



INVITATION TO TENDER

**Strategic, Economic, Commercial and Organisational Advisory Services for the
National Library of Wales**

Contract Notice Reference Number	LLGC260604
Duration of the Contract	Three years from commencement date (with a possibility of further two-year extension)
Deadline for Clarification Questions	14/07/26 @ 5pm
Deadline for Submission of Tenders	21/07/26 @ 12pm

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1 ABOUT THE NATIONAL LIBRARY OF WALES

1.1 Background

The National Library of Wales (NLW), Aberystwyth, was founded by Royal Charter in 1907 and is one of the great achievements of the cultural aspirations of the Welsh nation. The NLW is a Welsh Government Sponsored Body and its mission and core function is to collect, preserve and give access to all kinds and forms of recorded knowledge, especially relating to Wales and the Welsh and other Celtic peoples, for the benefit of the public. In this respect, the NLW is more than a library. It collects manuscripts and archives, pictures and photographs, maps, sound recordings, and moving images. For further information about NLW, please visit library.wales and view our [Strategy for 2025-2030](#).

The National Library of Wales was established with donations from the people of Wales to protect the nation's heritage. Its core collection was 25,000 books and 1,200 manuscripts was given to the Library by Sir John Williams, a physician from Carmarthen. Since then, the Library has continued to grow, adapt, and innovate. The collections now include:

- 8,000,000 books and periodicals - with 4,000 new ones arriving every week
- 7,000,000 feet of film
- 1,500,000 maps
- 1,000,000 photographs
- 250,000 hours of film
- 150,000 hours of sound
- 70,000 works of art and
- 40,000 manuscripts
- 1,900 cubic meters of archives

It is both a vast reservoir of knowledge and a centre point for activity that empowers the people of Wales with a deep awareness of their past, an understanding of the present, and inspiration to shape the future.

The National Library of Wales is entering a period of significant strategic development and transformation in support of its Strategy for 2025–2030. This includes a range of potential capital, operational and organisational initiatives aimed at ensuring the long-term sustainability, accessibility and relevance of the Library’s collections, services and estate.

As a Welsh Government Sponsored Body, NLW must ensure that all strategic investments and major decisions are underpinned by robust evidence, sound financial planning, and compliance with HM Treasury Green Book and Better Business Cases principles and Welsh Government requirements.

Over the coming years, NLW anticipates the need to develop and deliver a range of projects and programmes, which may include:

- Capital investment in estate and infrastructure

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- Development of new services and delivery models
- Commercialisation and income generation initiatives
- Organisational and operational transformation
- Cultural and place-based regeneration opportunities

These initiatives will require varying levels of strategic advisory support, including early-stage option development, programme and business case preparation, commercial, economic and financial analysis, and implementation planning.

To support this evolving programme of activity, NLW requires access to a trusted, experienced advisory partner capable of providing high-quality, flexible and responsive support across multiple disciplines.

This procurement therefore seeks to appoint a single consultancy to provide Strategic, Economic, Commercial and Organisational Advisory Services, enabling NLW to efficiently commission expert support as required over the contract period.

The first commission to be awarded under this contract will be the preparation of a Programme Business Case (PBC) which concerns the development of an additional estate to support the National Library of Wales' long-term storage capacity, resilience, and strategic development. Further details are provided in Section 2 – Specification.

2 SPECIFICATION - ABOUT THE WORK

2.1 Services subject to this procurement exercise

The Contracting Authority (National Library of Wales, “NLW”) wishes to appoint a suitably qualified and experienced consultancy to provide Strategic, Economic, Commercial and Organisational Advisory Services over a period of three years, with a possibility of extending for a further two years.

This procurement will establish a single supplier call-off contract, enabling NLW to commission advisory services for a range of projects, programmes and organisational initiatives without undertaking separate procurement exercises.

The appointed Consultant will provide flexible, multi-disciplinary advisory services, acting both as:

- A lead advisor/delivery partner, and
- A critical friend, providing independent review, challenge and assurance

The Consultant will support NLW in:

- Strategic planning and organisational development
- Investment decision-making and programme prioritisation
- Development and appraisal of capital and revenue projects
- Preparation and review of programme and business cases (SOC, OBC and FBC)
- Commercialisation and income generation
- Estate planning, regeneration and capital development
- Market research, demand analysis and evidence gathering
- Implementation planning and organisational change

All outputs must align with:

- HM Treasury Green Book principles
- The Five Case Model / Better Business Cases
- Welsh Government processes and funding requirements

Assignments may be subject to Gateway Reviews, NLW Board of Trustees scrutiny, and Welsh Government approval processes.

2.2 Example: first commission

The first commission to be awarded under this contract will be the preparation of a Programme Business Case (PBC) which concerns the development of an additional estate to support the National Library of Wales’ long-term storage capacity, resilience, and strategic development. It arises from the ongoing ‘Bookstack 4’ project, which is the result of a need to ensure sufficient, appropriate and sustainable storage provision for the nation’s collections through to 2075.

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The Contractor will be required to deliver services in accordance with HM Treasury Green Book and Better Business Cases guidance. This will include a comprehensive assessment of strategic, economic, commercial, financial and management cases, alongside a clear focus on maximising public value, commercialisation opportunities, revenue generation, and long-term sustainability.

2.2.1 Services to be provided

Services to be provided shall include, but not be limited to:

- Development and appraisal of a long list and short list of strategic options
- Economic, financial and commercial analysis, including whole-life cost assessment
- Identification and high-level appraisal of commercialisation opportunities and revenue generation models
- Exploration of funding strategies, including public, private and blended finance options
- Assessment of delivery models and procurement strategies
- Identification and development of national and regional partnership opportunities, including public, private and third sector collaboration
- Risk identification, assessment and mitigation planning
- Stakeholder engagement and facilitation, including internal and external partners
- Integration of sustainability, decarbonisation and green infrastructure considerations throughout

2.2.2 Key deliverables

- A fully developed Programme Business Case (PBC) aligned to Green Book and Better Business Cases standards
- Options appraisal report, including clear recommendations and value-for-money assessment
- Outline commercial and financial strategies, including indicative revenue generation and funding routes
- Partnership and stakeholder strategy, identifying potential collaborators and opportunities
- High-level masterplanning inputs to inform strategic options
- Supporting technical and analytical documentation, including risk registers and financial models

2.2.3 Programme Vision

To further the library's ability to safeguard the national memory, provide income generation opportunities, and innovative transformation and strategic partnerships, aligned to the libraries core mission, and to contribute to the prosperity of mid-Wales, and of future generations.

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2.2.4 10 year Objectives

1. Safeguard collections and the library's statutory role
2. Provide economic and environmental sustainability
3. Give great public value through partnerships and innovative transformation
4. Support the Library's long-term strategy and enable improved public access on the main library site

2.2.5 Priority Projects

1. Develop extra warehouse storage capable of meeting longer term needs of the library, and of providing income generation opportunities.
2. Develop green infrastructure to drive sustainability on the site, (exploring options such as energy generation, biodiversity net gain, and heat/ local energy networks).
3. Develop a high-level master plan for the site, including identification of and planning for any necessary demolition (to mitigate against management costs and risks of surplus, redundant buildings).

2.2.6 Scenario Scope for the Purpose of Evaluation

For clarity in the evaluation process, the tenderers shall base their pricing and response to question 5 in the technical evaluation on the following:

- Delivery of a Programme Business Case (PBC) in accordance with HM Treasury Green Book and Better Business Cases guidance
- Completion by end of October 2026, to enable presentation to the NLW Board of Trustees in November 2026
- A programme-level assessment proportionate to PBC stage (not OBC/FBC level detail)

Stakeholder Engagement

- Up to 8 structured workshops/meetings
- Ongoing project management and stakeholder liaison

Options Appraisal

- Long list of approximately 8–12 options
- Short list of approximately 3–5 options

Technical Scope

- High-level master planning input (strategic only; no detailed design)
- Outline financial modelling suitable for option comparison and Board decision-making

Programme Business Case Development

- Strategic, Economic, Commercial, Financial and Management cases
- Preparation of a Board-ready Programme Business Case and supporting materials

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2.3 Experience and other requirements

The Consultant must demonstrate:

- Proven experience delivering Green Book/Better Business Cases compliant SOC, OBC and FBC
- Experience advising on strategy, commercialisation, regeneration and organisational transformation, preferably in cultural and heritage sectors
- An understanding of the public sector in Wales
- Strong track record working with public sector organisations, preferably in cultural, heritage or not-for-profit sectors
- Experience developing business cases and strategies for Welsh Government or other public funding bodies
- Understanding of governance, approvals processes and funding requirements

The Consultant must also:

- Demonstrate capacity to deliver multiple concurrent multi-disciplinary assignments
- Be able to respond to time-sensitive commissions
- Work collaboratively with internal and external stakeholders
- Attend meetings in Aberystwyth where required

Business Cases will be mostly delivered in English. Welsh language capability will be considered advantageous for engagement activities.

2.4 Contract Duration and Call-Off Arrangements

The Contract will commence on the agreed start date and will run for an initial period of three (3) years, with the option, at the Authority's discretion, to extend for a further period of up to two (2) years.

The Authority (NLW) makes no guarantee as to the volume or value of work to be awarded under this Contract. The Contract is non-exclusive and NLW reserves the right to commission services of a similar nature from other providers where it is considered appropriate.

Services will be commissioned on a call-off basis. Each call-off assignment will be defined and agreed in writing and will typically specify:

- Scope
- Deliverables
- Timescales
- Resources

NLW reserves the right to:

- commission work directly using the agreed rates; and/or
- request assignment-specific proposals where this is considered appropriate.

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NLW also reserves the right not to proceed with any call-off assignment and shall not be liable for any costs incurred prior to a formal instruction being issued.

The Contract may include break points linked to key stages or deliverables within individual call-off assignments (for example, following completion of the Programme Business Case). At such points, NLW will review progress and continued strategic fit and reserves the right, acting reasonably, to:

- not proceed to subsequent stages;
- revise the scope of services; or
- bring an assignment to an end.

NLW further reserves the right to terminate the Contract, in whole or in part, by providing reasonable written notice. In such circumstances, NLW will work with the Contractor to ensure an orderly close to the services. NLW shall not be liable for any loss of anticipated future work or opportunity under this Contract.

2.5 Timeline

The Programme Business Case is required to be completed by no later than 30th October 2026, for presentation and consideration at the NLW Board of Trustees meeting in November 2026.

2.6 Pricing

The Authority makes no commitment as to the volume or value of work to be awarded under this Contract.

Services will be commissioned on a call-off basis in line with programme and project requirements. The value and scope of individual assignments will vary depending on the nature, complexity and stage of development.

Tenderers must submit:

- A day rate card
- Pricing information for a defined first commission of Programme Business Case with breakdown of resources allocated within the price

2.7 Terms and Conditions of Contract

The successful bidder must comply with NLW Standard Terms and Conditions (see appendix).

2.8 Scope of Work

The scope is indicative and reflects the services the consultants may be required to deliver:

Strategy and Planning	<ul style="list-style-type: none"> • Support development of organisational strategies, programme or business plans • Develop strategic cases for change and long-term planning scenarios
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	<ul style="list-style-type: none"> • Support development of estates strategies and masterplans • Identify and evaluate strategic opportunities and risks • Support programme and portfolio prioritisation and sequencing
Business Case Development and Economic Advisory	<ul style="list-style-type: none"> • Lead or support development of SOC, OBC and FBC in line with Green Book and Better Business Cases Five Case Model guidance • Undertake options appraisal and value for money assessments • Develop financial models (10+ year horizon) • Support Gateway Reviews and funding approvals • Act as a critical friend, reviewing internal business cases
Commercialisation and Funding	<ul style="list-style-type: none"> • Identify income generation and commercial opportunities • Advise on operating and delivery models • Develop commercial strategies • Support procurement strategies and market engagement • Identify and advise on funding opportunities and investment structures
Regeneration, Estates and Place-Based Advisory	<ul style="list-style-type: none"> • Undertake feasibility and development appraisals • Provide advice on cultural-led regeneration and placemaking • Assess economic, social and cultural impacts • Support development of capital investment business cases
Market Research and Demand Analysis	<ul style="list-style-type: none"> • Undertake market and demand analysis • Provide benchmarking and sector insights • Analyse audience behaviour and usage trends • Support development of evidence-based assumptions
Programme and Project Advisory	<ul style="list-style-type: none"> • Support programme planning and governance • Identify risks, dependencies and constraints • Develop benefits realisation frameworks • Provide ongoing advisory support throughout delivery
Organisational Development and Change	<ul style="list-style-type: none"> • Develop Key Performance Indicators • Advise on organisational design and structures • Support service transformation and redesign • Develop implementation and change management plans • Advise on skills, capability and workforce planning • Support embedding of new delivery and commercial models

2.9 Deliverables

Deliverables may include:

- Programme or Business cases (PBC, SOC, OBC, FBC)

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- Feasibility studies and market research reports
- Option appraisals
- Economic appraisals
- Financial models
- Commercial strategies
- Operating models
- Change and implementation plans
- Board and stakeholder presentations, reports or communications

2.10 Reporting

The Consultant will report to the Director of Finance and Corporate Services or designated lead.

2.11 Payment schedule

The Payment schedule will be agreed with the successful supplier at inception. However, the payment schedule will operate on the basis of payment upon receipts of sufficient progress/output from the commission. The Library will not be in a position to pay any cost 'up front'.

2.12 Delivery model

Only key staff nominated at this stage may work on the project without prior written approval from the client. Failure to comply with this may render the appointment null and void.

Suppliers should submit your service continuation strategy, should one or more of the individuals noted in the proposal not be able to complete the work set out for them.

The Authority permits the use of sub-contractors. Tenderers must clearly set out any proposed sub-contracting arrangements within their submission, including the identity of sub-contractors, their roles and responsibilities, and the proportion of the services to be delivered. The Tenderer shall remain fully responsible for the performance of the Contract.

The Authority reserves the right to request further information or due diligence in relation to any proposed sub-contractors.

3 TENDER PROCESS

3.1 Introduction

The Services will be procured by means of a competitive tender.

The NLW will not be responsible for the expense of preparing submissions and will not be bound to accept any tender.

These instructions for tendering are issued for the guidance of the bidders and will not form part of the contract.

Tenders must be submitted strictly in accordance with the requirements set out in the Tender Document. Any tender not complying with these instructions in any way may be rejected by the NLW whose decision in the matter will be final.

Tenderers are asked to report promptly any conflict or uncertainty within these documents via the Sell2Wales website.

All tenders must be treated as private and confidential. Tenderers should not disclose details to others unless necessary for the preparation of their submission and then only if an equivalent non-disclosure obligation is imposed on those with whom the details are shared.

The NLW may require a tenderer to provide further information and/or clarification of any matters contained in its tender response.

3.2 Procurement Timetable

The NLW will follow the proposed Procurement Timetable below which is provided by way of guidance only. The NLW reserves the right to amend the Procurement Timetable at its absolute discretion at any time during the Procurement Process. Any changes to the dates will be communicated to Bidders via the Sell2Wales Portal.

Activity	Time and Date
Tender Live	26/06/26
Deadline for Clarification Questions	14/07/26 @ 5pm
Deadline for receipt of Tenders	21/07/26 @ 12pm
Evaluation of Tenders	22/07/26
Winning Bidders announced	24/07/26
Contract commencement	10/08/26

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3.3 Deadlines for queries and submission of tender

Tender queries and submissions must be made within the deadlines set out in the Procurement Timetable.

3.4 Terms and Conditions of Contract

You must conform to the National Library of Wales Standard Terms and Conditions (see appendix).

3.5 Administration of tender process

The administration of the tender process will be through Sell2Wales, including tender invitation, clarification questions, tender submissions, and award notice.

3.6 Contact Details for Tender Queries

Any contact with the NLW to raise queries regarding this tender must be submitted through Sell2Wales website, and no later than the deadline set out in the Procurement Timetable. The NLW will respond to queries through the Sell2Wales website, and the information provided in response to queries will be circulate to all tenderers.

3.7 Submission Language

Caniateir i dendrau gael eu cyflwyno yn y Gymraeg neu yn Saesneg.
Tenders may be submitted in either Welsh or English.

3.8 Documents to be completed by The Bidder

Bidders must return the following documentation, via the Sell2Wales Portal, duly completed:

1. Technical Response

The Bidder must download and complete all questions within the Technical Response Template. The completed Template must be re-uploaded to the Sell2Wales Portal.

2. Commercial Response

The Bidder must download and complete the Commercial Response Template. The Template must be completed and re-uploaded to the Sell2Wales Portal.

3.9 Scoring and Evaluation

Details of how the tender will be scored and evaluated are set out in Section 4.

3.10 Notification and Award

Notification of the outcome of this procurement will be made via Sell2Wales.

3.11 Tender duration and validity

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Tenders must remain open for acceptance by the NLW for a period of 60 days from the tender submission deadline. A tender response which is not open for acceptance during this entire period may be rejected by the NLW.

4 EVALUATION METHODOLOGY

4.1 Evaluation Process

The Evaluation is split into two parts to determine the most economically advantageous tender:

- the Quality Evaluation of the Technical Response
- the Pricing Evaluation of the Commercial Response

The Authority reserves the right to seek clarification where submissions are unclear or appear inconsistent, provided that no material change to the Tender is permitted.

If any Bidder scores 40% or less of the available score on one or more questions from the Technical Response their Commercial Responses will not be evaluated and the Bidder's Tender will be excluded from the Procurement Process.

Please note that at each stage of the Evaluation, mathematical results will be rounded to two decimal places. For the purposes of rounding to two decimal places, if the number in the third decimal place is:

0-4 (inclusive), then the number in the second decimal place will remain unchanged.

5-9 (inclusive), then the number in the second decimal place will be rounded up to the next number.

4.2 Evaluation Criteria

The tables below summarise the Evaluation Criteria to be applied to the Quality Evaluation and the Commercial Evaluation of Tenders.

Evaluation Criteria	Weighting
Quality Criteria	80%
Commercial Criteria	20%

Quality Criteria Weightings (Technical Response)		
Question Number	Criteria Description	Question Weight
1	<p>Portfolio of Relevant Case Studies <i>Word limit: 1,500 words</i></p> <p>Provide a portfolio of a minimum of two (2) relevant and recent case studies. Case studies must collectively demonstrate experience across:</p> <ul style="list-style-type: none"> • Programme Business Case development • Business case development (SOC, OBC, FBC) • Five Case Model and Better Business Cases • Commercialisation and/or income generation • Capital / estate / regeneration projects • Organisational development or transformation <p>For each case study include:</p> <ul style="list-style-type: none"> • Client and context • Scope of services • Your role and approach • Key outputs delivered • Outcomes and measurable impact <p>For at least one case study, also include:</p> <ul style="list-style-type: none"> • Key challenges encountered • How these were addressed • Lessons learned and how they inform your current approach <p>Tenderers must provide a summary table mapping case studies to the service areas above, and clearly demonstrate the involvement of the proposed team where possible.</p> <p>Evaluation will consider:</p> <ul style="list-style-type: none"> • Relevance and breadth of experience • Demonstrable outcomes and impact • Coverage across required service areas • Depth and applicability of experience 	15%
2	<p>Proposed Team Structure and Resourcing <i>Word limit: 1,500 words</i></p> <p>Describe how your organisation will resource and deliver services under this contract.</p> <p>Your response must include:</p> <ul style="list-style-type: none"> • Proposed team structure, including core and supporting roles • Roles, responsibilities and reporting lines • Named individuals and indicative availability (%) • CV summaries for key personnel 	15%

	<ul style="list-style-type: none"> • Alignment with the day Rate Card submitted as part of the Commercial Response • Description of each individual’s input across the services required • Expected level of input (days/hours) for typical assignments • Location of team members • Approach to scaling resources across multiple concurrent assignments • Approach to maintaining continuity in the event of personnel changes <p>Evaluation will consider:</p> <ul style="list-style-type: none"> • Suitability and balance of the team • Seniority and relevance of expertise • Capacity and scalability • Credibility and realism of resourcing model 	
<p>3</p>	<p>Method Statements <i>Word limit: 1,500 words</i></p> <p>Provide Method Statements covering:</p> <ul style="list-style-type: none"> • Client and Stakeholder Engagement • Delivery of Services under the Call-Off Contract Arrangement • Programme Business Case Development <p>Your response must include:</p> <ul style="list-style-type: none"> • A structured delivery approach from initiation to completion • Key delivery stages (e.g. scoping, analysis, option development, output, review) • Roles and responsibilities at each stage • Approach to stakeholder engagement and collaboration • Approach to integrating multidisciplinary inputs • Quality assurance processes • Approach to managing multiple concurrent assignments <p>Provide examples or descriptions of typical outputs where relevant.</p> <p>Evaluation will consider:</p> <ul style="list-style-type: none"> • Structure, clarity and practicality of methodology • Understanding of public sector governance and compliance • Deliverability and robustness of approach • Integration of multiple service areas • Depth of business case expertise • Understanding of risks and challenges 	<p>20%</p>
<p>4</p>	<p>Understanding of NLW Context and Added Value <i>Word limit: 1,000 words</i></p> <p>Based on your understanding of NLW, identify:</p> <ul style="list-style-type: none"> • Up to three key strategic challenges or risks 	<p>10%</p>

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	<ul style="list-style-type: none"> Up to three opportunities for development, income generation or impact <p>For each, outline:</p> <ul style="list-style-type: none"> Why this is significant How your services under this contract would support NLW <p>Also describe any additional value you can provide, including but not limited to:</p> <ul style="list-style-type: none"> Data, tools or benchmarking Sector insight Innovation or best practice <p>Evaluation will consider:</p> <ul style="list-style-type: none"> Relevance and insight Understanding of NLW's context Practicality of proposed support Added value beyond core requirements 	
5	<p>Scenario Response: First Commission of Programme Business Case <i>Word limit: 1,500 words</i></p> <p>Scenario: NLW is considering a capital investment involving the redevelopment of an additional estate, with:</p> <ul style="list-style-type: none"> Uncertain demand Multiple delivery options Potential public and private funding sources Potential changes to operating models <p>Under this scenario, describe your approach to delivering the multi-disciplinary services required by NLW as set out in this ITT to ensure a Programme Business Case is deliverable by the 30 October.</p> <p><i>Specification for the Programme is set out in Section 2.2 of the ITT, with a defined scope for the evaluation exercise set out in 2.2.6.</i></p> <p>Your response must:</p> <ul style="list-style-type: none"> Align with the assumptions set out in the Commercial Pricing section and be deliverable within the pricing submitted. Follow a clear and structured approach Identify key stages and decision points Describe expected outputs at each stage Highlight key assumptions and uncertainties Provide indicative timescales and effort for your approach (e.g. days by role) <p>Evaluation will consider:</p> <ul style="list-style-type: none"> Clarity and structure of thinking Ability to apply methodology in practice 	20%

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	<ul style="list-style-type: none"> • Integration of strategy, financial, commercial and delivery considerations • Feasibility and deliverability • Relevance to NLW's sector and context 	
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Commercial Criteria Weighting (Price)		
	Criteria Description	Question Weight
	<p>Evaluation will be based on the lowest all-inclusive price (excluding VAT) for the delivery of the first commission (Programme Business Case), as described in Section 2: Specification.</p> <p style="color: red;">Specification for the Programme is set out in Section 2.2 of the ITT. Tenderers shall base their pricing on the defined scope set out in 2.2.6.</p> <p>Pricing submissions must:</p> <ul style="list-style-type: none"> • Be all-inclusive and reflect full delivery of the specified scope • Be consistent with the Tenderer's Technical Response to Question 5 (Scenario Response) • Be based on the pricing assumptions set out below • Clearly identify any additional assumptions set out in section 2.2.6 of the ITT <p>The Authority will evaluate submissions on a like-for-like basis. Where pricing assumptions materially differ, the Authority reserves the right to seek clarification and/or make adjustments for evaluation purposes.</p> <p>Tenderers must submit:</p> <ul style="list-style-type: none"> • A total all-inclusive price (£, excluding VAT) • A completed pricing template, including cost breakdown • A Day Rate Card for proposed roles. These rates will not be evaluated as part of the award criteria but will form part of the Contract and may be used by the Authority when commissioning services under call-off arrangements. The Authority reserves the right to use, benchmark and challenge these rates to ensure value for money at the point of call-off. <p>The total price must fully reflect the Tenderer's proposed scope, methodology, resources and deliverables as described in their Technical Response.</p> <p>Evaluation Approach</p> <ul style="list-style-type: none"> • The total all-inclusive price will be used for scoring purposes • The cost breakdown and day rate card will not be scored separately, but will be used to: <ul style="list-style-type: none"> ○ assess completeness and robustness ○ verify alignment with the Technical Response ○ support clarification where required 	20%

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4.3 Evaluation of quality responses

Bidders are required to complete the Technical Response template provided, without amendment to the structure.

Evaluators will score each Technical Question using the Scoring Methodology set out below and record their justification/ commentary on their scoring sheet for each Tender.

The final score for each Technical Question will be multiplied by the relevant weighting multiplier in order to calculate the percentage weighted score for each Technical Question. The weighted percentages for each Technical Question will then be added together to determine the total percentage score for the Technical Response.

4.4 Scoring methodology

The Evaluators will evaluate each Quality/Technical Question using a consensus scoring approach based on the Scoring Methodology below.

Score	Marker	Description
0	Failure	Response does not meet any of the requirements and/ or fails to provide any evidence or other forms of assurance that the proposals would be capable of delivering the requirements.
1	Poor	Response fails to meet almost all of the requirements and/ or fails to provide clear evidence or other forms of assurance that the proposals would be capable of delivering the requirements.
2	Below satisfactory	Response meets some of the requirements and provides some clear evidence that the proposals would be capable of delivering the Requirements.
3	Satisfactory	Response meets most of the requirements and is mostly supported by clear evidence or other forms of assurance that the proposals would be capable of delivering the requirements.
4	Good	Response meets almost all of the requirements and is almost always supported by clear evidence or other forms of assurance that the proposals would be capable of delivering the requirements.
5	Excellent	Response meets all of the requirements and is always supported by clear evidence or other forms of assurance that the proposals would be capable of delivering the requirements.

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4.5 Important notes

Certain Technical Questions (where stated) are subject to a maximum word limit. Bidders should note that any text / words in excess of the set word limits will be disregarded for the purposes of evaluation. All words contained in submitted graphics, logos, tables, diagrams, images, and photographs will contribute to the word limit for each question. To assist with the automated word count, all tables must be submitted in Microsoft Word format; do not submit tables as images.

The Evaluators are only able to award the scores set out in the table i.e., 0, 1, 2, 3, 4, 5. No intervening marking is permitted i.e., an Evaluator could not award a score of 2.5.

If any response to any Technical Question is awarded a score of 40% or less (i.e., a score of 2, 1 or 0), the whole Tender may be excluded from the Procurement Process.

Example Quality Scoring

Every response within the quality section is scored between 0 – 5 as per the scoring criteria table depending on how the evaluation panel rates the response.

The weighted score for each question is determined as follows:

$$\frac{\text{Score Awarded} \times \text{Weighting}}{\text{Maximum Score Possible}} = \text{Weighted Score}$$

For example, a question has been assigned a weighting of 30% due to its importance. The maximum possible mark for this question is 5 out of 5, which would result in 30 points being awarded.

If the evaluation panel agree that the response should be scored as “Good”, a mark of 4 out of 5 is awarded, which is weighted as 24 points.

4.6 Commercial Evaluation

Bidders are required to complete the Commercial Response template provided, without amendment to the structure.

$$\frac{\text{Lowest Price} \times \text{Weighting}}{\text{Tenderer's Price}} = \text{Commercial Score}$$

Example Commercial Scoring

If three tenders are received and Tenderer A provided a price of £250, Tender B provided a price of £180 and Tenderer C provided a price of £400 then the calculation will be as follows:

- **Tenderer A:**

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- **Tenderer B:**
$$\frac{£180 \times 30\%}{£250} = 21.6$$
- **Tenderer C:**
$$\frac{£180 \times 30\%}{£180} = 30.00$$
- **Tenderer D:**
$$\frac{£180 \times 30\%}{£400} = 13.5$$

In the above example, Tenderer B has provided the lowest price and is therefore awarded the highest score.

All rates and prices must be exclusive of value added tax and must be quoted in GBP currency.

Commercial Responses must be fully inclusive of all staff, labour, transport, materials, sub-contractors, facilities, licensing, reporting, auditing, over heads, profit, tax and all such provisions as are necessary for delivery of the Services in accordance with the Specification and the Contract.

4.7 Final Tender Score

A Bidder's total percentage score for its Quality Response will be added to the Bidder's total percentage score for its Commercial Response to calculate a Final Tender Score out of 100%. Bidders will then be ranked in numerical order to determine the winning Bidder.

Example Final Tender Score

- Tenderer A scores 60 for their Quality responses and 21.6 points for their Commercial Response, resulting in a Final Tender Score of 81.6
- Tenderer B scores 38 for their Quality responses and 30 points for their Commercial Response, resulting in a Final Tender Score of 68
- In this scenario, being the highest score with 81.6, Tenderer A is ranked 1st.

4.8 Tied scoring

If two or more Bidders achieve identical total Final Tender Scores i.e., there are Tied Leading Bidders, the Bidder who will be awarded the Contract will be the Bidder who has achieved the highest total percentage for its Technical Response.

If the Tied Leading Bidders achieved the same score for their Technical Response, such that the winning Bidder cannot be identified, the Contracting Authority reserves the right to determine the winning Bidder by reference to which Bidder attained the highest percentage score, for their response to Question 1 of the Quality Evaluation.

The Contracting Authority reserves the right to revise this tied scoring process where it considers that it would be appropriate to do so.

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4.9 Award and standstill

Once the winning Bidder has been identified, the Contracting Authority will send each Bidder a notice communicating its decision to award the Contract.

The Contracting Authority will allow the statutory standstill period to elapse before (subject to there being no challenges) entering the Contract with the winning Bidder. Please note that the award letter to the winning Bidder will not amount to acceptance of the Bidders' Tender, nor will it constitute an offer to contract with the Bidder.

Please note that award of the Contract is also subject to internal sign off from the Contracting Authority. The Contract will not be entered into until all necessary internal approvals have been obtained.

4.10 Abnormally low tenders

If the Contracting Authority considers any part of a Bidder's Tender to be abnormally low, the Contracting Authority will ask the Bidder to explain the price/ costs proposed in its Tender. If following the assessment of the information provided by the Bidder, the Contracting Authority still considers that a Tender price is abnormally low; the Contracting Authority reserves the right to exclude the Tender from any further evaluation and from the Procurement Process.