



T: 0131 244 6007
E: [REDACTED E-MAIL ADDRESS]

[REDACTED NAME]
Capgemini UK plc
1 Forge End
Woking
GU19 6BD
By email: [REDACTED E-MAIL ADDRESS]

Our ref: Case Ref./563758

7th December 2021

National Care Service: Business Case & Operating Models

Dear [REDACTED NAME]

Thank you for your tender dated 24th November 2021 for the above named contract opportunity. We have now completed our evaluation of all the tenders received for this contract and, on behalf of the Scottish Ministers I must inform you that on this occasion your tender has not been successful. The tables below shows the individual scores given against the published criteria in respect of your submission and those of the winning tenderer KPMG.

Table 1 – Quality Score

| Award Criteria | Section Weighting | Your Score | Winning Tenderer's Score |
|--|-------------------|---------------|--------------------------|
| A – Understanding of Requirements and Policy Context | 30% | 23.88 | 30.00 |
| B – Methodology | 30% | 21.84 | 24.39 |
| C - Staffing and Resourcing | 25% | 16.50 | 16.50 |
| D – Climate Emergency Response | 4% | 2.64 | 2.64 |
| E – Community Benefits | 3% | 1.98 | 1.98 |
| F – Fair Work First | 5% | 3.30 | 5.00 |
| G – BCDR | 3% | 1.98 | 3.00 |
| Overall Score | 100% | 72.12% | 83.51% |

Table 2 – Price Score

| Award Criteria | Weighting | Your Score | Winning Tenderer's Score |
|----------------|-----------|------------|--------------------------|
| Price Score | 100% | 100% | 90.66% |

Table 3 – Price/Quality Ratio Score

| Award Criteria | Weighting | Your Score | Winning Tenderer's Score |
|----------------|-------------|---------------|--------------------------|
| Quality | 70% | 50.48% | 58.45% |
| Price | 30% | 30% | 27.20% |
| Total | 100% | 80.48% | 85.65% |



The Framework requires us to summarise the reasons why you were unsuccessful and we have provided this together with the the characteristics and relative merits of the successful tender. This information is included in Appendix 1 this letter.

May I take this opportunity to once again thank you for your interest in this contract and remind you that further contracting opportunities from the Scottish public sector can be found on the Public Contracts Scotland portal.

Yours sincerely

[REDACTED NAME]

[REDACTED NAME]

Senior Portfolio Specialist

APPENDIX 1

| Question No | Your Score | Summary of Your Bid | Winning Bid Score | Relative Merits & Characteristics of The Winning Bid |
|-------------|------------|--|-------------------|---|
| A1 | 100 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender demonstrated a good awareness of policy context, as demonstrated by highlighting key policy documents – e.g. Christie Commission/IRASC Report/NCS Consultation document. • Acknowledgment of NCS Consultation document setting out need for a shift in narrative surrounding ASC, to one of prevention, and early intervention. • Good understanding of potential changes to governance structures, as highlighted by diagram showing current governance arrangements; and illustration of potential scale of change. • Recognition of the role NCS will have on wellbeing economy, as well as alignment to Data and Digital Strategy (and knowledge of existing data landscape) • Using case reviews etc to illustrate Impact of rights-based approaches • Good on relationship to Data and Digital strategy and current working relationships | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Comprehensive response that clearly demonstrates the tenderers understanding of the policy context. The tenderer brings together a clear legislative review with an understanding of delivery, which is fundamental to IRASC. • Comprehensive awareness of IRASC. • Brings together with clarity the synthesis between policy and delivery – and the challenges thereof. • Included examples from international approaches which would be valuable in feeding into the TOM/operating model work. • Picked up on the need to shift the narrative around investing in SC to one of investing to provide economic benefits. • Data and digital infrastructure comments are very germane. • Demonstrated an understanding of the existing data landscape, through acknowledgment of the existing fragmented nature of local authority/social care data systems. • Experience of working with the SC system – as evidenced through the work with the Care Quality Commission, and the partnership with the Social Care Institution for Excellence. |

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| | | | | <ul style="list-style-type: none"> • Traceability as an important consideration is a good point. • Impact assessments as part of the process is a good point. • Expert panel is good idea. |
| A2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The section demonstrated an understanding of the links between the various components of the project – COM/TOM/PBC – as well as experience of developing COM models for UK areas, • For the TOM, the tenderer acknowledged the importance of drawing on international research to inform proposals. • Experience of the team of working with HMT Green Book principles, as well as presenting complex information in an accessible format. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Lack of evidence on underlying methodology of INDEX tool – and applicability to Scotland. • Lack of evidence that the outputs the INDEX tool produce will meet SG requirements. • The section would have benefitted on drawing out links between deliverables and the Bill timetable – e.g. financial memorandum. • Social care supports and empowerment light | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • The tenderer provided good evidence setting out the recognition of interdependencies within the project – as evidenced by a diagram showing linkages between the different components of the project. • Acknowledged the importance of including data and digital requirements at the outset. • A strength of the tender was a demonstration of previous experience in developing HMT Green Book compliant business cases, and delivering system based transformation projects. • Demonstrated they had good contract management systems in place. • Identified the need to ensure that engagement with stakeholders is targeted, to avoid repetition and duplication. |

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| | | <ul style="list-style-type: none"> • Stated well the TOM challenges but light on detail how • Sensory impairment not mentioned • ASE events need to reflect wider understanding of diverse service user groups | | |
| B1 | 100 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender demonstrated an understanding of the dependencies between various projects, as outlined via a project management diagram. • Setting out the series of sprints demonstrates a clear approach that will work well in the current working environment. Strong response here. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • The project plan made no allowance for a slippage of tasks, and how this might impact on the delivery of deliverables. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • The tender provided an awareness of the tight deadlines for delivering the project and provided evidence of how to deliver within this context by, e.g. Planning a requirement session to establish a common understanding of deliverables/timescales, and agreement of prioritisation and a flexible resource proposal, which can be flexed according to need as the work programme develops. • Clear and tailored plan that details assumptions made. • Clear plan to mobilise at pace and deliver value early on. • Regular programme checkpoints. |
| B2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender notes the importance of ensuring that impact is quantifiable – especially for baselining, monitoring, and evaluation purposes | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Recognition of interdependencies between the TOM, and other work streams. • Recognition of the need to ensure outputs are Green Book compliant. |

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| | <ul style="list-style-type: none"> • The tender notes experience of using mechanisms to ensure the TOM is accessible to a diverse audience. • Clear person-centred approach which answers a critical question around service level and system level. • User research embedded as part of the programme is strong. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • This section would have benefitted on expanding on how the findings from the NCS consultation will feed into the development of the TOM • While it is welcome that there will be some sensitivity analysis conducted as part of the TOM work, the section would have benefitted from setting out membership of the working groups, as well as how this will link into the wider governance structure. • Examples of visual reports would have added value | <ul style="list-style-type: none"> • Breakdown of the tasks provided, including recognition of the need to conduct sensitivity analysis/stress testing to validate findings. • Approach to developing future state system was well thought out, and demonstrated an awareness of the wider context. • Approach to identifying wider impacts across the system seemed sensible. • Very good demonstration of building Lived Experience using personas and validating them against real stakeholder groups. |
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| B3 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document provides experience of working with HMT Green Book principles, as demonstrated through the accreditation of HMT Better Business Case training provider • The document provides a good level of detail, setting out the tasks required to take forwards the economic case, including development of critical success factors. • Clear plan for managing the SOC development. • Excellent specifics on CO Risk Profile • Great examples that demonstrate capability • Demonstrates cross-project working • Clear links to data. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • This section of the document would have benefitted from linking in (more explicitly) to the requirement to provide outputs to inform the financial memorandum of the Bill. • The section would have also benefited from providing advice around contingencies for timescales slipping, and the implications on deliverables. • Could have developed examples of PBC work in Scotland context further • Stakeholder management could have been developed further | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Recognition that the Programme Business Case work has dependencies. • Demonstration of experience of working in similar environments. • Links with central government departments, e.g. impacting positively on ability to improve benefits monetisation. • Demonstration of understanding of what is required for an economic case, and alignment between financial and economic case. • Good project plan. • Case model application to the strategic/economic/commercial/financial key activities very useful. • Visual reporting very good. |
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| B4 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender notes the intention to work collaboratively in order to ensure use of existing data is maximised • Use of sample case reviews to ensure COM is grounded in actual practice • The tender notes that they already have experience of building relationships with stakeholders to deliver outcomes • Very strong on baseline reporting. • Demonstrating very strong knowledge on Scotland SC sector and knowledge of health more broadly. • Highly data-driven approach <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Whilst this section provides information of how the INDEX methodology can be used, the document would have benefitted from including a justification of why the proposed methodology is more appropriate to use than another methodology • Needed to be stronger on actual modelling of current operations, i.e. the operating layers of a sector, e.g. governance, finance, service delivery, data, digital, etc. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Recognition of the need to capture data for baselining purposes. • Also notes the importance of avoiding duplication of works/links to PBC/TOM work. • Recognition of need to make analysis user friendly through a three layered approach/data lake tool. • Demonstration of experience in managing complex system projects, as well as alignment with business case leads. |
| B5 | 100 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Clear and tailored resource management structure. |

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| | | <ul style="list-style-type: none"> • A good level of detail was included in this section, setting out the experience of the team, and governance arrangements – including option of changing the frequency of meetings as the project progresses. • Production of monthly status report to provide summary of progress looked a useful tool to feed into wider, programme level reporting. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Whilst this section acknowledged that managing change was important, it would be helpful to include further information on the tenderers project management methodology (UPM). • Building this out further to include workstreams and projects would help build the bigger picture of reporting and real-time contract management. | | <ul style="list-style-type: none"> • Contract management plan is outlined in comprehensive outline. • Clear accountabilities for the engagement is given with named supplier-side identified resource. • Reporting plan is strong and clear. • Clear requirements for the client are set out to support an intelligent client method. • Quality management review is established with partner-level challenge. |
| B6 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The report demonstrated quality control mechanisms were in place, including internal peer review groups, KPI monitoring, international accreditations, and establishment of an independent assurance group. • Quality management was also demonstrated through tasks during mobilisation period – including agreement of deliverables/timescales, and an understanding of baseline data and information. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Outline of approach is clear and comprehensive. • SCIE input provides clear SME insight into SC experience with clear plan to deliver. • Subcontractor responsibility is outlined and supplier's responsibilities for this. • Named quality oversight given. • Partner challenge is outlined and demonstrates clear QM approach. • Customer journey mapping • Partner challenge panel |

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| | | <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Building this out to include work streams and projects would help bring the quality management component to life. | | |
| B7 | 100 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document provided evidence of the application of inventive methods which could be used in the context of the NCS project, including “reframing ambition” to use in the stakeholder engagement events, as well as examples of where the innovative techniques have been used previously. • Innovated tools, techniques, methodologies • Using EDGEWORK to facilitate change | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Focus on continuous improvement to client, including identifying lessons learnt, and opportunities. • Catalogue of good practice shared • Innovation events • Supplier events • Net zero events • Social care innovation network event |
| C1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document contained information on the wide-ranging experience of the proposed team and incorporated specialist skills, including experience of working to HMT Green Book principles. • IMPOWER was a real asset to this proposal. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Clear senior team involvement. • Strong Scotland experience demonstrated in the credentials. • Public sector awareness and experience is very strong. • Good TOM staffing especially with recognition of local implications being tailored in response. |

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| | | <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Stronger experience in SC for TOM work would have developed this – although covered in SME coverage. | | |
| C2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender provided details of resource management – including supporting employees to work flexibility, and investing in workforce development. • The document also provided details of establishing regular check-ins, where resourcing was on the agenda. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Clearer mobilisation plan linked to deliverables would have supported this further. • Could have shown greater 1-to-1 support techniques/ methodologies. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Good understanding of resource required, and flexibility to support changing needs. • Detail was provided on a number of successes, where resource was managed through refresh and replacement initiatives, as well as business continuity planning. • Clear approach to staff wellbeing and how this is taken seriously by the firm. • Agile approach to programme management |
| D1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document provides details of the 10 point plan to become a net zero business. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Demonstrated an understanding of the Scottish policy context, including commitment to reduce Greenhouse Gas emissions. |

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| | | <ul style="list-style-type: none"> The document also provided information on relevant international accreditations, as a demonstration of support given to deliver on energy sustainability objectives. | | <ul style="list-style-type: none"> Proposal to hold workers session to explore carbon footprint, and how different TOM could link to reduction in carbon emissions. CDP Supplier Engagement Leaderboard 2020 |
| E1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The tender provided details of a recent initiative to recruit additional employees in Inverness and Nairn, as part of a programme to build capacity of digital skills in Scotland. The document also provides details of existing programmes – including Modern Apprenticeship Recruitment – and how this project would tie in. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> No mention of including minority groups | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Response noted a number of initiatives in this area, including ensuring employment opportunities for people from disadvantaged groups through engagement with Enable. The section also proposed option of including volunteering days in the project. Proposals for a series of spotlight sessions featuring individuals/organisations who have experience of need/delivering SC commitments. |
| F1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> Notes commitment to being a fair work employer for all workers. The document also provides details on ensuring employees are consulted, through the Capgemini | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Noted support for principles of Fair Work First Provided a good level of detail on how the firm has committed to the criteria, including ensuring employees have an effective voice; and how these standards would be applied to this project. |

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| | | Works Council, as well as additional initiatives including conducting regular Pulse surveys, and investing in learning and development. | | |
| G1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document notes compliance measures in place to ensure business continuity. • The response also notes that improvements in business continuity arrangements have been made recently, owing to the experience of the COVID pandemic. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • The response seemed to highlight the clients' BCDR, rather than the tenderers. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Detailed table • Clearly sets out threats, scale of risk/impact, and mitigation actions. |



T: 0131 244 6007

E: [REDACTED E-MAIL ADDRESS]

[REDACTED NAME]

Deloitte

Four Brindleyplace,

Birmingham, B1 2HZ

By email: [REDACTED E-MAIL ADDRESS]

Our ref: Case Ref./563758

7th December 2021

National Care Service: Business Case & Operating Models

Dear [REDACTED NAME]

Thank you for your tender dated 24 November 2021 for the above named contract opportunity. We have now completed our evaluation of all the tenders received for this contract and, on behalf of the Scottish Ministers I must inform you that on this occasion your tender has not been successful. The tables below show the individual scores given against the published criteria in respect of your submission and those of the winning tenderer KPMG.

Table 1 – Quality Score

| Award Criteria | Section Weighting | Your Score | Winning Tenderer's Score |
|--|-------------------|---------------|--------------------------|
| Understanding of Requirements and Policy Context | 30% | 19.80% | 30% |
| Methodology | 30% | 19.80% | 24.39% |
| Staffing and Resourcing | 25% | 19.48% | 16.50% |
| Climate Emergency Response | 4% | 2.64% | 2.64% |
| Community Benefits | 3% | 1.98% | 1.98% |
| Fair Work First | 5% | 3.30% | 5% |
| BCDR | 3% | 1.98% | 3% |
| Overall Score | 100% | 68.98% | 83.51% |

Table 2 – Price Score

| Award Criteria | Weighting | Your Score | Winning Tenderer's Score |
|----------------|-----------|------------|--------------------------|
| Price Score | 100% | 90.83% | 90.66% |

Table 3 – Price/Quality Ratio Score

| Award Criteria | Weighting | Your Score | Winning Tenderer's Score |
|----------------|-------------|---------------|--------------------------|
| Quality | 70% | 48.28% | 58.45% |
| Price | 30% | 27.25% | 27.20% |
| Total | 100% | 75.53% | 85.65 % |



The Framework requires us to summarise the reasons why you were unsuccessful and we have provided this together with the the characteristics and relative merits of the successful tender. This information is included in Appendix 1 to this letter.

May I take this opportunity to once again thank you for your interest in this contract and remind you that further contracting opportunities from the Scottish public sector can be found on the Public Contracts Scotland portal.

Yours sincerely

[REDACTED NAME]

[REDACTED NAME]

Senior Portfolio Specialist

APPENDIX 1

| Question No | Your Score | Summary of Your Bid | Winning Bid Score | Relative Merits & Characteristics of The Winning Bid |
|-------------|------------|---|-------------------|---|
| A1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • Clear outline and strong understanding demonstrated of the current policy landscape and wider public services reform agenda, namely The Christie Commission. • Strong development of ideas and <i>direction of travel</i> indicated from the national consultation (recent IRASC report) • Demonstrates a good understanding of the ambition of SG to deliver change. • Integration (and its challenges) in health & social care is well demonstrated. • Overall, the tender acknowledges the link between the project and the recent consultation, as well as acknowledging current system pressures. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • More developed understanding of the relationship between policy and delivery; for example this could have been outlined in the world-class policy of Self Directed Support but the implementation issues in delivery. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Comprehensive response that clearly demonstrates the tenderers understanding of the policy context. The tenderer brings together a clear legislative review with an understanding of delivery, which is fundamental to IRASC. • Comprehensive awareness of IRASC. • Brings together with clarity the synthesis between policy and delivery – and the challenges thereof. • Included examples from international approaches which would be valuable in feeding into the TOM/operating model work. • Picked up on the need to shift the narrative around investing in SC to one of investing to provide economic benefits. • Data and digital infrastructure comments are very germane. • Demonstrated an understanding of the existing data landscape, through acknowledgment of the existing fragmented nature of local authority/social care data systems. • Experience working with the SC system – as evidenced through the work with the Care Quality Commission, and the partnership with the Social |

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| | | <ul style="list-style-type: none"> • The connection between policy ambition and delivery reality is at the heart of the work that needs to be undertaken in the NCS work. • Introduces big issues but then does not fully develop into how these form the policy landscape. | | <p>Care Institution for Excellence – this would prove valuable for the current project.</p> <ul style="list-style-type: none"> • Traceability as an important consideration is a good point. • Impact assessments as part of the process is a good point. • Expert panel is good idea. |
| A2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender provides a clear understanding of what is required for the PBC, and links to the operating model developing work. The tender demonstrates experience of delivery through previous examples. • There is a clear understanding of the purpose of the COM, including the importance of baseline data, and dependencies with other components of the project. • There is a clear understanding of the requirements for the TOM, including dependencies with other work, as well as experience of delivering operating models within the sector. • The tender also includes information on proposals for contract management, as well as stakeholder engagement. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • For the PBC, the section would have benefitted from including further information on the Maturity Matrix | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • The tenderer provided good evidence setting out the recognition of interdependencies within the project – as evidenced by a diagram showing linkages between the different components of the project. • Acknowledged the importance of including data and digital requirements at the outset. • A strength of the tender was a demonstration of previous experience in developing HMT Green Book compliant business cases, and delivering system based transformation projects. • Demonstrated they had good contract management systems in place, as well as the need to ensure that engagement with stakeholders is targeted, to avoid repetition and duplication. |

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| | | <p>framework – including a brief justification of why this is the preferred approach.</p> <ul style="list-style-type: none"> • The section was also quite light on the rationale for using the TOM framework, versus other methodologies. • Would have liked more detail about ‘person-centred design tools. | | |
| B1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • Good description of mobilisation process • Good process for team briefing • Open system for mutual challenge • Good plans for operating model • progressive Respect and Inclusion Ways of Working Framework • Excellent time line <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • This section would have benefited from expanding on the “confirming the team” information, to provide an indication of the likely team structure, and mix of skills which the tenderer was proposing for the project. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • The tender provided an awareness of the tight deadlines for delivering the project, and provided evidence of how to deliver within this context by: Planning a requirement session to establish a common understanding of deliverables/timescales, and agreement of prioritisation and a flexible resource proposal, which can be flexed according to need as the work programme develops. • Clearly and tailored plan that outlines any assumptions. • Clear plan to mobilise at pace and deliver value early on. • Regular programme checkpoints. |
| B2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> |

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| | | <ul style="list-style-type: none"> The tender sets out the proposed methodology for delivering the TOM, through the use of the Social Care Maturity Model, and associated workshops. The tender notes the alignment with the Scottish Approach to service design, as well as the importance of stakeholder engagement. The tender notes that a log of assumptions will be kept, and provides examples of final reports produced from previous commissions. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> The section would have benefited from further information on the rationale for using the Maturity Model over other approaches. The section would have also been strengthened by further information on the ability to adjust the scope of the model in line with consultation findings, as well as links to the wider legislative environment/timescales. The narrative around PBC drafting doesn't fully reflect the range of services, the beyond-fiscal impacts and opportunities for people who are looking for more than having narrow care requirements met. | | <ul style="list-style-type: none"> Recognition of interdependencies between the TOM, and other work streams. Recognition of the need to ensure outputs are Green Book compliant. The document included a breakdown of the tasks, which was helpful, including recognition of the need to conduct sensitivity analysis/stress testing to validate findings. Approach to developing future state system appeared well thought out, and demonstrated an awareness of the wider context. Approach to identifying wider impacts across the system seemed sensible. Very good demonstration of building Lived Experience using personas and validating them against real stakeholder groups. |
| B3 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Recognition that the PBC work has dependencies, and a demonstration of experience of working in similar environments. |

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| | | <ul style="list-style-type: none"> • The tender provided a clear understanding of dependencies between the PBC, and operating model work. • The tender demonstrated a good understanding of the requirements of each of the 5 cases – especially the requirements for the economic case. • The tender also demonstrated a current understanding of developing businesses cases in line with HMT Green Book guidance, and provided examples of previous work. • Overall clear phased approach that sets out requirements at each stage. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Acknowledging a link to the outputs of this work, and what is required to fulfil the legislative requirements in time – especially around links to the financial memorandum. • Greater examples of business case delivery in H&SC in Scotland would have strengthened the case here. | | <ul style="list-style-type: none"> • The tenderer has links with central government departments to improve benefits monetisation. • Demonstration of understanding of what is required for an economic case, and alignment between financial and economic case. • Good project plan. • Case model application to the strategic/economic/commercial/financial key activities very useful. • Visual reporting very good. |
| B4 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender included details of a five step approach to developing a COM through the use of a Social Care Maturity Model, and stakeholder engagement. • The tender also included examples of previous work, which demonstrated experience of working in the social care sector, as well as examples of | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Recognition of the need to capture data for baselining purposes. • Also notes the importance of avoiding duplication of works/links to PBC/TOM work. • Recognition of need to make analysis user friendly through a 3 layered approach/data lake tool. |

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| | | <p>communicating complex information to a variety of audiences.</p> <ul style="list-style-type: none"> • Maturity model provides strength to the prioritisation decisions that will be required. • Tailored maturity model with additions of Person-centred, Accountability and Collaboration was strong and demonstrated an NCS specific deliverable. • Criteria outline for the maturity model is clear and makes sense for wide range of readers. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • Identification of baseline performance indicators required more explaining – not clear how this relates to the SCMM model – this could have been drawn out more to present what work would be undertaken and how this relates to deliverable. • Limited examples of HSC in Scotland given. | | <ul style="list-style-type: none"> • Demonstration of experience in managing complex system projects, as well as alignment with business case leads. |
| B5 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender sets out deliverables required at mobilisation stage, as well as proposals for managing performance and contract management. • The tender also provides details/processes for escalating issues, where required. • Clearly sets out contract management approach with routes for escalation. • Clearly makes recommendations for regular drumbeat reporting. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Clear and tailored resource management structure. • Contract management plan is outlined in comprehensive outline. • Clear accountabilities for the engagement is given with named supplier-side identified resource. • Reporting plan is strong and clear. • Clear requirements for the client are set out to support an intelligent client method. • Quality management review is established with partner-level challenge. |

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| | | <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • This section would have benefitted from adding in more detail on the specific mechanisms proposed for contract management and reporting. • The section would have also been strengthened by providing further detail on examples of monthly reporting formats. | | |
| B6 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The tender provides details of quality management accreditation, alongside details of their internal approach to quality management, including the appointment of a dedicated quality assurance lead. • Satisfactory systems and accreditations • Good assurance mechanisms | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Outline of approach is clear and comprehensive. • SCIE input provides clear SME insight into SC experience with clear plan to deliver. • Subcontractor responsibility is outlined and supplier's responsibilities for this. • Named quality oversight given. • Partner challenge is outlined and demonstrates clear QM approach. • Customer journey mapping • Partner challenge panel |
| B7 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • Deploying advisory group • Convening collaborative solutions workshop | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Focus on continuous improvement to client, including identifying lessons learnt, and opportunities. • Catalogue of good practice shared |

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| | | <ul style="list-style-type: none"> Using crowd sourcing platforms to discuss, sort, build and vote on ideas <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> This could have been developed further by showing ways in which the I&D would be built into the existing programme of work... e.g. the Global network could have been baked into the TOM plan of work. | | <ul style="list-style-type: none"> Innovation events Supplier events Net zero events Social care innovation network event |
| C1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> Credentials are strong in capability for public services reform SME has good insight into Scotland market <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> While senior cover is provided in QA partner by someone with clear working experience in Scotland HSC sector, the majority of credentials do not demonstrate close working understanding of HSC in Scotland. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Clear senior involvement from supplier firm. Strong Scotland experience demonstrated in the credentials. Public sector awareness and experience is very strong. Good TOM staffing especially with recognition of local implications being tailored in response. |
| C2 | 100 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Good understanding of resource required, and flexibility to support changing needs. |

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| | | <ul style="list-style-type: none"> The tender sets out details for ensuring that adequately skilled staff are in place to deliver the project, and details of support offered to staff through the duration of the project. The tender also provides details of learning and development opportunities. | | <ul style="list-style-type: none"> Detail was provided on a number of successes, where resource was managed through refresh and replacement initiatives, as well as business continuity planning. Clear approach to staff wellbeing and how this is taken seriously by the firm. Agile approach to programme management |
| D1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The tender includes details of the tenderers environmental sustainability ambitions, including proposed details of how environmental impact could be reduced as part of the project. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Demonstrated an understanding of the Scottish policy context, including commitment to reduce GHG emissions. Proposal to hold workers session to explore carbon footprint, and how different TOM could link to reduction in carbon emissions. CDP Supplier Engagement Leaderboard 2020 |
| E1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The tender provides details on a range of initiatives designed to benefit the community. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> Would prefer support at a higher professional/ leadership level. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Section noted a number of initiatives in this area, including ensuring employment opportunities for people from disadvantaged groups through engagement with Enable. The section also proposed option of including volunteering days in the project. Section also proposes a series of spotlight sessions featuring individuals/organisations who have experience of need/delivering SC commitments. |

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| F1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> the tender provides details on progress towards each of the five fair work criteria – including through initiatives aimed at ensuring effective voice, investing in workforce development, and ensuring equal pay. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> Potential lack of awareness of other disadvantaged groups. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Noted support for principles of Fair Work First, and provided a good level of detail on how the firm has committed to the criteria, including ensuring employees have an effective voice; and how these standards would be applied to this project. |
| G1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The tender provides details of relevant business continuity and disaster recovery procedures in place. The tender also includes a table setting out key risks, and mitigation actions. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> This section would have been strengthened by providing further information on the skill profile of the SME base, which would likely be used in the event of a supply chain disruption. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <p>Detailed table, setting out threats, resources, scale of risk/impact, and mitigation actions.</p> |

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| | | <ul style="list-style-type: none">The section would have also benefitted from including further information on mitigation actions in the event of a mismatch in skills between the SME base, and skills required for delivery of the project. | | |
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National Care Service

Business Case & Operating Models

**Bid Pack – Attachment 3 Specification of
Requirements**

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SPECIFICATION & REQUIREMENT

1. INTRODUCTION

1.1 Background

1.1.1 The Scottish Government launched a consultation on 9-August-21 on the creation of a National Care Service. This tender outlines the work to be undertaken should consultation support this course of action. The Scottish Government (Health & Social Care Directorate General [H&SC]) is inviting bids for the following key services in the development towards delivery of a National Care Service: business case, current operating models, and target operating model.

1.1.2 Key documents that underpin the current development of the National Care Service:

1.1.3 A National Care Service for Scotland: consultation
<https://www.gov.scot/publications/national-care-service-scotland-consultation/documents/>

1.1.4 Prior to this, the Independent Review of Adult Social Care was published in Feb-21 that gave the underpinning driver for work on NCS [Adult social care: independent review - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/independent-review-adult-social-care/documents/)

1.2 Requirements overview

1.2.1 Development of target operating model (TOM) for a National Care Service (NCS) and, as per the consultation, possible reform of integration authorities based on co-design principles and consultation findings. This should include:

- Outline plan of method employed for TOM design that is person-centred and co-designed (with appropriate level of relevant participation to be set out for each of the following points in 1.2.1 and in 1.2.3).
- Key functions, accountabilities and delivery models at each layer of the system.
- Whole-systems design including outline of digital and data *at the core* approach to system design including those that are digitally excluded and may need additional support to access/use the service (this includes both citizens and staff who may require upskilling and alternative methods of access).
- Clear description of critical options for senior leaders to consider in delivering the NCS system, demonstrating the implementation gap it is resolving.

1.2.2 Delivery of Programme Business Case that is consistent with HMT Green Book; including review and as necessary recommendations for revisions of draft Strategic Outline Case to allow it to progress to final draft.

1.2.3 Input to and verification of two current operating model reports for Health & Social Care:

- High level finance and governance map across Health & Social Care; strong visual representation based on available data, employing targeted workshops/interviews required.
- Current operating model in social care; tenderer should outline the scaling and focus of insight required across the sector in mapping in relation to data-insight required for TOM and business case (cognisant of the implementation gap that is being resolved). This should include visual representation of understood governance and finance (from the H&SC finance and governance report) plus indication on critical problems in the system, and baseline performance data for benefits tracking; this should form the current state analysis report.
- Clearly defined and evidenced “implementation gap” report which will be used by Design Authority to ensure design proposals make direct (or indirect) impact to outcomes.

2. BACKGROUND

2.1 Independent Review of Adult Social Care

2.1.1 Following the Independent Review of Adult Social Care (IRASC) [Feb-21], the Scottish Government is currently consulting on the establishment of a National Care Service in Scotland. This re-design subject to the consultation is one of the most significant public service transformation agenda undertaken by the Scottish Government.

2.1.2 A programme of social care reform is needed to achieve the full potential of human rights based approach to social care in Scotland, including the ongoing work of Care and Wellbeing Programmes. In the consultation, it is outlined that a National Care Service is needed to:

- Achieve consistency across the country.
- Drive national improvements.
- Ensure strategic integration with the NHS.
- Set national standards.
- Workforce(s) terms and conditions.
- Bring national oversight and accountability.

2.1.3 There is a need to transform the way social care is planned, commissioned and procured to enable:

- Building of trusting relationships.
- Collaboration rather than competition.
- Establishing partnerships not market places.
- Amplify the voice of living experience at every level of the redesign.
- There is a duty to co-design a new system with the people in social care.

2.1.4 IRASC was clear that social care transformation should include:

- Shifting the paradigm of care
 - move to new thinking
- Strengthen the foundations
 - Protect and reinforce what is working, e.g. Self-directed support
 - Adoption of science based improvement
 - Better support for unpaid carers
 - Invest in workforce
- Redesign the system
 - A new way of approaching social care delivery in Scotland
 - Person-centred service design
 - Robust and clear governance
 - Sustainable financial model
 - Support Scottish Ministers in accountability-visibility and insight-led change.

2.2 National Consultation

2.2.1 The National Care Service, subject to the conclusion of the consultation, will be the most significant change in public services since the establishment of the National Health Service. At its core will be human rights and person-led care and support that focuses on positive outcomes for individuals in Scotland. TOM development is required to understand how designs/options for the NCS national and local structures will impact outcomes for people in Scotland. The operating models should be evidence-based and focused on reducing the implementation gap between social care policies and delivery. The development should be consistent with person-centred design principles and provide an overview of whole-system outline that will support national and regional operations, e.g. interdependencies internal/external to NCS.

2.3 Readiness

2.3.1 The Scottish Government is seeking to map the current models across (H&SC): finance and governance map across H&SC; and current social care delivery models (current ops model) inclusive of integration authorities. This should support options development, implementation gap definition, and high level roadmap for delivery

3. BUDGET

3.1.1 The budget for this project is capped at £550,000 excluding VAT.

4. SCOPE OF THE REQUIREMENT

4.1 Overview of requirements

4.1.1 Target operating model for a National Care Service national function and NCS local (potential reform of integration authorities), alongside a wider outline of sector in future-state; pending outcome of consultation, this will require an assumptions log where decisions have not yet been established.

4.1.2 Current operating model reports: visual map of finance and governance across H&SC; current operating model (as-is) report for social care.

4.1.3 Create and deliver Version 1.0 of the Programme Business Case.

4.1.4 The supplier should provide project support (working with SG PMO to provide plan and outline for the work to be undertaken) for dependencies across the workstreams.

4.1.5 Deliverables will be the property of Scottish Government; it should include evidence pack that supports assumptions and conclusions of final reports.

4.2 Target Operating Model (TOM)

4.2.1 The target operating model will seek to outline critical functions, structures and capabilities required to achieve improvement in outcomes for people in Scotland; this should provide a person-centred approach and appropriate co-design as per SG Design principles and delivered as outlined as at 1.2.1. This should be evidence based and support the development of legislation, and inform the options development within the business case(s) work. The project plan should indicate regular review with senior leaders for agreement. The TOM should be cognisant of the management case and delivery feasibility, including indication of level of disruption.

4.2.2 The TOM should provide an outline for National Care Service functions and possible NCS local structure (pending consultation on reform of integration authorities). Alongside this, a wider map of interdependent agencies and functions is required to understand clearly how the future-state will operate, i.e. any transfer of functions, new requirements, etc.

4.2.3 The TOM development should clearly outline how it is reconciling the implementation gap issues, as outlined in IRASC. As well as recommendations for performance indicators by which changes can be measured, from high level population outcomes to system performance.

4.2.4 The TOM development should provide options for Programme Delivery Board (via Design Authority) to consider, including: review of (benefits and dis-benefits) and evidence from international models of care: lessons, models, benefits, benchmarking; how other countries have achieved improvement in positive outcomes (defining indicators, measuring and reporting approaches). Method for evidencing positive outcomes for people in Scotland (working with SG PMO to support benefits management). This should be achieved in consultation with existing social care analytical strategy and data and wider engagement as appropriate.

4.2.5 The TOM for the National Care Service should provide considerations for the following areas (tenderer should consult the detail of the published consultation and outline other critical areas from their experience in major transformation in health and social care):

- i. digital approach including those who are currently excluded to service delivery and system enablement;
- ii. commissioning, procurement, definition and delivery of care;
- iii. improvement strategy;
- iv. national community health and social care standards;
- v. integration authority powers and functions;
- vi. national complaints and remediation service;
- vii. approach to delivery partners;
- viii. workforce development;
- ix. regulation functions;
- x. data management;
- xi. consideration of shared services model, including with existing structures;
- xii. performance reporting models;
- xiii. highlighting critical issues which will require formal SG internal legal advice to ensure competence;
- xiv. data and privacy considerations and implications.

4.2.6 A separate project will undertake detailed work for digital and data transformation; the TOM will require to outline at *high-level* digital and data architecture system requirements and views on how a *National Care Record* could support the intended outcomes of National Care Service national and local functions.

4.2.7 Improved data and digital infrastructure should support a range of functions within a National Care Service; the TOM should outline how this will be deployed within the whole-system. Data and digital are both critical for:

- helping people live fulfilling, independent lives;
- enabling professionals to support those people;
- facilitate ethical and collaborative commissioning;
- underpin regulation and improvement programmes;
- support workforce planning; and
- facilitate research and intelligence;
- understanding on digital and data requirements for service delivery and system processes.

4.3 Current Operating Model (COM)

4.3.1 Current Governance and Finance map across Health and Social Care – visual report. Tenderer should validate analysis that can be used to understand current levels of maturity. Data will be available to allow this work to move at pace with substantial work being completed in house.

4.3.2 The governance and finance map will be developed with SG team; the supplier should use data provided to deliver a visual Governance & Finance Operating Report. The tenderer should outline the methodology they would use and how this will enable senior leaders and Scottish Ministers to manage and develop the system. This should be an easy to understand and digest output, giving the level of detail required to understand the system without excessive amounts of information included. Issues and inconsistencies should be noted. The tenderer should outline how they would engage with senior leaders and other relevant parties to validate data and findings.

4.3.3 Current Community Health and Social Care Operating Model (“as-is” report) in preparation of potential design and creation of National Care Service and potential reform of integration authorities. This will include the operating model of Integration Authorities and related services. It should include different layers of the current operating model; how services are delivered across Scotland and noting variation at a local level.

4.3.4 This may be done at an appropriate level across the system which the tenderer should outline their approach; in addition some more detailed case studies at a pathway level in local areas should be included. This should build picture of critical levers and identify service and system problems.

4.3.5 The consultation outlines broadening the scope of the National Care Service to community health and social care for all ages and the tenderer should outline the methodology they will use to deliver a map of the scope outlined as per the consultation. The scope may be update following analysis of the Consultation responses.

4.3.6 This work should be undertaken in connection with TOM development; tenderer to outline how they would assess the level of detail and mapping required in the “as-is” report to support evidence-based TOM design, i.e. understanding performance problems that are failing to yield maximum possible outcomes for people and reflecting the needs of people and workforce(s).

4.3.7 Current operating model work for social care service delivery should provide baseline insight ahead of design and transformation. The tenderer should provide methodology in how they plan to outline the delivery models, and validate data. This

output should inform the TOM and options development. The report should consider different 'lenses' by which analysis can be brought to the current model, with indicative recommendations for quick-win changes and longer-term transformation considerations.

4.3.8 The current operating model should outline system dependencies which might impact successful delivery or best value for SG; this should be done in connection with SG PMO risks and issues. This should be inclusive of known contractual liabilities; digital and data will have related landscape survey programme and shared outputs will be required between projects.

4.3.9 The current operating model report should provide high-level current performance metrics to support benefits management. Baseline current performance metrics should be outlined, cognisant of available data.

4.3.10 Current operating model work will require to run concurrently with programme business case development; distinct teams are required to cover the different capability demands, the tenderer should outline how they will coordinate work to ensure avoidance of duplication of information requests, avoidance of repeated stakeholder engagement, and allow for joint reporting into governance board. The project management for this should be provided by the supplier and liaise with SG PMO.

4.4 Business Case

4.4.1 The National Care Service Programme Business Case

4.4.2 The SOC should be reviewed with assumptions challenged, high-level options brought into visual representation, and rapid development plan for programme business case development.

4.4.3 The development of the initial SOC to final draft, then commence the work of the Programme Business Case Version 1.0. This should set out the strategic case across potential transformation work set out from the consultation findings; ensuring coherence and consistency at strategic level throughout. This should clearly set out the case for change, scope and financial and economic impact.

4.4.4 The PBC should follow HMT Green Book 5 Cases model and Scottish Public Finance Manual for major projects; it should provide Scottish Ministers and executive leadership of Scottish Government with a robust options outline.

4.4.5 The PBC should outline the critical dependencies, as per cases, required for the intended outcomes as set out in consultation findings.

4.4.6 The PBC should set out an overarching framework for the lifetime of the Programme, capturing short term implementation through to long term activity.

4.4.7 The PBC should provide appropriate level of information to provide clarity and guidance across work-streams.

4.4.8 The supplier will provide facilitation to clarify and validate: scope, structure, workforce, data & digital, plus additional critical areas they identify.

DELIVERABLES

4.5 Core items

4.5.1 The work should commence early December and run for up to 18 months (dates and milestones to be agreed during mobilisation) with following deliverables:

- i) The H&SC Governance & Finance Map;
- ii) The Social Care Current Operating Model (as-is report);
- iii) Target operating model for National Care Service, inc. future-state map;
- iv) National Care Service Programme Business Case (Version 1.0);

4.6 Additional information

4.6.1 The above documents must be presented in a clear, structured and comprehensive electronic format, with clear version numbers and notes, so that controls can be applied around which version is in use. Data visualisation should be used to clearly communicate evidence and conclusions, supported by written narrative.

4.6.2 The Supplier will return all source data to the Purchaser, unless the Supplier can demonstrate, for the Purchaser's verification, that this cannot be fully achieved.

4.6.3 The deliverables and outputs should include but not necessarily be limited to those included in this document. The final outputs, timetables and responsibilities will be detailed with the successful Supplier.

4.6.4 The Purchaser anticipates holding up to fortnightly project meetings during the contract period with the successful Supplier to ensure the project is developing according to our needs.

4.6.5 The ownership of the report and the initial draft guidance documents, and any data produced as a result of the contract, lies with the Scottish Ministers.

4.6.6 Outline of overarching milestones (to be confirmed during mobilisation; tenderer should provide insights to alternative plans):

| | |
|--------------------|---|
| December-21 | <ul style="list-style-type: none">• Mobilisation with Purchaser• Confirm outline of projects• Review of SOC |
| January-22 | <ul style="list-style-type: none">• Final version of the SOC |
| February-22 | <ul style="list-style-type: none">• Draft of Finance & Governance report |

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|---------------------|--|
| March-22 | <ul style="list-style-type: none"> • Draft of TOM • Draft of “as-is” report for social care |
| April-22 | <ul style="list-style-type: none"> • Draft of Programme Business Case • Inputs required for Financial Memorandum (in conjunction with Health Finance colleagues) |
| June-22 | <ul style="list-style-type: none"> • Version 1.0 of Programme Business Case |
| September-22 | <ul style="list-style-type: none"> • Presentation of deliverables |

5. MILESTONES

5.1 Overview

5.1.1 Milestones and their indicative dates for completion for this project are contained within the table below. Anything that suppliers can do to expedite completion of this work ahead of these timelines will be welcomed.

5.1.2 Meetings may be face-to-face or virtual depending on availability of the Purchaser and Supplier. The Supplier may wish to propose their own approach to workshops for agreement with the client at the initial inception meeting.

| Milestones | Completion Date |
|--|---|
| Mobilisation | Early December |
| Initial inception meeting/workshop with Client and Supplier* | ASAP; estimated early December |
| Clarification of key workstreams, service delivery demands, target operating model design approach | mid Dec 2021 |
| Target Operating Model | |
| TOM: Electronic delivery of initial report draft and draft written guidance | TBC – project plan provided by supplier |
| TOM: Face-to-face meeting between Client and Supplier to review the initial report draft and draft written guidance and agree any changes or additions. | TBC – project plan provided by supplier |
| TOM: Electronic delivery of the draft report version and initial draft guidance. | TBC – project plan provided by supplier |
| TOM: Face-to-face meeting between Client and Supplier (if required) to discuss and agree final report version and initial draft written guidance. | TBC – project plan provided by supplier |
| TOM: Delivery of final report version and initial draft guidance with any amendments as a result of final face to face meeting. | TBC – project plan provided by supplier |
| TOM: Electronic delivery of initial report draft and draft written guidance | TBC – project plan provided by supplier |
| Current Operating Model | |
| Social care operating model | |
| Social care current operating model: Electronic delivery of initial report draft and draft written guidance | Early March |

| | |
|--|---|
| Social care current operating model: Face-to-face meeting between Client and Supplier to review the initial report draft and draft written guidance and agree any changes or additions. | TBC |
| Social care current operating model: Electronic delivery of the final report version and initial draft guidance. | TBC |
| Social care current operating model: Face-to-face meeting between Client and Supplier (if required) to discuss and agree final report version and initial draft written guidance. | TBC |
| Social care current operating model: Delivery of final report version and initial draft guidance with any amendments as a result of final face to face meeting. | Late spring |
| H&SC finance and governance | |
| H&SC finance and governance map: Electronic delivery of initial report draft and draft written guidance | 24 th Jan 2022 |
| H&SC finance and governance map: Face-to-face meeting between Client and Supplier to review the initial report draft and draft written guidance and agree any changes or additions. | 27 th Jan 2022 |
| H&SC finance and governance map: Electronic delivery of the final report version and initial draft guidance. | 2 nd Feb 2022 |
| H&SC finance and governance map: Face-to-face meeting between Client and Supplier (if required) to discuss and agree final report version and initial draft written guidance. | tbc |
| H&SC finance and governance map: Delivery of final report version and initial draft guidance with any amendments as a result of final face to face meeting. | Tbc – mid Feb |
| Business Case | |
| SOC Review: Electronic delivery of initial report draft and draft written guidance | Early Dec |
| SOC Review: Face-to-face meeting between Client and Supplier to review the initial report draft and draft written guidance and agree any changes or additions. | TBC – project plan provided by supplier |
| SOC Review: Electronic delivery of the final report version and initial draft guidance. | TBC – project plan provided by supplier |
| SOC Review: Face-to-face meeting between Client and Supplier (if required) to discuss and agree final report version and initial draft written guidance. | TBC – project plan provided by supplier |
| SOC Review: Delivery of final report version and initial draft guidance with any amendments as a result of final face to face meeting. | Early February |
| Programme Business Case | |
| NCS PBC: Electronic delivery of initial report draft and draft written guidance | 5 th May 2022 |
| NCS PBC: Face-to-face meeting between Client and Supplier to review the initial report draft and draft written guidance and agree any changes or additions. | 13 th May 2022 |
| NCS PBC: Electronic delivery of the final report version and initial draft guidance. | Late spring 2022 |

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| NCS PBC: Face-to-face meeting between Client and Supplier (if required) to discuss and agree final report version and initial draft written guidance. | Late spring 2022 |
| NCS PBC: Delivery of final report version and initial draft guidance with any amendments as a result of final face to face meeting. | Late spring 2022 |
| NCS high level finance report: delivery of output for Finance Memorandum (closely linked to PBC Finance case) | Early April 2022 |

T: 0131 244 6007
E: [REDACTED NAME]

[REDACTED NAME]
PA Consulting
1st Floor, York House, York Street, Manchester,
M2 3BB
By email: [REDACTED E-MAIL ADDRESS]

Our ref: Case Ref./563758

7th December 2021

National Care Service: Business Case & Operating Models

Dear [REDACTED NAME]

Thank you for your tender dated 24 November 2021 for the above named contract opportunity. We have now completed our evaluation of all the tenders received for this contract and, on behalf of the Scottish Ministers I must inform you that on this occasion your tender has not been successful. The tables below show the individual scores given against the published criteria in respect of your submission and those of the winning tenderer KPMG.

Table 1 – Quality Score

| Award Criteria | Section Weighting | Your Score | Winning Tenderer's Score |
|--|-------------------|---------------|--------------------------|
| Understanding of Requirements and Policy Context | 30% | 19.80% | 30% |
| Methodology | 30% | 19.80% | 24.39% |
| Staffing and Resourcing | 25% | 16.50% | 16.50% |
| Climate Emergency Response | 4% | 2.64% | 2.64% |
| Community Benefits | 3% | 1.98% | 1.98% |
| Fair Work First | 5% | 3.30% | 5% |
| BCDR | 3% | 1.98% | 3% |
| Overall Score | 100% | 66.00% | 83.51% |

Table 2 – Price Score

| Award Criteria | Weighting | Your Score | Winning Tenderer's Score |
|----------------|-----------|------------|--------------------------|
| Price Score | 100% | 92.01% | 90.66% |

Table 3 – Price/Quality Ratio Score

| Award Criteria | Weighting | Your Score | Winning Tenderer's Score |
|----------------|-------------|---------------|--------------------------|
| Quality | 70% | 46.20% | 58.45% |
| Price | 30% | 27.60% | 27.20% |
| Total | 100% | 73.80% | 85.65 % |

The Framework requires us to summarise the reasons why you were unsuccessful and we have provided this together with the the characteristics and relative merits of the successful tender. This information is included in Appendix 1 this letter.

May I take this opportunity to once again thank you for your interest in this contract and remind you that further contracting opportunities from the Scottish public sector can be found on the Public Contracts Scotland portal.

Yours sincerely

[REDACTED NAME]

[REDACTED NAME]

Senior Portfolio Specialist

APPENDIX 1

| Question No | Your Score | Summary of Your Bid | Winning Bid Score | Relative Merits & Characteristics of The Winning Bid |
|-------------|------------|--|-------------------|--|
| A1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The document demonstrated a high level awareness of the policy context – including a shift towards prevention and early intervention, as well as links to the NPF, well-being economy, and key policy documents. The document also noted that findings from the NCS consultation will feed into the wider programme work. Drew on example from Self Directed Support which demonstrated a good knowledge of policy and approach in Scotland. The review remained high level and summary in nature. The focus on workforce was important given the current crisis and this was captured well in the response. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> Whilst the document demonstrated an awareness of some policy context, most evidence was anecdotal, | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Comprehensive response that clearly demonstrates the tenderers understanding of the policy context. The tenderer brings together a clear legislative review with an understanding of delivery, which is fundamental to IRASC. Comprehensive awareness of IRASC. Brings together with clarity the synthesis between policy and delivery – and the challenges thereof. Included examples from international approaches which would be valuable in feeding into the TOM/operating model work. Noted need to shift the narrative around investing in SC to one of investing to provide economic benefits. Data and digital infrastructure comments are very germane. Demonstrated an understanding of the existing data landscape, through acknowledgment of the existing fragmented nature of local authority/social care data systems. Experience working with the SC system – as evidenced through the work with the Care Quality Commission, and the partnership with the Social |

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| | | <p>rather than based on published evidence sources/particular pieces of legislation.</p> <ul style="list-style-type: none"> • The section would have benefitted from more information on the PANEL/proposed approach. • Could have drawn on the current Programme for Government, and referenced National Performance Framework ambitions of SG. | | <p>Care Institution for Excellence – this would prove valuable for the current project.</p> <ul style="list-style-type: none"> • Traceability as an important consideration is a good point. • Impact assessments as part of the process is a good point. • Expert panel is good idea. |
| A2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document demonstrated a good understanding of the requirement of the programme business case – and clearly demonstrated experience of applying HMT Green Book principles, through their accreditation to teach HMT’s Better Business Case Qualification. • The approach of “How” is very compelling in this response. For introduction purposes, this demonstrated clear understanding of values and approach. It is clear the tenderer has a working knowledge of person-centred approach. • Strong PBC credentials with clear understanding of our needs as a client; priorities and key elements demonstrate a good awareness. • Current ops model is very clear and shows an understanding of ‘client needs’ as we have to make prioritisation assessments throughout to focus resource. • Great section on building vision. • Engagement approach is very clear and strong. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • The tenderer provided good evidence setting out the recognition of interdependencies within the project – as evidenced by a diagram showing linkages between the different components of the project. • Acknowledged the importance of including data and digital requirements at the outset. • A strength of the tender was a demonstration of previous experience in developing HMT Green Book compliant business cases, and delivering system based transformation projects. • Demonstrated they had good contract management systems in place, as well as the need to ensure that engagement with stakeholders is targeted, to avoid repetition and duplication. |

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| | | <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • The description provided for the COM was quite light on how the tenderer would deliver on the requests, with most of the detail included in the section focussed on detailing past projects. • The section detailing the TOM was also quite light on some areas requested in the ITT – for example, how the potential reform of IA’s would be approached. • In general, the document lacked evidence on the dependencies between work streams, as well as the wider legislative timetable. • Greater examples of HSC in Scotland would strengthen this response. It was helpful to have insight into the Care Inspectorate work and this could have been developed further. Examples were predominantly outside Scotland and in different policy areas. | | |
| B1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document provided some acknowledgement of the dependencies between work streams at a high level. • Very clear plan that demonstrates an ability to mobilise quickly with clear project organisation that is required with the pace of the programme. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • The tender provided an awareness of the tight deadlines for delivering the project, and provided evidence of how to deliver within this context by: Planning a requirement session to establish a common understanding of deliverables/timescales, and agreement of prioritisation and a flexible resource proposal, which can be flexed according to need as the work programme develops. |

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| | | <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • This section would have benefitted from providing further detail on each of the stages – for example, what outputs might be expected from the mobilisation meeting. • The swim-lanes of work were crossing over in the visual – which makes sense but could have been clearer in terms of how this will function in mobilising teams and their connections to internal teams at SG. | | <ul style="list-style-type: none"> • Clearly and tailored plan that outlines any assumptions. • Clear plan to mobilise at pace and deliver value early on. • Regular programme checkpoints. |
| B2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document demonstrated some understanding of dependencies with other work programmes – e.g. PBC. • The document also fulfilled the requirement of looking at international models of care, as well as the need to ensure data and digital requirements are thought about at the outset. • Information was provided that detailed how the tenderer would capture a log of assumptions, as well as examples of working in complex H and SC environments. • Demonstrates a comprehensive approach. Strong clarity is provided on the prioritisation of the work that needs to be undertaken – this clearly shows an understanding of where the work is currently and the demanding timelines. Very good links with the other | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Recognition of interdependencies between the TOM, and other work streams. • Recognition of the need to ensure outputs are Green Book compliant. • The document included a breakdown of the tasks, which was helpful, including recognition of the need to conduct sensitivity analysis/stress testing to validate findings. • Approach to developing future state system appeared well thought out, and demonstrated an awareness of the wider context. • Approach to identifying wider impacts across the system seemed sensible. • Very good demonstration of building Lived Experience using personas and validating them against real stakeholder groups. |

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| | | <p>workstreams which build confidence on the tender as a whole.</p> <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • The section would have benefitted from further information/details on the specific methodologies likely to be used for the development of the TOM – for example, further information on the Henley and Ashridge approach developed would have provided an insight into the proposed methodology. • Whilst the document outlined proposed benefits and performance indicators, there was a lack of detail around the methodology used for calculating these (and/or information on data availability and quality). | | |
| B3 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document demonstrated a good understanding of the requirements for the PBC, and also demonstrated experience of working with HMT guidance. • Specifically, the document demonstrated a good understanding of the economic case – including the importance of capturing wider societal benefits, as well as dependencies with operating model work. • The document outlined the specifics required to conduct the economic/financial modelling, and provided an awareness of appropriate techniques – for example the inclusion of a “do-nothing” option, as | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Recognition that the PBC work has dependencies, and a demonstration of experience of working in similar environments. • The tenderer has links with central government departments to improve benefits monetisation. • Demonstration of understanding of what is required for an economic case, and alignment between financial and economic case. • Good project plan. • Case model application to the strategic/economic/commercial/financial key activities very useful. • Visual reporting very good. |

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| | | <p>well as conducting sensitivity analysis to confirm results</p> <ul style="list-style-type: none"> • The document also includes relevant examples of public sector business cases that the tender has worked on. • Inclusion of rich picture in the case for change was helpful. • Inclusion of spending objectives was very helpful lens to approach investment case. • Demonstrates clear knowledge of how to develop business case in line with HMT. • Good example of working at scale and at pace with Dept. of H&SC (UK). <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • The response is highly descriptive of the HMT Green Book model but could have been developed further into applying specifically in the case of NCS. • More relevant recent examples, e.g. within the Scottish landscape, would have enhanced the response. | | |
| B4 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document demonstrated an understanding of dependencies, including links to the results of the NCS consultation | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Recognition of the need to capture data for baselining purposes. • Also notes the importance of avoiding duplication of works/links to PBC/TOM work. • Recognition of need to make analysis user friendly through a 3 layered approach/data lake tool. |

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| | | <ul style="list-style-type: none"> The tender demonstrates evidence of building COM models in UK LA, as well as with the Norwegian Government. The document provided an illustrative example of a digital interactive tool, which could be used to present information to a variety of audiences. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> The section would have benefitted from further detail on the rationale/proposed methodologies for calculating the suggested critical performance indicators. The response was predominantly descriptive within insufficient detail around the various operating layers that would need to be examined. Further detail around the use of Workshops and interviews was required to demonstrate a clear approach to developing the COM in what is a highly complex environment. | | <ul style="list-style-type: none"> Demonstration of experience in managing complex system projects, as well as alignment with business case leads. |
| B5 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> Document provides information on contract management processes, drawing on existing models. This includes the establishment of relevant internal governance structures, and risk management practices, including the development of a RAID log The document also includes illustrative reporting templates, which could be used during the project. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Clear and tailored resource management structure. Contract management plan is outlined in comprehensive outline. Clear accountabilities for the engagement is given with named supplier-side identified resource. Reporting plan is strong and clear. Clear requirements for the client are set out to support an intelligent client method. |

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| | | <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> The use of named partners and managers could have demonstrated the application of this in the delivery of the contract. | | <ul style="list-style-type: none"> Quality management review is established with partner-level challenge. |
| B6 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The document provides details of quality management accreditation schemes which the tenderer adheres to. The document also provides relevant details regarding internal quality management framework. Strong overview and good credentials. PDCA is an understood methodology <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> The inclusion of a more cross-project view would have enhanced the response. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Outline of approach is clear and comprehensive. SCIE input provides clear SME insight into SC experience with clear plan to deliver. Subcontractor responsibility is outlined and supplier's responsibilities for this. Named quality oversight given. Partner challenge is outlined and demonstrates clear QM approach. Customer journey mapping Partner challenge panel |
| B7 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The tender provides details of the importance of innovation, and suggests ways the tenderers experience in this field could be applied to this specific project, including a masterclass event to facilitate knowledge exchange. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Focus on continuous improvement to client, including identifying lessons learnt, and opportunities. Catalogue of good practice shared Innovation events Supplier events |

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| | | <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • The inclusion of specific referenced to delivery within this contract opportunity. • The inclusion of more relevant examples to the contract. | | <ul style="list-style-type: none"> • Net zero events • Social care innovation network event |
| C1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> • The document provides information on a proposed staff team, including suggested roles and responsibilities. The proposed team demonstrates some experience of working in the social care area. • Bringing in RSA policy lead adds real value and strength to the process that we are looking to undertake; credentials here were particularly strong. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> • RSA team have strong presence in Scotland which is not matched to same degree with PA side. • It was not clear which of the key people would be delivering on the principal work packages. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Clear senior involvement from supplier firm. • Strong Scotland experience demonstrated in the credentials. • Public sector awareness and experience is very strong. • Good TOM staffing especially with recognition of local implications being tailored in response. |
| C2 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> • Good understanding of resource required, and flexibility to support changing needs. |

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| | | <ul style="list-style-type: none"> The document provides details on resource management, including examples of delivering resourcing in complex environments. The tender presents a number of initiatives to support the proposed team, including the establishment of a People Leadership team for the project. The tender also included details on learning and development activities. | | <ul style="list-style-type: none"> Detail was provided on a number of successes, where resource was managed through refresh and replacement initiatives, as well as business continuity planning. Clear approach to staff wellbeing and how this is taken seriously by the firm. Agile approach to programme management |
| D1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The tender notes the tenderers commitment to sustainability, and sets out a number of actions the tenderer is taking forwards in this area. <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> A detailed set of deliverables clearly linked to the project. | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Demonstrated an understanding of the Scottish policy context, including commitment to reduce GHG emissions. Proposal to hold workers session to explore carbon footprint, and how different TOM could link to reduction in carbon emissions. CDP Supplier Engagement Leaderboard 2020 |
| E1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The document outlines proposed community benefits scheme as part of the project, including an option of providing a self-assessment tool to help people develop their strengths, as well as initiatives | 66 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Section noted a number of initiatives in this area, including ensuring employment opportunities for people from disadvantaged groups through engagement with Enable. The section also proposed option of including volunteering days in the project. |

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| | | aimed at supporting digital participation across communities. | | <ul style="list-style-type: none"> Section also proposes a series of spotlight sessions featuring individuals/organisations who have experience of need/delivering SC commitments. |
| F1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> The tender provides evidence of the tenderers commitment to the Five Fair Work First criteria through a number of initiatives, including ensuring appropriate channels are in place for effective voice. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <ul style="list-style-type: none"> Noted support for principles of Fair Work First, and provided a good level of detail on how the firm has committed to the criteria, including ensuring employees have an effective voice; and how these standards would be applied to this project. |
| G1 | 66 | <p>The Tender Evaluation Panel (TEP) deemed that the positive aspects of your response to this question included:</p> <ul style="list-style-type: none"> Reasonable approach to BCDR Planning <p>The TEP deemed your proposal could have been improved in the following areas:</p> <ul style="list-style-type: none"> The provision of a more comprehensive description of proposals and actions specific to the project would have enhanced the bid. | 100 | <p>The TEP deemed that the relative merits & characteristics of the winning bid included:</p> <p>Detailed table, setting out threats, scale of risk/impact, and mitigation actions.</p> |



Crown
Commercial
Service

Bid Pack

Attachment 2 – How to Bid Including Evaluation Criteria

Contract Reference: Case 563758

**Contract Reference: National Care Service: Business
Case & Operating Models**

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1. How to Make Your Bid

- 1.1. Your bid must be made by the organisation that will be responsible for providing the deliverables if your bid is successful.
- 1.2. This bid relates to **Lot 3** only.
- 1.3. Remember to:
 - 1.3.1. Decline this Bid Pack if you do not wish to submit a response and provide a reason for doing so.
 - 1.3.2. Where one is used, enter your bid into the Public Contracts Scotland e-Sourcing Suite. Only bids received through PCS will be accepted.
 - 1.3.3. Make sure you answer every question
 - 1.3.4. Each question must be answered in its own right. You must not answer any of the questions by cross referencing other questions or other materials e.g. reports located on your website.
 - 1.3.5. Submit your bid before the Bid Submission Deadline.
 - 1.3.6. Upload **ONLY** those attachments we have asked for. Any other supporting evidence, certificates for example, will be requested separately by us.
 - 1.3.7. If we **do not** require attachments and have specified this please only provide text responses.
 - 1.3.8. Check for messages in the PCS eSourcing Suite throughout the competition.
 - 1.3.9. Press the **Submit Response** button when your bid is ready, otherwise we will not be able to see it.
 - 1.3.10. If you are unsure, ask questions before the Bid Clarification Deadline.