1	L2	L1	L3 SCORES 3	L2	L1	L3 SCORES 4	L2	L1	L3 SCORES 2	L2	L1
SV2.1	Phase-in plan	25	0.188%	2.50%	Balanced	7	0.175	0.013125									
SV2.2	Technical Estate Migration	25	0.188%	2.50%	Balanced	7	0.175	0.013125									
SV2.3	Skills management	25	0.188%	2.50%		7	0.175	0.013125									
SV2.4	Exit Plan	25	0.188%	2.50%		7	0.175	0.013125									
SV2.5	Not Used	0	0.000%	0.00%													
	TOTALS	100				28			28			28			28		
	Order of Merit					L3 SCORES 1	L2	L1	L3 SCORES 2	L2	L1	L3 SCORES 4	L2	L1	L3 SCORES 3	L2	L1
SV3.1	Service Change	4	0.135%	1.80%	Balanced	7	0.128	0.00945									
SV3.2	Urgent Statements of User Requirements (USUR)	4	0.135%	1.80%	Balanced	7	0.128	0.00945									
SV3.3	Service Asset and Configuration Management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.4	Service level management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.5	Service Continuity Management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.6	Disaster Recovery Solutions	4	0.135%	1.80%		7	0.128	0.00945									
SV3.7	Acceptance of performance standards	4	0.135%	1.80%		7	0.128	0.00945									
SV3.8	Standards for Functional and Non-functional Performance*	4	0.135%	1.80%		7	0.128	0.00945									
SV3.9	Meetings and Reporting	4	0.135%	1.80%		7	0.128	0.00945									
SV3.10	Safety case solution	4	0.135%	1.80%		7	0.128	0.00945									
SV3.11	Safety case solution - new*	4	0.135%	1.80%		7	0.128	0.00945									
SV3.12	Information Assurance	4	0.135%	1.80%		7	0.128	0.00945									
SV3.13	Data Management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.14	Problem Management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.15	Incident Management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.16	Technical POC	4	0.135%	1.80%		7	0.128	0.00945									
SV3.17	Technical self-help facility	4	0.135%	1.80%		7	0.128	0.00945									
SV3.18	Capacity Management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.19	Operations and Overseas	4	0.135%	1.80%		7	0.128	0.00945									
SV3.20	Operations and Overseas (Defence Planning Assumptions)*	4	0.135%	1.80%		7	0.128	0.00945									
SV3.21	Parameters for Q _a *	4	0.135%	1.80%		7	0.128	0.00945									
SV3.22	Staffing levels	4	0.135%	1.80%		7	0.128	0.00945									
SV3.23	Service Management	4	0.135%	1.80%		7	0.128	0.00945									
SV3.24	Training delivery	4	0.135%	1.80%		7	0.128	0.00945									
SV3.25	Impact of dependencies through life	4	0.135%	1.80%		7	0.128	0.00945									
SV3.26	Not Used	0	0.000%	0.00%													
	TOTALS	100				178			178			178			178		
	Order of Merit					L3 SCORES 1	L2	L1	L3 SCORES 2	L2	L1	L3 SCORES 4	L2	L1	L3 SCORES 3	L2	L1
SV4.1	Transformation Plan	14	0.268%	3.57%	Balanced	7	0.25	0.01875									
SV4.2	Logistics IS Strategy	14	0.268%	3.57%	Balanced	7	0.25	0.01875									
SV4.3	Technology Roadmap	14	0.268%	3.57%		7	0.25	0.01875									
SV4.4	Optimisation Plan	14	0.268%	3.57%		7	0.25	0.01875									
SV4.5	Technology Refresh Plan	14	0.268%	3.57%		7	0.25	0.01875									
SV4.6	Logistics Enterprise Architecture - 1	14	0.268%	3.57%		7	0.25	0.01875									
SV4.7	Logistics Enterprise Architecture - 2	14	0.268%	3.57%		7	0.25	0.01875									
SV4.8	Not Used	0	0.000%	0.00%													
	TOTALS	100				56			56			56			56		
	Order of Merit					L3 SCORES 1	L2	L1	L3 SCORES 2	L2	L1	L3 SCORES 4	L2	L1	L3 SCORES 3	L2	L1
	Level Checks																
	Evaluator's Raw Scores entered for each RoR question.				Carried Forward	7	0.625										

SITE VISITS MANAGEMENT VIEW

ROR Identifier (vBV prefix)	Level 3	EVALUATION CONSOLIDATION			
Reference Site Visits		A	B	C	D
Role of DP		L3 SCORES INPUT 1	L3 SCORES INPUT 3	L3 SCORES INPUT 4	L3 SCORES INPUT 2
SV1.1	Overall management solution - how it all fits together				
SV1.2	Partnering role				
SV1.3	Third party management				
SV1.4	Not Used				
SV1.5	Service design				
SV1.6	Service Asset & Configuration Management plan				
SV1.7	Quality Management plan				
SV1.8	Continual Service Improvement				
SV1.9	Safety & Environmental Management plan				
SV1.10	Risk Management plan				
SV1.11	Information Assurance plan				
SV1.12	Through Life Management plan				
SV1.13	Information Management				
SV1.14	Standard Operating Procedures				
SV1.15	Green IT				
Phase in & Exit		L3 SCORES 1	L3 SCORES 3	L3 SCORES 4	L3 SCORES 1
SV2.1	Phase-in plan				
SV2.2	Technical Estate Migration				
SV2.3	Skills management				
SV2.4	Exit Plan				
SV2.5	Not Used				
Sustain		L3 SCORES 1	L3 SCORES 2	L3 SCORES 4	L3 SCORES 3
SV3.1	Service Change				
SV3.2	Urgent Statements of User Requirements (USUR)				
SV3.3	Service Asset and Configuration Management				
SV3.4	Service level management				
SV3.5	Service Continuity Management				
SV3.6	Disaster Recovery Solutions				
SV3.7	Acceptance of performance standards				
SV3.8	Standards for Functional and Non-functional Performance				
SV3.9	Meetings and Reporting				
SV3.10	Technical Estate Migration				
SV3.11	Safety case solution - new				
SV3.12	Information Assurance				
SV3.13	Data Management				
SV3.14	Problem Management				
SV3.15	Incident Management				
SV3.16	Technical POC				
SV3.17	Technical self-help facility				
SV3.18	Capacity Management				
SV3.19	Operations and Overseas				
SV3.20	Operations and Overseas (Defence Planning Assumptions)				
SV3.21	Parameters for Q ₂				
SV3.22	Staffing levels				
SV3.23	Service Management				
SV3.24	Training delivery				
SV3.25	Impact of dependencies through life				
SV3.26	Not Used				
Transformation		L3 SCORES 1	L3 SCORES 2	L3 SCORES 4	L3 SCORES 2
SV4.1	Transformation Plan				
SV4.2	Logistics IS Strategy				
SV4.3	Technology Roadmap				
SV4.4	Optimisation Plan				
SV4.5	Technology Refresh Plan				
SV4.6	Logistics Enterprise Architecture - 1				
SV4.7	Logistics Enterprise Architecture - 2				
SV4.8	Not Used				

EVALUATION GRAPHICAL COMPARISON



Level 1 Scores

BIDDER

A

Service Delivery & Technical
3.85

3

Level 1 Criteria

EV1	Service Delivery & Technical
	65

Level 2 Criteria

1	→	<table border="1"> <tr> <td>Role of DP</td> </tr> <tr> <td>20</td> </tr> <tr> <td>13</td> </tr> <tr> <td>13.00%</td> </tr> </table>	Role of DP	20	13	13.00%
Role of DP						
20						
13						
13.00%						
2	→	<table border="1"> <tr> <td>Phase In & Exit</td> </tr> <tr> <td>10</td> </tr> <tr> <td>6.5</td> </tr> <tr> <td>6.50%</td> </tr> </table>	Phase In & Exit	10	6.5	6.50%
Phase In & Exit						
10						
6.5						
6.50%						
3	→	<table border="1"> <tr> <td>Sustain</td> </tr> <tr> <td>45</td> </tr> <tr> <td>29.25</td> </tr> <tr> <td>29.25%</td> </tr> </table>	Sustain	45	29.25	29.25%
Sustain						
45						
29.25						
29.25%						
4	→	<table border="1"> <tr> <td>Transformation</td> </tr> <tr> <td>25</td> </tr> <tr> <td>19.25</td> </tr> <tr> <td>16.25%</td> </tr> </table>	Transformation	25	19.25	16.25%
Transformation						
25						
19.25						
16.25%						

Level Check
Balanced
Balanced
Balanced

Key

- FLIS Bid Evaluation Criterion
- User input as a percentage of criterion level above
- Value to level above
- Weighting of the criterion to the FLIS Solution

SERVICE DELIVERY & TECHNICAL RAW SCORES

EVALUATION SCORE INPUT TABLE

ROR Identifier	Level 2	Level 3	EVALUATION SCORE INPUT TABLE					
			V			M		
			L3 SCORES INPUT 2	L2	L1	L3 SCORES INPUT 4	L2	L1
	13.30%							
		Overall management solution - how it all fits together	3	0.042857	0.02757	0	0	0
1.1		Partnering role	3	0.042857	0.02757	3	0.042857	0.027857
1.2		Third party management	3	0.042857	0.02757	3	0.042857	0.027857
1.4		Not Used						
1.6		Service design	3	0.042857	0.02757	0	0	0
1.8		Service Asset & Configuration Management plan	7	0.11	0.065	0	0	0
1.7		Quality Management plan	3	0.042857	0.02757	3	0.042857	0.027857
1.8		Continual Service Improvement	7	0.11	0.065	0	0	0
1.8		Safety & Environmental Management plan	0	0	0	3	0.042857	0.027857
1.10		Risk Management plan	3	0.042857	0.02757	3	0.042857	0.027857
1.11		Information Assurance plan	7	0.11	0.065	0	0	0
1.12		Through Life Management plan	7	0.11	0.065	0	0	0
1.13		Information Management	7	0.11	0.065	3	0.042857	0.027857
1.14		Standard Operating Procedures	3	0.042857	0.02757	3	0.042857	0.027857
1.15		Green IT	3	0.042857	0.02757	7	0.11	0.065
		TOTALS	69	0.042857	0.02757	28	0.042857	0.027857
	Phase 1 & Exit							
	6.5							
	6.500%							
1.1		PI phase-in plan	3	0.075	0.0485	0	0	0
2.2		Technical Estate Migration	3	0.075	0.0485	0	0	0
2.3		Skills management	3	0.075	0.0485	3	0.075	0.0485
2.4		Exit Plan	3	0.075	0.0485	0	0	0
2.5		Not Used						
		TOTALS	12	0.075	0.0485	3	0.075	0.0485
	Sustain							
	45							
	29.25							
	29.250%							
1.1		Service Change	7	0.128	0.089	3	0.054	0.0351
3.2		Urgent Statements of User Requirements (USUR)	3	0.054	0.0351	3	0.054	0.0351
3.3		Service Asset and Configuration Management	3	0.054	0.0351	3	0.054	0.0351
3.6		Service level management	7	0.128	0.089	3	0.054	0.0351
3.8		Service Continuity Management	3	0.054	0.0351	3	0.054	0.0351
3.8		Disaster Recovery Solutions	7	0.128	0.089	3	0.054	0.0351
3.7		Acceptance of performance standards	3	0.054	0.0351	7	0.128	0.0819
3.8		Standards for Functional and Non-functional Performance	7	0.128	0.089	7	0.128	0.0819
3.9		Meetings and Reporting	3	0.054	0.0351	3	0.054	0.0351
3.10		Safety case solution	3	0.054	0.0351	3	0.054	0.0351
3.11		Safety case solution - new	3	0.054	0.0351	3	0.054	0.0351
3.12		Information Assurance	7	0.128	0.089	3	0.054	0.0351
3.13		Data Management	7	0.128	0.089	0	0	0
3.14		Problem Management	3	0.054	0.0351	3	0.054	0.0351
3.16		Incident Management	7	0.128	0.089	3	0.054	0.0351
3.16		Technical POC	3	0.054	0.0351	0	0	0
3.17		Technical self-help facility	3	0.054	0.0351	7	0.128	0.0819
3.18		Capacity Management	7	0.128	0.089	3	0.054	0.0351
3.19		Operations and Overseas	3	0.054	0.0351	3	0.054	0.0351
3.20		Operations and Overseas (Defence Planning Assumptions)	3	0.054	0.0351	3	0.054	0.0351
3.21		Parameters for Qo	3	0.054	0.0351	7	0.128	0.0819
3.22		Staffing levels	7	0.128	0.089	7	0.128	0.0819
3.23		Service Management	3	0.054	0.0351	3	0.054	0.0351
3.24		Training delivery	3	0.054	0.0351	7	0.128	0.0819
3.25		Impact of dependencies through life	7	0.128	0.089	0	0	0
3.26		Not Used						
		TOTALS	116	0.08182	0.044318	60	0.08182	0.044318
	Transformation							
	16.25							
	16.250%							
4.1		Tn Information Plan	3	0.068182	0.044318	0	0	0
4.2		Logistics IS Strategy	0	0	0	7	0.159091	0.103409
4.3		Technology Roadmap	3	0.068182	0.044318	7	0.159091	0.103409
4.4		Optimisation Plan	3	0.068182	0.044318	0	0	0
4.5		Technology Refresh Plan	3	0.068182	0.044318	3	0.068182	0.044318
4.6		Logistics Enterprise Architecture - 1	7	0.159091	0.103409	3	0.068182	0.044318
4.7		Logistics Enterprise Architecture - 2	3	0.068182	0.044318	7	0.159091	0.103409
4.8		Base Inventory Management System Solution A: Implementation Plan	0	0	0	7	0.159091	0.103409
4.8		Base Inventory Management System Solution A: Realisation and Benefits	0	0	0	7	0.159091	0.103409
4.10		Base Inventory Management System Solution B: Implementation Plan	3	0.068182	0.044318	7	0.159091	0.103409
4.11		Base Inventory Management System Solution B: Realisation and Benefits	3	0.068182	0.044318	7	0.159091	0.103409
		TOTALS	28	0.068182	0.044318	58	0.126	0.0819
	Enter Score	Enter the Raw Scores entered for each RoR question.	Forward	3.8492	2.602		3.346	2.1743

SERVICE DELIVERY & TECHNICAL MANAGEMENT VIEW

ROR Identifier	Level 3	EVALUATION CONSOLIDATION		EVALUATION GRAPHICAL COMPARISON	
		V	M	V	M
Service Delivery & Technical					
Role of DP		L3 SCORES INPUT 2	L3 SCORES INPUT 4		
1.1	Overall management solution - how it all fits together	3	3		
1.2	Partnering role	3	3		
1.3	Third party management	3	3		
1.4	Not Used	0	0		
1.5	Service design	3	3		
1.6	Service Asset & Configuration Management plan	3	3		
1.7	Quality Management plan	3	3		
1.8	Continual Service Improvement	3	3		
1.9	Safety & Environmental Management plan	3	3		
1.10	Risk Management plan	3	3		
1.11	Information Assurance plan	3	3		
1.12	Through Life Management plan	3	3		
1.13	Information Management	3	3		
1.14	Standard Operating Procedures	3	3		
1.15	Green IT	3	3		
Phase In & Exit		L3 SCORES 1	L3 SCORES 4		
2.1	Phase-in plan	3	3		
2.2	Technical Estate Migration	3	3		
2.3	Skills management	3	3		
2.4	Exit Plan	3	3		
2.5	Not Used	0	0		
Sustain		L3 SCORES 2	L3 SCORES 4		
3.1	Service Change	3	3		
3.2	Urgent Statements of User Requirements (USUR)	3	3		
3.3	Service Asset and Configuration Management	3	3		
3.4	Service level management	3	3		
3.5	Service Continuity Management	3	3		
3.6	Disaster Recovery Solutions	3	3		
3.7	Acceptance of performance standards	3	3		
3.8	Standards for Functional and Non-functional Performance	3	3		
3.9	Meetings and Reporting	3	3		
3.10	Safety case solution	3	3		
3.11	Safety case solution - new	3	3		
3.12	Information Assurance	3	3		
3.13	Data Management	3	3		
3.14	Problem Management	3	3		
3.15	Incident Management	3	3		
3.16	Technical POC	3	3		
3.17	Technical self-help facility	3	3		
3.18	Capacity Management	3	3		
3.19	Operations and Overseas	3	3		
3.20	Operations and Overseas (Defence Planning Assumptions)	3	3		
3.21	Parameters for Q _a	3	3		
3.22	Staffing levels	3	3		
3.23	Service Management	3	3		
3.24	Training delivery	3	3		
3.25	Impact of dependencies through life	3	3		
3.26	Not Used	0	0		
Transformation		L3 SCORES 4	L3 SCORES 2		
4.1	Transformation Plan	3	3		
4.2	Logistics IS Strategy	3	3		
4.3	Technology Roadmap	3	3		
4.4	Optimisation Plan	3	3		
4.5	Technology Refresh Plan	3	3		
4.6	Logistics Enterprise Architecture - 1	3	3		
4.7	Logistics Enterprise Architecture - 2	3	3		
4.8	Base Inventory Management System Solution A; Implementation Plan	3	3		
4.9	Base Inventory Management System Solution A; Realisation and Benefits	3	3		
4.10	Base Inventory Management System Solution B; Implementation Plan	3	3		
4.11	Base Inventory Management System Solution B; Realisation and Benefits	3	3		

