

**Invitation to Participate**

**Provision and Implementation of an Integrated HR, Payroll and Finance System – Ref 01012**

**Participant Name:**

**Deadline for Return: 9:00AM Tuesday 16th September 2025**

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# **Definitions**

|  |  |
| --- | --- |
| **Term** | **Definition** |
| **Award Criteria** | *A key list of criteria that is used at Tender Award Stage to evaluate the submitted Tenders, to ascertain the Most Advantageous Tender. The criteria are weighted and each Tender is scored on the basis of its satisfaction of each criterion.* |
| **Associated Person** | *A Participant may be an excluded supplier or an excludable supplier if any exclusion ground applies to either the supplier or an associated person (see the references to ‘associated person’ in section 57 of the Act) and if the circumstances giving rise to the ground are continuing or likely to occur again.* |
| **Central Digital Platform** | *The online system referenced in the Procurement Act 2023 (Act) and defined in the Procurement Regulations 2024 as the central digital platform. It is available at* [*www.gov.uk/find-tender*](http://www.gov.uk/find-tender). *Suppliers are to submit and store certain core organisational information as required by the regulations to participate in a covered procurement. However, Participants are required to provide all exclusion and participation information directly as part of the Procurement Specific Questionnaire.* |
| **Competitive Flexible Procedure** | *A procedure under the Procurement Act 2023 that allows contracting authorities to design and run a multi-stage competitive process.* |
| **Contract** | *Provision and Implementation of an Integrated HR, Payroll and Finance System – Ref 01012, contracted under the terms of the Form of Contract, for the submitted prices in the Price Framework, to be fully compliant with the requirements of the Specification and this Invitation to Tender.* |
| **Conditions of Tender** | *The instructions and requirements of the Participant to submit a Tender as set out in section 4. Instructions to Participants.* |
| **Conditions of Participation** | *Defined in Section 21 of the Procurement Act 2023, these are criteria that a Participant must meet to be considered eligible to participate in the assessment of Tenders. A key list of participation criteria (as set out in Table 1) that is used at Invitation to Participate Stage to ascertain if Participants have met the minimum participating conditions to determine if their Tender can be assessed at Tender Award Stage.* |
| **Exclusions** | *The Procurement Act sets out a list of mandatory (schedule 6) and discretionary (schedule 7) exclusion grounds and places a duty on Tai Tarian to consider both whether any of these apply to suppliers (including by virtue of a connected person), as well as whether the circumstances are continuing or likely to occur again. Tai Tarian must exclude an excluded supplier and may exclude an excludable supplier from procurements.* |
| **Excluded supplier** | *A Participant is an ‘excluded supplier’ where Tai Tarian considers, firstly, that a mandatory exclusion ground applies to the supplier or an associated person and, secondly, that the circumstances giving rise to the exclusion ground are continuing or likely to occur again. A supplier will also be an excluded supplier where a Minister of the Crown has already determined this – i.e. where the supplier or an associated person is on the debarment list because of a mandatory exclusion ground.* |
| **Form of Contract** | *Tai Tarian’s System Supply and Services Agreement.* |
| **Invitation to Participate Stage** | *Invitation to Participate Stage is Stage 1 of this Competitive Flexible Procurement and is used to evaluate the “Conditions of Participation” of Participants. Only those Participants who satisfy the minimum participating conditions and are in the top 5 scoring Participants will proceed to Tender Award Stage to be an assessed Tender.* |
| **ITT** | *The Invitation to Tender is to be issued to the top 5 scoring Participants from the Invitation to Participate Stage only.* |
| **Most Advantageous Tender** | *The highest ranked scored Tenders on the basis of the Award Criteria.* |
| **Participant** | *An organisation that has downloaded a copy of this ITP after recording an interest on Sell2Wales and intends to submit a request to participate.* |
| **Participants** | *The entities that have downloaded a copy of this ITP after recording an interest on Sell2Wales and intends to submit a request to participate.* |
| **Procurement Specific Questionnaire** | *The Procurement Specific Questionnaire (PSQ) forms part of Invitation to Participate Stage to gather information about a Participants eligibility, compliance with Exclusions, and ability to the meet the minimum participating conditions. Only those Participants who satisfy the minimum participating conditions will proceed to Tender Award Stage to be an assessed Tender.* |
| **Return Date** | *The deadline for the submission of a request to participate is 9:00AM Tuesday 16th September 2025* |
| **Supplier** | *The organisation(s) awarded by Tai Tarian to deliver the Contract.* |
| **Tender** | *A final Tender offer submitted by a shortlisted Tenderer to be awarded a Contract.* |

# **Introduction**

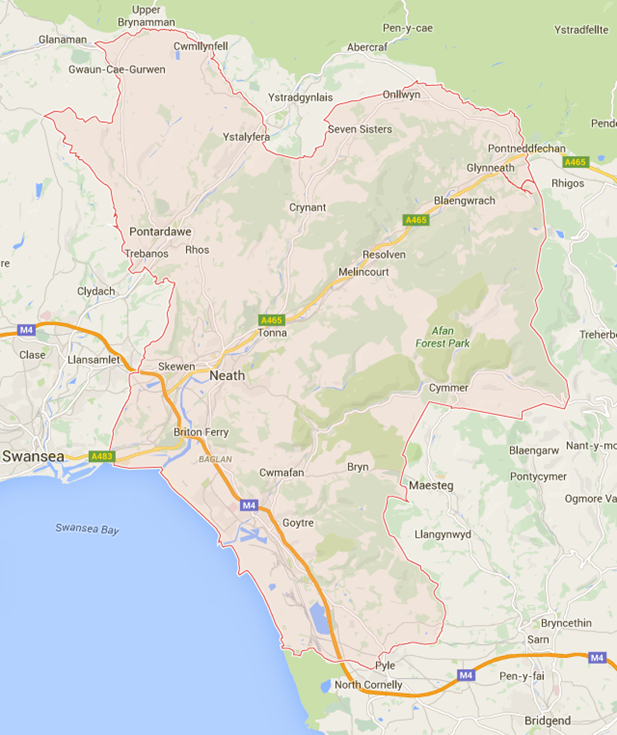
This Invitation to Participate (ITP) has been issued by Tai Tarian in accordance with the Procurement Act 2023 (PA23) using the Competitive Flexible Procedure, as advertised on Sell2Wales and Find a Tender service (FTS).

This ITP has been prepared to assist Participants in deciding whether to participate in this procurement process. The purpose of the ITP is to assess Participants eligibility and capability via a Procurement Specific Questionnaire (PSQ). Only the 5 highest scoring Participants will be invited to participate in Stage 2 and be issued an Invitation to Tender (ITT).

Tai Tarian is one of the largest social landlords in Wales and have responsibility for over 9,000 homes across the Neath Port Talbot County Borough.

We are more than a housing provider. We want to have a positive impact on our communities and the people who live in them. We believe we can do this by providing high quality homes, building great communities and working to preserve our planet.

Further information can be found on our website: [www.taitarian.co.uk](http://www.taitarian.co.uk)



# **Brief of Requirements**

**Scope of Contract**

Our Executive Team have set a stretching and far-reaching five-year vision for transformational change that will touch all aspects of our business, our working methods and environment, service delivery, data collection and management, processes, systems and partnership arrangements.

As part of our programme of change, Tai Tarian is seeking to award a Contract to a Supplier to provide the following services to improve our colleague experience:

Implementation of an integrated HR, Payroll and Finance solution that provides a unified platform, streamlining people management, payroll processing and financial operations into a single seamless system providing a cohesive user experience. The solution must be cloud-based, scalable, secure, and compliant with UK regulations, including GDPR requirements. It must support automation, enable efficient data management, and provide robust reporting and analytics capabilities.

A detailed Specification and Price Framework will be provided in Stage 2 Invitation to Tender; however, the key deliverables are expected to include:

* Improved operational efficiency.
* Enhanced employee experience.
* Real-time financial visibility.
* Mobile and self-service portals/apps.
* Real-time dashboards and analytics (e.g. financial performance reports, workforce and payroll dashboards, KPI tracking etc.).
* Design, configuration, and deployment of HR, Payroll, and Finance modules, including employee lifecycle management, payroll processing, and financial transactions.
* Data migration, API integrations and compliance with UK statutory requirements (e.g., HMRC, pensions, financial reporting).
* Training, change management, and post-implementation support including user documentation and helpdesk services.

Interested Participants should use this Brief of Requirements to decide whether they wish to participate in Stage 1 of this procurement and submit a PSQ.

**Duration**

It is anticipated that the Contract shall operate for a period of 5 years, with an option to extend for a further 5 x 12-month periods. However, Tai Tarian reserves the right to extend the Contract in batches of 12-month periods, in one event, i.e. 2 x 12-month periods being a 2-year extension.

**Form of Contract**

It is anticipated that the Form of Contract is Tai Tarian’s System Supply and Services Agreement.

**Estimated Value**

It is anticipated that the estimated value of the Contract for the initial period of 5 years is £1,250,000 excluding implementation cost and VAT.

**Price Increase Mechanism**

It is anticipated that Prices submitted in the Price Framework (to be provided in Stage 2 Invitation to Tender) are to be fixed until 1st April 2027. Subsequent price increases will then be agreed in advance of 1st April on an annual basis. Any increases shall not exceed the latest published monthly percentage change in the Consumer Prices Index (CPI) at the time of the annual price increase review.

**Valuation and Payment**

The detailed payment terms will be provided for in the Form of Contract at Invitation to Tender stage. Payment of undisputed invoices will be made within 30 days.

**Preliminary Market Engagement**

No additional pre-market engagement has been undertaken for this procurement as relevant pre-market engagement was carried out by Tai Tarian in December 2024 (Notice ID: 2024/S 000-037154) under the Public Contracts Regulations 2015 on a similar requirement for a HR and Payroll system procurement and remains valid and applicable to this procurement. The engagement outcomes of that process identified a requirement for an integrated HR, Payroll and Finance solution that provides a unified platform.

# **Instructions to Participants**

These instructions are designed to ensure that all Participants are given equal and fair consideration. It is important, therefore, that you provide all the information asked for in the format and order specified.

Participants should read these instructions carefully before completing the PSQ documentation. Failure to comply with these requirements for completion and submission of the PSQ response may result in the rejection of the Application.

Participants are required, therefore, to acquaint themselves fully with the extent and nature of the goods and services and contractual obligations.

Participation in this process automatically signals that the Participant accepts the conditions set out in this ITP.

Participants must answer all questions, in the prescribed format of the Invitation to Participate Stage.

Tai Tarian will assess responses of Participants at this stage to determine if they have met the minimum participating conditions of the Invitation to Participate Stage. If a Participant passes all of the mandatory ‘pass/fail’ requirements of the Invitation to Participate Stage, and scores equal to, or higher than, the set threshold of 50% of the weighted marks available for the Invitation to Participate Stage from the submitted Procurement Specific Questionnaire, and is ranked in the top 5 of the highest scoring Participants, then Tai Tarian will invite the Participant to submit a Tender at Stage 2, Invitation to Tender stage.

**Participants must also ensure that the following are completed and returned with the submission:**

* **Procurement Specific Questionnaire**
* **Data Governance Questionnaire**
* **Ethical Partnership Self-Certification Checklist**
* **Participant Declaration**

The Participant shall not contact any other employee, agent or consultant of Tai Tarian or any other organisation referenced in the tender notice that are in any way connected with this procurement exercise during the period of this procurement exercise, unless instructed otherwise by Tai Tarian.

Tai Tarian reserves the right to amend, add to or withdraw all or any part of this ITP at any time during the procurement exercise. Under no circumstances will Tai Tarian or any of their advisers, be liable for any costs or expenses borne by Participants, sub-contractors, suppliers or advisers in this process.

The Participant accepts that Tai Tarian shall handle, process and retain data that a Participant may submit as part of their bid in accordance with Tai Tarian’s privacy statement. Tai Tarian’s privacy statement can be found on Tai Tarian’s website.

# **Preparation**

It is the Participant ’s responsibility to obtain, at their own expense, all information necessary for the preparation and submission of the PSQ. Under no circumstances will Tai Tarian, or any of their advisers, be liable for any costs or expenses borne by Participants, sub-contractors, suppliers, or advisers in this process.

Participants are required to complete and provide all information required by Tai Tarian in accordance with the conditions of the ITP. Failure to comply with the conditions and the ITP may lead Tai Tarian to reject a request to participate.

Tai Tarian relies on Participants’ own analysis and review of information provided. Consequently, Participants are solely responsible for obtaining the information which they consider is necessary to make decisions regarding the content of their submitted PSQ and to undertake any investigations they consider necessary to verify any information provided to them during the procurement process. Under no circumstances will Tai Tarian, or any of their advisers, be liable for any costs or expenses borne by Participants, sub-contractors, suppliers or advisers in this process.

**No alteration or addition must be made to any component of the ITP documentation, without Tai Tarian’s explicit agreement. The submitted PSQ must not be qualified in any other way but must be submitted strictly in accordance with the ITP documentation and these instructions. The submitted PSQ must not be accompanied by any covering letter or any conditional statements that could be construed as rendering the request to participate equivocal and/or placing it on different footing from other submitted PSQ.**

# **Submission of Request to Participate**

To reduce the impact on the environment and to enable Tai Tarian to assess requests quickly and accurately please do not submit any material other than the completed PSQ and any requested supporting information. Please return one electronic copy via Sell2Wales ‘Postbox’ facility. Clearly referencing Tai Tarian, Provision and Implementation of an Integrated HR, Payroll and Finance System – Ref 01012

**By no later than 9:00AM Tuesday 16th September 2025**

The PSQ must be submitted in the English language. Each response must be submitted within each relevant box and all supporting information not included in the box should be referenced to the relevant question. Any supporting documents that are not in English must be accompanied by an English translation and a certificate of authenticity from an independent and appropriately accredited translator.

Tai Tarian may, at its own absolute discretion, extend the Return Date and the time for receipt of submitted PSQs. Any extension granted will apply to all Participants.

Before analysing, it may be necessary for Tai Tarian to seek clarification of details in PSQs, and such clarifications will be made via email and should be responded to promptly.

# **Queries Relating to the Process**

All queries regarding this ITP must be made in writing via the ‘question and answer’ facility through Sell2Wales.

**Questions will only be received and responded to via Sell2Wales.**

Tai Tarian will endeavour to answer all questions as quickly as possible. To satisfy this requirement, Tai Tarian has designated a specific window of time to deal with clarification requests from Participants.

To ensure equality of treatment of Participants, Tai Tarian intends to publish all responses to questions raised by Participants (but not the source of the question), to all interested parties via the ‘question and answer’ facility through Sell2Wales.

Participants should indicate if a query is of a commercially sensitive nature where disclosure of such query and the answer would, or would likely to, prejudice its commercial interest. However, if Tai Tarian, at its sole discretion, does not either; consider the query to be of a commercially confidential nature, or one which all Participants would potentially benefit from seeing, Tai Tarian will;

1. invite the Participant submitting the query to either declassify the query and allow the query, along with Tai Tarian’s response, to be circulated to all Participants; or
2. request the Participant, if it still considers the query to be of a commercially confidential nature, to withdraw the query.

Tai Tarian reserves the right not to respond to a request for clarification or to circulate such a request where it considers that the answer to that request would be likely to prejudice its commercial interest.

# **Amendments to Documents**

At any time prior to the deadline for the receipt of requests to participate, Tai Tarian can modify the ITP. Any such amendment will be numbered and dated and issued by Tai Tarian to all prospective Participants via Sell2Wales website.

To give prospective Participants reasonable time in which to take the amendment into account in preparing their Tenders, Tai Tarian may, at its discretion, extend the Return Date and time for receipt of PSQs.

# **Right to Reject/Disqualify**

Tai Tarian reserves the right to reject or exclude the Participant from the procurement process when:

1. the Participant fails to comply fully with the requirements of this ITP or is guilty of a serious misrepresentation in supplying any information required in this document; or expression of interest; and or
2. the Participant is guilty of serious misrepresentation in relation to its request to participate; and/or
3. there is a change in identity, control, financial standing or other factor impacting on the assessment and/or evaluation process affecting the Participant; and/or
4. information available on the CDP, or declarations made in the submitted PSQ, indicates that a Supplier is subject to any mandatory exclusion or raises concerns that would give reasonable grounds to apply a discretionary exclusion.

# **Right to Cancel, Clarify or Vary the Process**

Tai Tarian reserves the right to;

1. amend the terms and conditions of the Invitation to Participate stage and Invitation to Tender stage.
2. cancel and withdraw the Invitation to Participate and Invitation to Tender process at any stage, for any reason, or no reason; and or
3. require the Participant to clarify its application in writing and/or in person and/or provide additional information. Failure to respond adequately may result in the Participant not being selected.

# **Indicative Timetable**

Set out below is the proposed procurement timetable. This is intended as a guide and, whilst Tai Tarian does not intend to depart from the timetable, it reserves the right to do so at any stage.

|  |  |
| --- | --- |
| **Procurement Stage** | **Date** |
| Return Date for PSQ submission | 9:00AM Tuesday 16th September 2025 |
| Completion of evaluation and notify successful & unsuccessful if shortlisted to Stage 2 | 26th September 2025 |
| Issue ITT to shortlisted Tenderers | 29th September 2025 |
| Return Date for Tenders | 9:00AM Tuesday 29th October 2025 |
| Demonstration Stage | w/c 10th November 2025 |
| Issue Contract Award Notice on Sell2Wales | 28th November 2025 |
| Completion of evaluation and issue assessment summaries to Tenderers | 28th November 2025 |
| *(‘Standstill’ period 8 working days)* | |
| Contract Award | Wednesday 10th December 2025 |
| *Contract Mobilisation Period* | |
| Contract Start | January 2026 |
| *Implementation Period* | |
| ‘Go Live’ date of new integrated system | TBC with appointed Supplier |

# **Evaluation and Assessment Process**

This process will be conducted in two stages:

* Stage 1 – Invitation to Participate and PSQ assessment
* Stage 2 – Invitation to Tender (issued to shortlisted Tenderers only)

Tai Tarian will assess Participants submitted Procurement Specific Questionnaire at Invitation to Participate Stage (Stage 1) to ascertain the number of submissions that have met the minimum participating conditions threshold (50%), to ascertain that the bid is a valid tender and has passed all the ‘Pass/Fail’ questions.

Only those questions set out in the Procurement Specific Questionnaire will be evaluated at this stage.

Tai Tarian will then invite the 5 highest scoring Participants to proceed to the Invitation to Tender stage (Stage 2) and those Participants will be asked to submit final Tenders.

The final Tenders will then be evaluated against the Award Criteria which will be published in the ITT document (which is intended to be issued directly to the top 5 highest scoring Participants). Participants should note that all final Tenders will be evaluated against the published Award Criteria in the ITT document. Tai Tarian also reserves the right to refine or adjust the Award Criteria and evaluation methodology at any stage of the during the Procurement (in accordance with section 24 of the Act).

Tai Tarian intends to invite the top 5 scoring Participants to participate in Stage 2 Invitation to Tender. However, Tai Tarian reserves the right to:

* Invite fewer than 5 Participants to Stage 2 where fewer than 5 compliant submissions are received, or
* Where fewer than 5 Participants meet the minimum participating conditions threshold (50%) in the Invitation to Participate Stage.

Tai Tarian may also proceed to Stage 2 with only one or more qualified Participants, where necessary to maintain competition and deliver a successful procurement.

This ITP does not constitute an offer to enter a Contract. Tai Tarian reserves the right to vary or cancel the Procurement at any time. Full details of the contract requirements and evaluation methodology of the final Tenders at Tender Award Stage (including Quality and Price assessment to determine the Most Advantageous Tender) will be provided in Stage 2 – Invitation to Tender. However, for transparency, Tai Tarian anticipates that Award Criteria will be evaluated on a 70% Quality and 30% Price basis, and may include (but not be limited to):

* Methodology and approach.
* Implementation and mobilisation of phased core modules of HR, Payroll and Finance.
* Technical and functional compliance with specifications.
* Ongoing technical support and account management.
* Social value in the form of community benefits.
* Demonstrations and presentations of proposed systems.
* Whole-life cost of proposed system including licenses, implementation, development and support. It is anticipated that first year costs of the contract will carry a separate weighting to further year costs as part of the Price evaluation.

Tai Tarian also anticipates and reserves the right to include (or not include) multiple further stages in Stage 2 – Invitation to Tender, that may include a demonstration, clarification meeting or moderation, dialogue and negotiation, where relevant.

# **Invitation to Participate Stage**

The Invitation to Participate Stage is used to evaluate Participants submitted Procurement Specific Questionnaire to ascertain the number of submissions that have met the minimum participating conditions, to be invited to Stage 2 to submit a Tender at Tender Award Stage.

The following tables indicate the Conditions of Participation set out in the Procurement Specific Questionnaire that the Participant must complete as part of their submission. Each question has its own weighting allocation.

To proceed to the Tender Award Stage, Participants must:

* obtain an overall score equal to, or higher than, the minimum participating conditions threshold, which is set as 50%.
* Pass all of the mandatory ‘pass/fail’ requirements.
* Be ranked in the top 5 highest scoring Participants on the basis of the Conditions of Participation and scored weighted questions set out in Table 1 below.
* Obtain a minimum score of equal to, or higher than, 3 for Part 3E – System Capability question 37.

**Table 1 – Invitation to Participate Stage – Procurement Specific Questionnaire Scoring Matrix**

| **Section** | **Question(s)** | **Maximum Score** | **Sub Weighting Allocation** |
| --- | --- | --- | --- |
| Preliminary Questions | 1 – 5 | Pass/Fail | Pass/Fail |
| Part 1 – Basic Supplier Information | 6 | Pass/Fail | Pass/Fail |
| Part 2 – Exclusions Information, 2A – Supplier Exclusions | 7 | Pass/Fail | Pass/Fail |
| Part 2 – Exclusions Information, 2B – Associated/Connected Persons | 8 – 11 | Pass/Fail | Pass/Fail |
| Part 2 – Exclusions Information, 2C – List of all intended sub-contractors | 12 – 13 | Pass/Fail | Pass/Fail |
| Part 3 – Procurement specific questions relating to the Conditions of Participation, 3A – Standard Questions | 14  15 – 33 | Information only  Pass/Fail | Information only  Pass/Fail |
| Part 3 – Procurement specific questions relating to the Conditions of Participation, 3B – Previous Contract Experience | 34 | 18 | 30% |
| Part 3 – Procurement specific questions relating to the Conditions of Participation, 3C – Existing Qualifications and Experiences | 35 | 6 | 10% |
| Part 3 – Procurement specific questions relating to the Conditions of Participation, 3D – Experience of Implementing New Systems | 36 | 6 | 20% |
| Part 3 – Procurement specific questions relating to the Conditions of Participation, 3E – System Capability | 37 | 5 | 40% |
| Part 4 – Additional Information | 38 | Information only | Information only |
| Part 5 – Confirmations | 39 | Pass/Fail | Pass/Fail |
| **Total** | | | **100%** |

# **The Process – Invitation to Participate Stage**

Table 1 above sets out how each question within the Procurement Specific Questionnaire of the Invitation to Participate Stage will be evaluated. The scoring of the Procurement Specific Questionnaire of the Invitation to Participate Stage will be carried out using a three-part evaluation process.

Participants should note that evaluation or scoring of the Procurement Specific Questionnaire does not count towards the future Tender Award Stage assessment carried out in Stage 2 with shortlisted Tenderers.

Please include, where requested, relevant supporting documents, marking clearly on all enclosures the name of your organisation and the number of the question to which they refer.

**The use of the Central Digital Platform (CDP)**

Tai Tarian reserves the right to consult the CDP at any stage of the procurement process to verify the information provided by a Participant, including but not limited to details relating to exclusions (as set out in Section 6 of the Procurement Act 2023) and Conditions of Participation.

If information available on the CDP indicates that a Supplier is subject to any mandatory exclusion or raises concerns that would give reasonable grounds to apply a discretionary exclusion, Tai Tarian reserves the right to reject the request or exclude the Participant from the procurement process, regardless of the declarations made in the submitted Procurement Specific Questionnaire.

Where discrepancies or omissions are identified between the bidder’s submission and data held on the CDP, the authority may seek clarification, but it is not obliged to do so before taking exclusion action.

For the avoidance of doubt, Tai Tarian may also consult the CDP after contract award as part of its ongoing due diligence and contract management processes. Where a previously undisclosed exclusion ground comes to light, Tai Tarian may take remedial action, including potential contract termination.

**Part One – Initial Screening Assessment**

The submitted PSQ will be subject to an initial screening assessment to confirm:

1. The PSQ has been submitted on time, is completed correctly, is materially complete and meets the requirements of the invitation documents.
2. the PSQ is sufficiently complete to enable it to be evaluated in accordance with the requirements of the Invitation to Participate Stage; and
3. The Participant has not contravened any of their terms and conditions of the process – either provided for in the PA23 and/or this Invitation document.
4. The Participant has not failed any of the exclusions listed in Schedule 6 and Schedule 7 of PA23.

In accordance with PA23, Tai Tarian may exclude Participants where any of the exclusions listed in Schedule 6 and 7 of PA23 apply. These include both mandatory and discretionary exclusions, such as criminal convictions, tax offences, or evidence of professional misconduct.

Participants are required to self-declare whether any of the exclusions apply and, where applicable, provide details of any remedial or mitigating actions taken to address the issues. Tai Tarian reserves the right to verify responses and may exclude any Participant, where it reasonably believes an exclusion applies and has not been satisfactorily addressed.

**Part Two – Pass/Fail Questions**

If a Participant fails on any question of the Procurement Specific Questionnaire ‘pass/fail’ questions as set out in Table 1, then Tai Tarian reserves the right to reject the Participant at this stage and will not proceed further in the process. Tai Tarian reserves the right to seek clarification from the Participant if any answer to the ‘Pass/Fail’ questions is not clear.

Participants must be aware that, Tai Tarian reserves the right to reject a request to participate if a Participant provides an answer to a question that constitutes a ‘Fail’ on any of the ‘Pass/Fail’ questions, and the Participant will not proceed further in the procurement process.

**Part Three – Procurement Specific Questionnaire** **Conditions of Participation**

To satisfy the minimum participating conditions of Tai Tarian, Participants must score equal to, or higher than, the set threshold of 50% of the weighted marks available for the Invitation to Participate Stage from the submitted Procurement Specific Questionnaire.

Only those Participants who score equal to or higher than, 50% of the overall weighted marks available may proceed to be an assessed Tender at the Tender Award Stage. However, Tai Tarian will only invite the top 5 highest scoring Participants to proceed to the Invitation to Tender stage (Stage 2) and those Participants will be asked to submit Tenders.

In addition to this, Participants must obtain a minimum score of for Part 3E – System Capability question 37. Part 3E – System Capability question is used to evaluate alignment with general expectations for system capability at this stage. This is **not** a detailed assessment of how a Participant’s system will meet Tai Tarian specific contractual requirements. A more detailed evaluation of how a Participant’s system will meet the Functional and Technical contract requirements will take place in Stage 2 (Invitation to Tender).

Tai Tarian reserves the right to reject all Participants that score lower than 50%.

Tai Tarian reserves the right to reject all Participants that score lower than the minimum score of 3 for Part 3E – System Capability question 37.

For the avoidance of doubt, Tai Tarian intents to invite the top 5 scoring Participants to participate in Stage 2 Invitation to Tender. However, Tai Tarian reserves the right to:

* Invite fewer than 5 Participants to Stage 2 where fewer than 5 compliant submissions are received, or
* Where fewer than 5 Participants meet the minimum participating conditions threshold (50%) in the Invitation to Participate Stage.

Tai Tarian may also proceed to Stage 2 with only one or more qualified Participants, where necessary to maintain competition and deliver a successful procurement.

# **Remedial Actions and Mitigation of Exclusions**

Where a Participant answers a question of the Procurement Specific Questionnaire of the Invitation to Participate Stage that one or more Exclusions under Schedule 6 of the Act apply to them or their sub-contractors, they may submit evidence of any remedial actions they have taken to address the issue(s).

This may include, but not be limited to:

* Internal investigations and disciplinary measures.
* Replacement of individuals responsible.
* Implementation of compliance and audit systems.
* Repayment of outstanding debts or compensations.
* Co-operation with authorities.

Tai Tarian will review any such evidence when considering whether the Participant should be excluded from the procurement process. Tai Tarian reserves the right to determine whether the actions taken are sufficient to demonstrate that the Participant has reliably addressed the risk of recurrence.

Tai Tarian is not obliged to accept remedial evidence as sufficient and may still reject a Tender where it considers the risk to remain material or unresolved.

Where Exclusion grounds are disclosed and no credible remedial evidence is provided, Tai Tarian will reject the Tender in accordance with its obligations under the Act.

# **Evaluation Team**

An evaluation team will undertake a comprehensive and consistent evaluation of each request to participate. The evaluation team will be made up of the appropriate Tai Tarian officers and moderated by the Procurement team.

Evaluators will provide independent scores, and a consensus score will be used when independent scores vary.

# **Scoring Rationale**

The scoring rationale for awarding marks in each scored area (except for Part 3E – System Capability question 37) of the Invitation to Participate Stage is shown below as Table 2.

**Table 2 – Scoring Rationale for Invitation to Participate Stage (except for Part 3E – System Capability question 37)**

|  |  |  |
| --- | --- | --- |
| **Score** | **Remark** | **Evidence** |
| **6** | **Excellent** | Meets all the requirements of the question and exceeds it in at least one respect – an excellent response to the highest standard and relevance, that exceeds expectation. |
| **5** | **Very Good** | Meets all the requirements of the question completely – a comprehensive response in terms of information, understanding and relevance to the question. |
| **4** | **Good** | Meets the requirements of the question well but not completely – a good response in terms of information, understanding and relevance to the question. |
| **3** | **Satisfactory** | Meets the requirements of the question in most aspects but missing in some – a satisfactory response with an acceptable level of information, understanding and relevance to the question. |
| **2** | **Unsatisfactory** | Fails to meet the requirements of the question in most aspects but does in some – a limited response that has a lack of information with minimal understanding and relevance to the question. |
| **1** | **Poor** | Significantly fails to meet the requirements of the question – a poor response that provides inaccurate, or irrelevant information, that has no understanding and/or no direct relevance to the question. |
| **0** | **Failed** | Completely fails to meet the requirements of the question – no response, or extremely unacceptable response with no information, no understanding or any relevance to the question. |

The scoring rationale for awarding marks for Part 3E – System Capability question 37 of the Invitation to Participate Stage, is shown below as Table 3.

**Table 3 – Scoring Rationale for Invitation to Participate Stage Part 3E – System Capability question 37**

|  |  |  |
| --- | --- | --- |
| **Score** | **Remark** | **Evidence – Number of ‘Yes’ responses** |
| **5** | **Excellent** | 90-100% of the processes available. |
| **4** | **Good** | 70-89% of the processes available. |
| **3** | **Satisfactory** | 50-69% of the processes available. |
| **2** | **Unsatisfactory** | 30-49% of the processes available. |
| **1** | **Poor** | 10-29% of the processes available. |
| **0** | **Failed** | 0-9% of the processes available. |

# **Community Benefits**

It’s Tai Tarian’s intention that the delivery of the Contract assists in the achievement of their commitment towards community benefits as outlined in Tai Tarian’s Community Benefits Policy.

It is the approach of Tai Tarian to maximise local reinvestment through the creation of jobs and training and through supporting the local supply chain. This approach is defined by:

1. Think Neath Port Talbot
2. Think Swansea Bay City Region Deal Area (Neath Port Talbot, Swansea, Carmarthenshire, Pembrokeshire)
3. Think Wales

It is a contract condition that the Supplier delivers community benefits as part of this Contract.

# **Health and Wellbeing**

Tai Tarian is on a continuous journey of good practice to improve the health and wellbeing of their staff, engage and communicate with employees more effectively and help to achieve a range of business organisational outcomes.

The Health Working Wales awards are the national quality mark for health and wellbeing in work. Tai Tarian has been awarded the ‘Platinum’ Corporate Health Standard. As such, it is recommended that all Providers working on behalf of Tai Tarian promote good practice and take active steps to support the health and wellbeing of their staff by applying for the Corporate Health Standard and the Small Workplace Health Award for those Providers employing fewer than 50 people.

Further information can be found on Healthy Working Wales’ website.

# **Data Governance**

**As part of their submission, Participants are required to answer Appendix 1 - Data Governance Questionnaire.** Participants must be able to respond “Yes” to all questions included in the Data Governance Questionnaire and must also be able to provide supporting evidence for each response. For example, evidence may include (but is not limited to) a copy of the organisation’s Data Protection Policy, records of mandatory data protection training for HR/payroll staff, access control logs for payroll systems, or a completed Data Protection Impact Assessment (DPIA) for the HR or payroll solution. A ‘No’ to a question in the Data Governance Questionnaire is deemed a Fail for this question.

# **Ethical Partnership**

Tai Tarian will not enter partnership/commercial relationships that could compromise who we are and what we do; or undermine our effectiveness in achieving our goals.

Partnerships with companies whose commercial objectives would conflict with our goals and values, or which could promote inaccurate or misleading messages about our commitment to those goals and values, would not be appropriate.

**Therefore, Participants are required to Appendix 2 – Ethical Partnership Self-Certification Checklist, to confirm that your organisation is not involved in any of the activities provided in the checklist.**

# **Sub-contracting Arrangements**

Tai Tarian recognises that a Supplier may propose to deliver the requirements of this contract with the support of sub-contractors. Participants must clearly identify any sub-contracting arrangements they intend to put in place. This includes:

* The names (where known) and roles of any sub-contractors.
* The scope of the work to be sub-contracted.
* The management and assurance arrangements in place to oversee the sub-contracted delivery.

This information must be provided as separate appendix to the tender submission.

Tai Tarian reserves the right to assess whether any proposed sub-contracting arrangement poses a material risk to contract delivery, and to seek further assurance where appropriate. Tai Tarian may also, at its discretion, apply relevant exclusions (as defined in Schedule 6 of PA23) to sub-contractors where concerns arise regarding their suitability or compliance.

Participants should ensure that any sub-contractors involved in critical service delivery meet the same standards of competence, reliability and legal compliance requirements as the appointed Supplier.

# **Consortia Arrangements**

Tenders may be submitted by a single organisation or a consortium of organisations. In the case of a consortium bid, Tai Tarian requires the following:

* The Tender must clearly identify all consortium members and describe the proposed legal and operational structure of the consortium.
* Each consortium member must complete the relevant parts of the Procurement Specific Questionnaire, including any Exclusions (Schedule 6 of the Act) and Conditions of Participation.
* Tai Tarian reserves the right to assess the eligibility and suitability of each consortium member individually.

Where a consortium is not a legal entity, Tai Tarian may require the group to assume a specific legal form if awarded the Contract, where this is necessary for proper contract performance. This may include appointing a lead organisation or forming a single legal entity.

Tai Tarian reserves the right to reject a tender if, having considered the consortium structure and the information provided, it reasonably believes there is a material risk to Contract delivery that cannot be mitigated.

If the consortium intends to sub-contract delivery between its members, Tai Tarian may also apply its sub-contracting assessment approach to those arrangements.

# **Stage 1 – Invitation to Participate Stage**

## Procurement Specific Questionnaire

**Please note: - it is a Mandatory requirement that all Participants complete this section. Please refer to section 14 of the Invitation to Participate to understand how this stage will be assessed.**

**Procurement Specific Questionnaire – Explainer for Participants**

1. Public procurement is governed by regulations to ensure that procurement delivers value for money, competition, transparency and integrity.
2. The Procurement Specific Questionnaire (PSQ) has been designed to help Tai Tarian ensure that Participants share the right information when participating in a procurement. This is separate from the formal tender submission (on how the Participant proposes to meet the tender requirements).
3. The PSQ consists of three parts:
4. **Part 1 - confirmation of core supplier information**: Participants participating in procurements will now be expected to register on a central digital platform (CDP). Participants can submit their core supplier information and, where a procurement opportunity arises, share this information with Tai Tarian via the CDP. It is free to use and will mean Participants should no longer have to re-enter this information for each public procurement but simply ensure it is up to date and subsequently shared. The CDP is available at <https://www.gov.uk/find-tender> Part 1 provides confirmation that Participants have taken these steps.
5. **Part 2 - additional exclusions information**: procurement legislation provides for an ‘exclusion regime’ and a published ‘debarment’ list to safeguard procurement from Participants who may pose a risk (for example, due to misconduct or poor performance). Participants must submit their own (and their connected persons[[1]](#footnote-2)) exclusions information via the CDP. This includes self-declarations as to whether any exclusion grounds apply to them and, if so, details about the event or conviction and what steps have been taken to prevent such circumstances from occurring again.
6. As part of a procurement, a Participant will need to also share additional exclusions information for any suppliers that they are relying on to meet the procurement’s conditions of participation. These could either be consortium members or key sub-contractors (but excludes any guarantors). These suppliers are ‘associated persons’ and their exclusions information must be shared with Tai Tarian. We recommend this is done by ensuring that associated persons register, submit and share their information via the CDP (like the prime/main supplier).
7. In addition to the sub-contractors who are being relied on to meet the conditions of participation (who are associated persons), Participants will need to share an exhaustive list of all their intended sub-contractors, which will be checked against the debarment list.
8. If a sub-contractor is unknown at the start of the procurement (or brought in during it), this should be made clear by the Participant and relevant details of the sub-contractor should be provided once their identity and role is confirmed. This information should be shared with Tai Tarian as soon as possible and at least by final tenders.
9. **Part 3 - Conditions of Participation**: Tai Tarian has set Conditions of Participation which a Supplier must satisfy in order to be awarded the contract. They relate to the Participant’s legal and financial capacity or their technical ability.
10. Some of the information requested in the PSQ will be for information purposes only. Other information will be assessed by Tai Tarian. This includes a pass or fail mechanism, and a threshold which the Participant must meet. For information, under certain procurement processes, Tai Tarian might use the information shared via the PSQ as part of a selection process to limit the number of participating Participants. For example, inviting the 5 Participants that submitted the highest scoring responses. Where this is the case, Tai Tarian will outline the maximum number of Participants, and the criteria used to select the limited number of Participants, in their tender notice (section 20(4)(a) of the Procurement Act and regulation 19(2)(d) of the Procurement Regulations 2024).
11. Participants should note that Tai Tarian has legislative duties to publish certain information which relate to the Supplier in their contract award notices. This information includes, but is not limited to:

* details of the winning Supplier’s associated persons
* details of the winning Supplier’s connected person information
* for certain procurements over £5 million, details of unsuccessful Participants.

1. Where a Participant is unsure or requires any clarification, they should check with Tai Tarian.

**Procurement Specific Questionnaire – Instructions for Participants**

Participants are required to read the questions in full and provide a response in each response field marked with a ‘**R**’.

Participants must answer all questions in the prescribed format.

Failure to provide an answer to a question may result in in submitted PSQ being rejected.

Responses in the **‘R’** field should focus on your organisation’s capability and track record, not on how you would deliver this particular contract, as that will be assessed in the Tender Award Stage.

Please ensure all supporting evidence is attached where requested.

Tai Tarian reserves the right to verify your declarations via the CDP or through further due diligence.

Participants must be aware that, Tai Tarian reserves the right to reject a request to participate if a Participant provides an answer to a question that constitutes a ‘Fail’ on any of the ‘Pass/Fail’ questions, and the Participant will not proceed further in the procurement process.

|  |  |
| --- | --- |
| **Preliminary Questions** | |
| **No.** | **Question** |
| 1 | What is your name? *(Participant Name)* |
| **R** | [Insert name] |
| 2 | What is your Central Digital Platform unique identifier?  *Participant guidance: You must be registered on the Central Digital Platform (CDP).* |
| **R** | [Insert unique identifier] |
| 3a | Please confirm if you are bidding as a single supplier (with or without sub-contractors) or as part of a group or consortium.  *Participant guidance:* *Choose one of the following:*  *- a single supplier (with or without sub-contractors)*  *- part of a group or consortium* |
| **R** | [Insert information] |
| 3b | If you are bidding as part of a group or consortium (including where you intend to establish a legal entity to deliver the contract), please provide:  a. the name of the group/consortium  b. the proposed structure of the group/consortium, including the legal structure where applicable  c. the name of the lead member in the group/consortium  d. your role in the group/consortium (e.g. lead member, consortium member, sub-contractor)  *Participant guidance:* *If you selected "part of a group or consortium" for Q3a you are required to provide a response for each of the points stated in a - d.* |
| **R** | [Insert information] or [Not applicable] |
| 4 | If applicable to this Procurement, please confirm which Lot(s) you wish to bid for? |
| **R** | [Insert Lot number(s)/Lot name(s)] or [Not applicable] |
| 5a | Are you on the debarment list? |
| **R** | [Insert Yes or No] |
| 5b | If your response to Q5a is yes, please provide details |
| **R** | [Insert details] or [Not applicable] |
| **Part 1 – Basic Supplier Information** | |
| 6a | You must submit up-to-date core supplier information on the CDP and share this information with us via the CDP (either a share code or PDF download).  This includes:  a. basic information  b. economic and financial standing information  c. connected person information (these are persons with the right to exercise, or who actually exercise, significant influence or control over the supplier, or over whom the supplier has the right to exercise, or actually exercises, significant influence or control over, for example: directors, majority shareholders and parent and subsidiary companies)  d. exclusion grounds information  Please confirm that you have shared this information with us.  *Participant guidance: Participants participating in procurements must register on the central digital platform (CDP). Participants can submit their core supplier information and, where a procurement opportunity arises, share this information with Tai Tarian via the CDP. It is free to use and will mean Participants should no longer have to re-enter this information for each public procurement but simply ensure it is up to date and subsequently shared. The CDP is available at https://www.gov.uk/find-tender. This section of the PSQ provides confirmation that Participants have taken these steps.* |
| **R** | [Insert Yes or No] |
| 6b | If your response to Q6a is yes, please insert reference / file name |
| **R** | [Insert reference / file name] or [Not applicable] |
|  | *Participant guidance: If the central digital platform (CDP) is not currently operational, and you cannot provide a share code or PDF download of your core supplier information. Please complete the following questions 6c to 6i:* |
| 6c | Full Name of Organisation: |
| **R** | [Insert details here] |
| 6d | Company/Charity Registration No. (if applicable) |
| **R** | [Insert details here] |
| 6e | VAT Registration No. (if applicable) |
| **R** | [Insert details here] |
| 6f | Type of Organisation (i.e. PLC, Ltd, Sole Trader, LLP): |
| **R** | [Insert details here] |
| 6g | Contact Name and Position: |
| **R** | [Insert details here] |
| 6h | Contact email address: |
| **R** | [Insert details here] |
| 6i | Contact telephone number: |
| **R** | [Insert details here] |
| **Part 2 – Exclusions Information (Schedule 6 and Schedule 7, PA23)**  **2A – Supplier Exclusions** | |
|  | *Participant guidance: If the central digital platform (CDP) is not currently operational, and you cannot provide a share code or PDF download of your exclusion grounds information. Please confirm the following self-declaration questions:* |
| 7a | Are any mandatory exclusion grounds set out in Schedule 6 of the Procurement Act 2023 application to your organisation or any connected person?  *Participant guidance: ‘Yes’ is deemed a Fail for this question, ‘No’ is deemed a Pass for this question.* |
| **R** | [Insert Yes or No] |
| 7b | Are any discretionary exclusion grounds set out in Schedule 7 of the Procurement Act 2023 application to your organisation or any connected person?  *Participant guidance: ‘Yes’ is deemed a Fail for this question, ‘No’ is deemed a Pass for this question.* |
| **R** | [Insert Yes or No] |
|  | *Participant guidance: If any answers are ‘Yes’ above, please describe below any remedial or mitigating actions taken.* |
| **Part 2 –Exclusions Information (Schedule 6 and Schedule 7, PA23)**  **2B – Associated/Connected Persons** | |
|  | *Participant guidance: Part 2B is scored on a ‘Pass/Fail’ basis. The Participant will fail if the Participant is an excluded or excludable supplier. The Participant is an excluded or excludable Supplier if Tai Tarian considers that:*   * *A mandatory or discretionary exclusion ground applies to the associated/connected person, and the circumstances giving rise to the application of the exclusion ground are continuing or likely to occur again, or* * *An associated/connected person is on the debarment list by virtue of a mandatory or discretionary exclusion ground.* |
| 8 | Are you relying on any associated persons to satisfy the conditions of participation? (these are other suppliers who might be sub-contractors or consortium members but not a guarantor).  The conditions of participation are in guidance outlined in Part 3  *Participant guidance: Procurement legislation provides for an ‘exclusion regime’ and a published ‘debarment’ list to safeguard procurement from suppliers who may pose a risk (for example, due to misconduct or poor performance). Participants must submit their own (and their connected persons) exclusions information via the Central Digital Platform (CDP). This includes self-declarations as to whether any exclusion grounds apply to them and, if so, details about the event or conviction and what steps have been taken to prevent such circumstances from occurring again.*  *If your response to Q8 is yes, please complete Q9, Q10 & Q11 (otherwise Q8, Q9 & Q10 are not applicable).* |
| **R** | [Insert Yes or No] |
| 9 | For each supplier/associated person, please confirm which condition(s) of participation you are relying on them to satisfy.  *Participant guidance:* *Provide the names of each supplier/associated person and a brief description regarding condition(s) of participation you are relying on them to satisfy.* |
| **R** | [Insert name of supplier and brief description] or [Not applicable] |
| 10 | For each associated person, please confirm they are registered on the CDP and have shared with us their information (either a share code or PDF download):  a. basic information  b. economic and financial standing information (if they are being relied upon to meet conditions of participation regarding financial capacity)  c. connected person information  d. exclusion grounds information  Insert name(s) of supplier(s) and reference(s) / file name(s) or state Not applicable.  *Participant guidance: A Participant will need to share additional exclusions information for any suppliers that they are relying on to meet the procurement’s conditions of participation. These could either be consortium members or key sub-contractors (but excludes any guarantors). These suppliers are ‘associated persons’ and their exclusions information must be shared with Tai Tarian.* |
| **R** | [Insert name of supplier and reference / file name] or [Not applicable] |
| 11a | Are any of your associated persons on the debarment list? |
| **R** | [Insert Yes or No] or [Not applicable] |
| 11b | If your response to Q11a is yes, please provide details |
| **R** | [Insert details] or [Not applicable] |
| **Part 2 – Additional Exclusions Information**  **2C – List of all intended sub-contractors** | |
|  | *Participant guidance: Part 2C is scored on a ‘Pass/Fail’ basis. The Participant will fail if the Supplier is an excluded or excludable supplier. The Supplier is an excluded or excludable Supplier if it intends to sub-contractor any part of the Contract and Tai Tarian considers that:*   * *A mandatory or discretionary exclusion ground applies to the sub-contractor or any associated/connected person, and the circumstances giving rise to the application of the exclusion ground are continuing or likely to occur again, or* * *The sub-contractor or an associated/connected person is on the debarment list by virtue of a mandatory or discretionary exclusion ground.*   *However, the Participant is not an excluded or excludable Supplier if it replaces the sub-contractor when given reasonable opportunity to do so by Tai Tarian.* |
| 12 | Please provide:  a. a list of all suppliers who you intend to sub-contract the performance of all or part of the contract to (either directly or in your wider supply chain);  b. their unique identifier (if they are registered on the Central Digital Platform), or otherwise, a Companies House number charity number, VAT registration number, or equivalent; and,  c. a brief description of their intended role in the performance of the contract.  *Participant guidance:* *If a sub-contractor is unknown at the start of the procurement (or brought in during it), this should be made clear by the Participant and relevant details of the sub-contractor should be provided once their identity and role is confirmed. This information should be shared with Tai Tarian as soon as possible and at least by final tenders.*  *Note: If you are not intending to sub-contract the performance of all or part of the contract then Q12 is not applicable.* |
| **R** | [Insert name of supplier – unique identifier – brief description] or [Not applicable] |
| 13a | Please confirm if any intended sub-contractor is on the debarment list.  *Participant guidance:* *The debarment list can be found here: https://assets.publishing.service.gov.uk/media/67ae0ba06e6c8d18118acd8a/Debarment\_List\_Template.pdf*  *Note: If you are not intending to sub-contract the performance of all or part of the contract then Q13a and b is not applicable.* |
| **R** | [Insert Yes or No] or [Not applicable] |
| 13b | If your response to Q13a is yes, please provide the sub-contractor(s) name and provide details. |
| **R** | [Insert name of sub-contractor and details] or [Not applicable] |
| **Part 3 – Procurement specific questions relating to the Conditions of Participation**  **3A – Standard Questions** | |
| **Schedule 1** | |
| 14 | Is a principal Proprietor of your business related to an employee or Board Member of Tai Tarian or a person who has been employed or has been a Board Member of Tai Tarian within the last 12 months? Details of Board Members can be found on [www.taitarian.co.uk](http://www.taitarian.co.uk)  *Participant guidance: this question must be completed, but is for ‘information only’* |
| **R** | [Insert Yes or No] [If yes, please state their name and job title here] |
| **Financial Capacity** | |
| 15 | Does your organisation’s turnover in the last financial year exceed the threshold set out below?  £500,000  *Participant Guidance: If you are bidding as, or on behalf of a consortium please base your answer on consolidated data from relevant consortium members.*  *Note: If you are successful, you must be in a position to provide evidence if required, prior to contract award, and without delay.*  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| 16a | Does your organisation give consent for Tai Tarian to use Credit Safe to conduct financial checks when necessary?  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| 16b | *Participant guidance*: *To successfully Pass this question, you must have a Credit Safe overall score equal to, or higher than the designated threshold of 30.*  *If a Participant does not score equal to, or higher than the designated threshold of 30, Tai Tarian reserves the right to seek clarification from the Participant to allow them to provide an adequate explanation. If the Participant cannot provide an adequate explanation, Tai Tarian reserves the right to apply a Fail for this question.* |
|  | [No response required – Tai Tarian will undertake a credit check to determine the Credit Safe score] |
| **Insurance** | |
| 18 | Please confirm whether you already have, or can commit to obtain, prior to the award of the contract, the levels of insurance cover indicated below:  Employer’s (Compulsory) Liability Insurance = £10,000,000  Public Liability Insurance = £5,000,000  Professional Indemnity Insurance = £2,000,000  Product Liability Insurance = £5,000,000  *Participant guidance: If you are successful, you must be in a position to provide evidence of the required levels of insurance cover, prior to contract award and without delay.*  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| **Health and Safety** | |
| 19 | Please confirm that your Health and Safety Policy includes the following:   * A Policy Statement - signed and dated. * The Organisation and Responsibilities - how Health and Safety requirements are implemented. * The Arrangements – standards and procedures adopted in practice.   *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] [If Yes, attach evidence by including copy of policy here] |
| 20 | Please confirm that your companies Health and Safety Policy has been reviewed internally within the past two years.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| 21a | Health and Safety Enforcement Orders  Has your organisation or any connected person been in receipt of enforcement/remedial orders in relation to the Health and Safety Executive (or equivalent body) in the last 3 years?  *Participant guidance: ‘Yes’ is deemed a Fail for this question, ‘No’ is deemed a Pass for this question.* |
| **R** | [Insert Yes or No] |
| 21b | If your response to Q21a is yes, please provide details of the enforcement/remedial orders served and give details of any remedial action or changes to procedures you have made as a result. |
| **R** | [Insert details here] |
| **Environmental Management** | |
| 22 | Do you have an environmental policy statement committing your organisation to a programme of improvement?  *Participant guidance: If you are successful, you must be in a position to provide evidence (if requested), prior to contract award, and without delay*.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| 23a | Has there been any civil/criminal action against your organisation or any connected person in respect of breaching environment legislation in the last 3 years?  *Participant guidance: ‘Yes’ is deemed a Fail for this question, ‘No’ is deemed a Pass for this question.* |
| **R** | [Insert Yes or No] |
| 23b | If your response to Q23a is yes, please provide details of the actions taken to redress any damage and stop recurrence or changes to procedures you have made as a result. |
| **R** | [Insert details here] |
| **Quality Management** | |
| 24 | Do you have a quality management policy statement to ensure that the quality of your products or services is consistent?  *Participant guidance: If you are successful, you must be in a position to provide evidence (if requested), prior to contract award, and without delay*.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| **Community Benefits** | |
| 25 | Do you confirm that your organisation is willing and committed to the delivery of Community Benefits through the life of the Contract?  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| **Equalities and Modern Slavery** | |
| 26 | Do you have an Equality and Diversity Policy that complies with the Equalities Act 2010?  *Participant guidance: If you are successful, you must be in a position to provide evidence (if requested), prior to contract award, and without delay*.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| 27 | Please confirm that your companies Equality Policy has been reviewed internally within the past three years.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| 28a | In the last three years, has any finding of any unlawful discrimination been made against your organisation or any connected persons by any Court or Industrial Tribunal?  *Participant guidance: ‘Yes’ is deemed a Fail for this question, ‘No’ is deemed a Pass for this question.* |
| **R** | [Insert Yes or No] |
| 28b | If your response to Q28a is yes, please provide details of the actions taken to redress any damage and stop recurrence or changes to procedures you have made as a result. |
| **R** | [Insert details here] |
| 29a | Has your organisation, or any connected persons, during the last 3 years, had a claim upheld against you at Employment Tribunal proceedings for matters relating to Equality Act 2010?  *Participant guidance: ‘Yes’ is deemed a Fail for this question, ‘No’ is deemed a Pass for this question.* |
| **R** | [Insert Yes or No] |
| 29b | If your response to Q29a is yes, please provide details of the actions taken to redress any damage and stop recurrence or changes to procedures you have made as a result. |
| **R** | [Insert details here] |
| 30a | Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?  *Participant guidance: ‘Yes’ is deemed a Fail for this question, if you then select ‘No’ for question 30b and do not provide an adequate explanation in 30c. ‘No’ is deemed a Pass for this question is you are not classed as a relevant commercial organisation as defined by section 54 of the Modern Slavery Act 2015.* |
| **R** | [Insert Yes or No] |
| 30b | If you have answered Yes to 30a, are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015? |
| **R** | [Insert Yes or No or Not applicable] |
| 30c | If you have answered Yes to 30b, please provide a copy of your statement. If you have answered No to 30b, please provide an explanation as to why. |
| **R** | [Insert details here or Not applicable] |
| 31 | The new sexual harassment legislation significantly strengthens the legal framework surrounding sexual harassment in the workplace. It places a greater responsibility on employers, including contractors and suppliers, to take reasonable steps to anticipate and prevent sexual harassment and create a safe and respectful environment. Tai Tarian is committed to providing a workplace free from sexual harassment and discrimination.  The legislation includes a duty for organisations to prevent sexual harassment by third parties; therefore we need assurance from yourselves that your organisation has a procedure in place to address any instances of this nature should they arise.  We can assure you that we will take appropriate action to address any complaints of sexual harassment, to ensure a safe and respectful work environment for any employee that works for your organisation. Our company procedure prohibits any form of reproach against those who report harassment. By understanding and adhering to the new sexual harassment legislation, we can collectively contribute to a more inclusive and positive environment for everyone’.  Please confirm that your organisation has the necessary procedures in place to provide assurance to Tai Tarian to address any instances of this nature should they arise?  *Participant guidance: If you are successful, you must be in a position to provide evidence (if requested), prior to contract award, and without delay*.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| **Legal Capacity – UK GDPR and IT Security Certifications** | |
| 32a | Please confirm that you have in place, or that you will have in place by the award of the contract, the human and technical resources to perform the contract to ensure compliance with the UK General Data Protection Regulation and Data Protection Act 2018 to ensure the protection of the rights of data subjects.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| 32b | Please complete Appendix 1 – Data Governance Questionnaire.  *Participant guidance: Participants must be able to respond “Yes” to all questions included in the Data Governance Questionnaire contained within this document (see Appendix 1) and must also be able to provide supporting evidence for each response. For example, evidence may include but is not limited to a copy of the organisation’s Data Protection Policy, records of mandatory data protection training for HR/payroll staff, access control logs for payroll systems, or a completed Data Protection Impact Assessment (DPIA) for the HR or payroll solution. A ‘No’ to a question in the Data Governance Questionnaire is deemed a Fail for this question.* |
| **R** | [Insert Yes – Data Governance Questionnaire completed or No – Data Governance Questionnaire not completed] |
| 33 | Does your organisation currently hold, or will your organisation strive to work towards if successful, any recognised cybersecurity certification or standards? (e.g., Cyber Essentials, ISO27001, or similar)  *Participant guidance: If you are successful, you must be in a position to provide evidence (if requested), prior to contract award, and without delay*.  *Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.* |
| **R** | [Insert Yes or No] |
| **3B – Previous Contract Experience** | |
| 34 | Please demonstrate that you have the sufficient experience and existing qualifications within your organisation by providing 3 examples of similar contracts that you have delivered in the last five years. This may include contracts carried out for Tai Tarian.  The example should include (but not be limited to):   * Evidence that you have the capacity and required experience to deliver our Contract. * Evidence that you have successfully met the requirements of the contract to a high level of quality and standard of work by providing detailed, relevant responses. * Be similar in nature to this Contract.   The clients named may be contacted to provide a reference on your behalf, therefore, Participants should contact those clients prior to submitting a bid to ensure they are aware and that they agree to provide a reference.  If you cannot provide at least one example of previous contracts that are relevant to the requirement, in no more than 500 words please provide an explanation for this and how you meet the conditions of participation relating to technical ability – e.g. your organisation is a new start-up, or you have provided services in the past but not under a contract. |
| **R** | Example 1   |  |  | | --- | --- | | Contract Name |  | | Client Name: |  | | Client Address: |  | | Client Contact: |  | | Client Email: |  | | Contract Period |  | | Contract Value: |  | | Description of Contract (Maximum 300 words): | | |
| **R** | Example 2   |  |  | | --- | --- | | Contract Name |  | | Client Name: |  | | Client Address: |  | | Client Contact: |  | | Client Email: |  | | Contract Period |  | | Contract Value: |  | | Description of Contract (Maximum 300 words): | | |
| **R** | Example 3   |  |  | | --- | --- | | Contract Name |  | | Client Name: |  | | Client Address: |  | | Client Contact: |  | | Client Email: |  | | Contract Period |  | | Contract Value: |  | | Description of Contract (Maximum 300 words): | | |
| **3C – Existing Qualifications and Experiences** | |
| 35 | Please provide information of the existing qualifications and experiences of the employees within your organisation that will be assigned to the Contract, with regard to both the management of the contract and the physical undertaking of the services required. Reference should be made against Section 1 – Tender Brief to demonstrate relevance.  Answers should include:   * Job title; list of qualifications; length of service with your organisation; current and previous work experience in the relevant sector. * Location base of staff. * Staff involved in the management of the Contract and the staff that physically undertake the services. |
| **R** | [Insert details here – maximum of 500 words] |
| **3D – Experience of Implementing New Systems** | |
| 36 | Please describe your organisation’s approach to the implementation and onboarding of new systems for previous or existing clients.  Answers should include (but not be limited to):   * Your typical onboarding and implementation methodology. * Key stages, milestones and timescales * Risk management and mitigation strategies * Approach to user training, documentation and support * A recent anonymised implementation plan for a similar client. |
| **R** | [Insert details here – maximum of 500 words, excluding anonymised implementation plan] |
| **3E – System Capability** | |
| 37 | Please self-declare whether your current out-of-the-box system includes functionality to support the following commonly required processes or features.  *Participant guidance: this information will be used to evaluate alignment with general expectations for system capability at this stage. This is* ***not*** *a detailed assessment of how your system will meet Tai Tarian specific contractual requirements. A more detailed evaluation of how your system will meet the Functional and Technical contract requirements will take place in Stage 2 (Invitation to Tender).*  *Please refer to ‘Table 3 – Scoring Rationale for Invitation to Participate Stage Part 3E – System Capability question 37’ to understand how this question will be evaluated.*  *Tai Tarian will reject all Participants that score lower than the minimum score of 3 for Part 3E – System Capability question 37.* |
| **R** | [Insert Yes or No, in the Available column of the following table]   |  |  |  | | --- | --- | --- | | Capability/Process | Available (Yes/No) | Notes (Optional) | | **HR Core** | | | | Recruitment Planning & Talent Pool Management |  |  | | Recruitment and Employee Onboarding/Offboarding |  |  | | Employee Record Management |  |  | | Holiday & Absence Management |  | *(Confirm what holiday years supported, e.g. Jan-Dec or rolling year from start date)* | | Employee Wellbeing (includes staff benefits) |  |  | | Employee Relations   * + Appeals   + Disciplinary   + Formal Capability   + Grievance   + Suspension |  |  | | Employee Recognition and reward |  |  | | Organisational Change - Structures & Hierarchies |  |  | | Employee Communications & Engagement |  |  | | Workforce Planning, Scheduling & Forecasting |  |  | | Performance Management & succession planning |  |  | | HR Reporting & Data Analytics |  |  | | **Learning and Development** | | | | Training Needs/Skills Matrix |  |  | | Training Planning & Booking Management |  |  | | Training Compliance and Record Management |  |  | | Personal Development Plans and Competency Assessments |  |  | | Training Material development |  |  | | Training Evaluation and Feedback |  |  | | Learning & Development Reporting |  |  | | **Payroll** | | | | Payroll Calculations, authorisations and schedules |  |  | | Payroll Statutory / Voluntary Deductions |  |  | | Statutory and Organisation calculations (maternity, paternity, leave) |  |  | | Overtime submission and calculations |  |  | | Expenses submission and calculations |  |  | | Employee Self-Service (i.e. expenses and overtime claims) |  |  | | Third Party Payment processing (i.e. pension and staff benefits) |  |  | | Payroll amendments (i.e. annual bulk uplift) |  |  | | Payroll reporting |  |  | | **Pensions** | | | | Multiple Pension scheme management (final salary etc) |  |  | | Pension scheme auto enrolments/re-enrolment |  |  | | Pension adjustments |  |  | | Pension deductions |  |  | | Pension reporting |  |  | | **Finance** | | | | Accounts Payable   * Invoice processing * Supplier management * Payment scheduling, remittances and processing (includes sundry payments) * Reconciliation of accounts * Reporting |  |  | | Procure to Pay (P2P)   * Order processing * Workflow (authorisation etc.) * Accruals * Reporting |  |  | | Accounts receivable / Debt Recovery   * Invoice generation (i.e. leaseholders, service charges) * Statements * Payments and remittance (DD, BACS etc) * Credit management & Bad Debt * Reconciliations * Reporting |  |  | | General Ledger   * Reconciliations * Journals/adjustments * Accruals and prepayments * Budget upload |  |  | | Financial Reporting   * Month/Year end accounting * Business information reporting tool * Variance analysis * Financial Audits * VAT / Tax Returns (Making Tax Digital) |  |  | | Budget & Forecasting   * Budget planning (annual and strategic) * Variance analysis * Cashflow Forecasting * Scenario testing / planning * Loan Management * Valuation and Investments (reporting, grants, investment appraisals etc) |  |  | | Fixed Asset Register   * Asset management * Asset additions and disposals * Depreciation calculations * Grant additions and disposals * Grant amortisation |  |  | | Treasury Accounting   * Cashbook management * Reconciliations * Journals * Reporting |  |  | | Procurement   * Tender Management * Procurement Compliance (spend compliance) * Contracts Registers * Supplier Selection & Onboarding |  |  | |
| **Part 4 – Additional Information** | |
| 38a | Conflicts of interest: duty to identify  Are you aware of any conflict of interest within the meaning of section 81 - 82 of the Procurement Act?  *Participant guidance: you must notify Tai Tarian of any conflict of interest or potential conflict of interest e.g. if you, or a connected person has advised Tai Tarian or otherwise been involved in the preparation of the procurement procedure.*  *Participant guidance: this question must be completed, but is for ‘information only’* |
| **R** | [Insert Yes or No] |
| 38b | If your response to Q38a is yes, please provide details |
| **R** | [Insert details here] |
| **Part 5 – Confirmations** | |
| 39 | I confirm that:  (a) to the best of my knowledge the answers submitted, and information contained in this document are complete, accurate and not misleading;  (b) upon request and without delay I will provide any additional information requested of us.  (c) I understand that the response to this questionnaire will be used to assess whether our organisation is entitled to participate in, or continue to participate in, this procurement; and  (d) I understand that our organisation may be excluded from the procurement if requested information has not been provided, if any of this response or any follow up responses are incomplete, inaccurate or misleading, if confidential information has been accessed or if we have unduly influenced your decision-making in this procurement. |
| **R** | [Insert full name] |
| **R** | [Insert position] |
| **R** | [Insert phone number] |
| **R** | [Insert email address] |
| **R** | [Insert address] |
| **R** | [Insert signature] |

# **Appendix 1 –** **Data Governance Questionnaire**

**Please note: - All Participants are required to answer this section. Participant guidance: ‘Yes’ is deemed a Pass for this question, ‘No’ is deemed a Fail for this question.**

|  |  |  |
| --- | --- | --- |
| **Question** | **Answer** | |
| **Yes** | **No** |
| 1. You can confirm that all processing and/or storage of the personal data you intend to process on behalf of Tai Tarianwill remain within the EEA? |  |  |
| 2. You can provide evidence of certifications or accreditations, (or working towards) relating to information security and/or quality management e.g. Cyber Essentials, ISO27001 etc |  |  |
| 3. You can provide evidence to demonstrate the measures you have implemented to protect against the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to personal data you are processing including (transmitting and storing) for the issuing organisation.?  *For example, Anti-Virus, Malware, Anti-Spyware, Intrusion Detection, Firewalls, Vulnerability Scans of Workstations and Servers, Independent Penetration Testing of Network and Internet Facing Applications, Physical Security Measures, Role Based Access Controls, Systems Monitoring.* |  |  |
| 4. You can provide Tai Tarian with evidence that measures are in place to ensure the ongoing confidentiality, integrity, availability and resilience of systems/services and to restore the availability and access to data in the event of a physical or technical incident? |  |  |
| 5. You can provide evidence that you have a program of undertaking vulnerability scans and penetration testing on the data systems, people and processes that are involved in processing data for Tai Tarian. |  |  |
| 6. You can provide us with details of any other organisations you may use to process information on behalf of Tai Tarian and confirm that all sub processors have an appropriate Data Processing Agreement in place. You can also provide evidence of this. |  |  |
| 7. You can evidence that you have a documented process for selecting and appointing other organisations that process or handle the information? |  |  |
| 8. You can provide evidence of what due diligence you would undertake on suppliers of services that affect the personal data of Tai Tarian. |  |  |
| 9.You can provide evidence of the arrangements you have in place for recognising and handling security incidents and personal data breaches. |  |  |
| 10.You can provide evidence of the arrangements you will put in place for notifying relevant people about security incidents and personal data breaches including Tai Tarian |  |  |
| 11.You can evidence what obligations your data processors and other supplies are under to inform you of security incidents and personal data breaches |  |  |
| 12. You can provide evidence of what measures you have in place to recognise and handle requests from data subjects to exercise their rights set out in data protection law (e.g. subject access requests, erasure, correction and portability requests, and objections to processing etc) in particular, in your capacity as a data processor. |  |  |
| 13. You can confirm that you have measures in place for pre-employment screening of personnel that are able to access personal data you are processing on behalf of Tai Tarian |  |  |
| 14.You can provide evidence that employees are trained in data protection |  |  |
| 15. You can provide us with evidence to demonstrate how you ensure that your employees and others who have access to the data being processed on behalf of the issuing organisation are committed to confidentiality |  |  |
| 16.You can provide registration details if you are registered with the ICO |  |  |
| 17.You can provide evidence of the following:   |  |  | | --- | --- | | **Document purpose** | **Y/N** | | Policy on data protection compliance management |  | | Information Security Management Policy |  | | Records of processing activities (as envisaged by Article 30 GDPR) |  | | Training records |  | | information Security Incident Management and Personal Data Breach Reporting Procedure |  | | Business Continuity/Disaster Recovery Plan |  | | Procedure for Managing Data Sharing and Disclosures |  | | Policy on the acceptable use of IT equipment and data |  | |  |  |
| 18. You can provide us with evidence to demonstrate the measures you have implemented for regularly testing, assessing and evaluating the effectiveness of technical and organisational measures you have implemented to ensure the security of data processing operations, systems and services. |  |  |
| 19.You can provide evidence of when your organisation last undertook a data protection compliance audit. |  |  |
| 20.You can provide evidence of how frequently you undertake data protection compliance audits. |  |  |
| 21.You can provide a copy of the audit plan for the last 12 months and next 12 months. |  |  |
| 22.You can provide evidence of your organisations process for disposing of data when it is no longer required |  |  |

# **Appendix 2 –** **Ethical Partnership Self-Certification Checklist**

**Please note: - All Participants are required to answer this section.**

|  |  |  |
| --- | --- | --- |
| **Please confirm that your organisation is not engaged directly (or an Associate/Group Company which is engaged) in:** | **Yes** | **No** |
| Tobacco manufacture |  |  |
| Alcohol manufacture |  |  |
| Sale/promotion of drugs |  |  |
| Weapons systems manufacture |  |  |
| Associated with regimes with a poor Human Rights Record |  |  |
| Generating revenue from the sale of pornography or gambling |  |  |
| Activities which unsustainably degrade the environment or global efforts against climate change (for example deforestation/aggressive harvesting of finite natural resources/destruction of natural habitats) |  |  |
| Testing products on animals or use animals in their product manufacture or where there are concerns about animal welfare |  |  |
| (Where publicly available information is available) Companies with an ESG score indicating they are in the bottom quartile for their sector |  |  |

# **Appendix 3 –** **Participant Declaration**

**Please note: - All Participants are required to answer this section. To be completed and signed by an authorised representative of the Participant.**

I/We certify that:

All information provided in this Invitation to Participate response, including the Procurement Specific Questionnaire (PSQ) and any supporting documentation, is true, accurate and complete to the best of the Participant's knowledge and belief.

The Participant meets all mandatory conditions of participation as set out in the ITP and has made a full and truthful disclosure in relation to all applicable Exclusions under the Procurement Act 2023.

The person signing this declaration is duly authorised to bind the Participant to the statements, commitments and undertakings contained within the ITP submission.

The Participant has not directly or indirectly engaged in any activity that would constitute collusion, corruption or anti-competitive behaviour in relation to this procurement.

The Participant will immediately notify Tai Tarian in writing of any changes to the information provided in its submission, including any change that may affect its continued eligibility under the Conditions of Participation.

The Participant acknowledges that:

* Tai Tarian reserves the right to verify any information supplied.
* Tai Tarian is not bound to invite any Participant to Stage 2 Invitation to Tender.
* Progression to subsequent stages of the Competitive Flexible Procedure does not constitute an offer of Contract.

|  |  |
| --- | --- |
| Dated: |  |
| Signature: |  |
| Name: |  |
| Position Held: |  |
| Organisation: |  |

1. Connected persons are persons who exercise (or have a right to exercise) significant influence or control over the supplier and those over which the supplier exercises (or has the right to exercise) significant influence or control. This includes majority shareholders, directors and shadow directors, parent and subsidiary companies and predecessor companies. The majority of the exclusion grounds state that they apply to the supplier or a connected person of the supplier. [↑](#footnote-ref-2)