



Invitation to Tender

for the provision of

HR and Organisational Design Support

Life Sciences Hub Wales Reference:	LSHW.011.2026
Procurement Contact:	Adam James-Price adam.james-price@lshubwales.com

COMMERCIAL IN CONFIDENCE

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1. Background

- 1.1 Established in 2014, Life Sciences Hub Wales Ltd is a private company limited by guarantee with Welsh Government being its sole member and controlled by an independent Board of Directors.

Our vision is for Wales to become a place of choice for health, care and wellbeing innovation. Our aim is to help the people of Wales benefit from improved healthcare and economic wellbeing. We do this by working with innovative partners to find solutions for the NHS, healthcare and social care providers.

- 1.2 Life Sciences Hub Wales's role is to:

- **Convene** industry, healthcare, social care, and academia to share ideas, raise awareness of needs, identify opportunities for codeveloping solutions and sharing knowledge, and to foster collaboration.
- **Integrate** the health and social care innovation ecosystem providing an infrastructure for better collaboration, meeting industry needs for interaction, supporting the system to become the country's most powerful driver of innovation for the benefit of the people and our economy.
- **Accelerate** adoption of transformative innovation identifying promising opportunities supporting system change and delivering a staged pipeline of innovation.
- **Advocate** for the health and wealth of Wales, showcasing excellence and opportunities for collaboration, making sure Wales has input into UK policies and attracts investment.

- 1.3 Further context regarding the Life Sciences Hub Wales vision is provided below:

Our vision is to make Wales the place of choice for health, care and wellbeing innovation.

Who we are

We're here to help propel inspiring life science innovations into frontline use in health and social care in Wales. We're connectors, facilitators and drivers. Our team works as a dynamic interface that supports industry, health and social care organisations and academic institutions who share our goal: using new ideas to manage, avert and prevent poor health.

Our open dialogue with frontline providers means we have deep understanding of the most critical challenges and priorities facing the sector. And our relationships with key academic institutions mean access to testing and research is made simpler. That means when innovators approach us, we can help shape their ideas to make them most relevant to an end user. And we'll take frontline needs and priorities to innovators for dedicated development, too.

We bring all of these groups to the table: to listen, share and explore. Put simply, we match health and social care needs with innovation to drive progress, together.

We're here to help make it happen.

Visit the Life Sciences Hub Wales website at: lshubwales.com.

- 1.4 Additional context is provided via the Life Sciences Hub Wales introductory explainer video: [We are Life Sciences Hub Wales - YouTube](#).

2. Overview of the Requirement

- 2.1 Life Sciences Hub Wales is entering an exciting phase of organisational development as it implements its next Strategic Plan and continues to strengthen its role in supporting health innovation, adoption, collaboration and economic growth across Wales.
- 2.2 To support the successful delivery of its strategic ambitions, Life Sciences Hub Wales wishes to appoint a specialist **People, Culture and Organisational Development consultant** (the successful supplier) to provide external insight and, most importantly, additional capacity.
- 2.2.1 The purpose of this procurement is to secure additional capacity and wider insight to support the development of an organisational Change Management Plan, to include all relevant components and outputs.
- 2.2.2 The successful supplier will support Life Sciences Hub Wales in developing and drafting the required Change Management Plan, building upon internal resource such as policies and strategies to design a suitably fit-for-purpose and effective plan.
- 2.3 The desired final outcome can be summarised as follows:
- The design and development of an effective and comprehensive draft organisational Change Management Plan, including a People Strategy and all other associated components, that ensures organisational development activities support the successful delivery of Life Sciences Hub Wales's strategic growth plans.**
- 2.4 The full Specification is provided below in [Part 13](#).
- 2.5 The proposed contract is anticipated to commence in November 2026.
- 2.5.1 The proposed contract length is an initial 6-months, with the option to extend up to a further 6-months, at the sole discretion of Life Sciences Hub Wales.

3. Submission of Responses / Timetable

- 3.1 The proposed procurement timetable is set out below. Note that the dates provided are indicative only and Life Sciences Hub Wales reserves the right to revise them at any time during the process without liability.

Activity	Date	Responsible
Invitation to Tender Published	7 th October 2026	Life Sciences Hub Wales
Deadline for Submission of Clarification Questions	20 th October 2026	Supplier
Deadline for Submission of Responses	23 rd October 2026	Supplier
Evaluation of all Responses	By 6 th November 2026	Life Sciences Hub Wales
Contract Award	By 13 th November 2026	Life Sciences Hub Wales
Contract Start	By 16 th November 2026	Life Sciences Hub Wales and Supplier



- 3.2 Tender submissions are to be submitted in electronic format to the Postbox facility on sell2wales.gov.uk by **14:00** on **Friday 23rd October**. Responses received after the deadline may not be considered.
- 3.2.1 A [Suppliers' Postbox user guide](#) is available under the 'Help and Support' section of the Sell2Wales website.
- 3.3 Clarification questions (queries) in relation to the tender are to be submitted via the Sell2Wales Questions and Answers function. The deadline date for clarification questions in relation to the tender is **17:00** on **Tuesday 20th October**.
- 3.3.1 Tenderers are encouraged to ask questions during the process to ensure that the full extent of the Life Sciences Hub Wales requirement is clear and understood. Life Sciences Hub Wales will endeavour to answer all questions to the full extent of available organisational knowledge.
- 3.3.2 Tenderer's that have recorded an interest in the opportunity may access the Questions and Answers, both to send clarification questions and to view answers to all clarification questions previously raised.
- 3.3.3 Clarification questions received outside of Sell2Wales (e.g. via email) may not be responded to. If acknowledged, the only response will be to direct clarification questions back to the Sell2Wales Questions and Answers function.
- 3.3.4 Use of the Questions and Answers function within Sell2Wales enables transparency of clarified information, ensuring that all participating tenderer's benefit from further context and clarifying information.
- 3.3.5 Questions sent through the function will be anonymised, but all other tenderer's that have expressed an interest in the opportunity will be able to see the question text so ensure that any questions asked do not include commercial, sensitive or confidential information.
- 3.4 Responses may be received in Welsh or English. Tenders submitted in Welsh will not be treated less favourably than those submitted in English. All subsequent correspondence/communication will be conducted in keeping with the language of the submitted tender.

4. Procedural and Response Requirements

- 4.1 This Invitation to Tender document, together with any and all other associated tender documents provided to tenderers in connection with this procurement contain procedural and response requirements that tenderers must follow. Failure to comply with or adhere to any procedural or response requirement may result in the exclusion of the tenderer from the procurement and the invalidation of their response, at Life Sciences Hub Wales's sole discretion.

5. Acceptance of Tenders

- 5.1 Except for manifest error, or as may otherwise be expressly agreed by both Life Sciences Hub Wales and the tenderer, the content of submitted tender responses with regards to this procurement will be deemed to be binding upon the tenderer and open for acceptance by Life Sciences Hub Wales.



- 5.2 Prior to submitting their response, tenderers are responsible for ensuring that its staff, and those of any sub-contractors, are fully aware of all the technical, commercial and legal requirements relating to this procurement.
- 5.3 Life Sciences Hub Wales does not commit itself to accept the lowest priced tender or any tender submission received in response to this procurement. No submission shall be deemed to have been accepted unless such acceptance has been notified to the tenderer in writing.
- 5.4 No part of the submitted tender response will be returned to the tenderer.

6. Modifying the Procurement

- 6.1 Neither this Invitation to Tender document, any corresponding tender notice nor any additional information given as part of this procurement shall be regarded as a commitment or representation on the part of Life Sciences Hub Wales (or any other person) to enter into a contractual arrangement.
- 6.2 Life Sciences Hub Wales reserves the right to terminate or otherwise cancel this procurement at any point during the process, and/or to otherwise not award any contract as a result of this procurement.
- 6.3 With regards to terminating or otherwise cancelling the procurement and/or otherwise not awarding any contract as a result of this procurement; Life Sciences Hub Wales shall not be liable for any costs incurred by the tenderer resulting from this action.
- 6.4 Life Sciences Hub Wales reserves the right at any time to:
- Issue amendments, modifications or additional information to any documentation which forms part of this procurement, including the specification.
 - Require a tenderer to clarify any part of their response and tender submission in writing and/or provide additional information. Failure by a tenderer to respond in-line with instructions may result in their tender submission being invalidated.
 - Alter the procurement timetable for this procurement.
 - Re-run any part of the procurement on the same or alternative basis.
 - Otherwise amend the procurement as described herein.
- 6.5 The Specification ([Part 13](#)) sets out the Life Sciences Hub Wales requirements in full. It is possible that during the life of any implemented agreement that changes to the specification, service or other requirements will arise.
- 6.6 Changes to the specification will be implemented by issuing written amendments to all those affected by the changes. Life Sciences Hub Wales holds the sole right to implement changes in this manner.

7. Expenses and Losses in Tender

- 7.1 Tenderers must bear all the costs associated with the preparation and submission of their tender response and any further costs incurred prior to award of the contract.



- 7.2 Life Sciences Hub Wales will not be responsible for expenses or losses that may be incurred by any tenderer in the preparation and submission of their tender response and otherwise in their participation within this procurement process, regardless of the conduct or outcome of the procurement.

8. Prices

- 8.1 The prices stated in the tender response will be deemed to be the full inclusive value for the provision of the requirement as described in the Specification ([Part 13](#)), including all costs and expenses, risks and obligations set forth in or to be implied from the Invitation to Tender.
- 8.2 All prices are to be stated in sterling exclusive of Value Added Tax (VAT).

9. Payment Terms

- 9.1 In adherence to the Procurement Act 2023 payment will be made within 30-days of receipt of valid invoice, with invoices to be issued in accordance with the payment scheduled agreed before or at contract award.
- 9.2 For an invoice to be considered valid and acceptable for payment it must be sent electronically (i.e. via email) and must include the following information as minimum:
- The name of the supplier,
 - A description of the goods, services and/or works supplied to Life Sciences Hub Wales (as applicable).
 - The sum requested.
 - A unique invoice reference / number.
- 9.3 All invoices are to be submitted to invoices@lshubwales.com.
- 9.4 Should an invoice be considered invalid and/or the sum payable is disputed the supplier shall be notified as soon as practicable and the 30-day payment term will be considered on-hold until all queries are resolved.

10. Confidentiality

- 10.1 The tenderer (whether their submission is accepted or not) and all other recipients of the Invitation to Tender document (whether they submit a tender response or not) shall treat the details of this document as private and confidential.
- 10.2 Any submission received in response to this Invitation to Tender shall be treated likewise by Life Sciences Hub Wales, except where requested in compliance with the Freedom of Information Act 2000.

11. Security

- 11.1 The successful supplier must strictly adhere to the obligations of a "Data Processor" as specified in the Data Protection Act 2018 (DPA 2018) and retained EU GDPR 679/2016, Article 28.
- 11.2 In line with the Data Protection Act 2018, Chapter 2, the successful supplier is responsible for ensuring that all personal data processed while delivering services, goods, or works under this agreement is handled in compliance with the standards set out in Chapter IV.
- 11.3 Life Sciences Hub Wales data must be protected by appropriate technical and organisational measures and controls. At the end of the contract all Life Sciences Hub Wales data must be returned or disposed of, with formal confirmation provided in writing.
- 11.4 The successful supplier must inform Life Sciences Hub Wales immediately of any actual or suspected security breaches involving Life Sciences Hub Wales data, in accordance with the provisions of the Data Processing Agreement.
- 11.5 Any statement regarding the contract to be made by the successful supplier must be agreed by Life Sciences Hub Wales prior to issue.

12. Welsh Language Requirements

- 12.1 The successful supplier will need to ensure that services provided through this contract, if awarded, are compliant with the Life Sciences Hub Wales Welsh Language policy requirements.
- 12.2 The requirements in relation to this contract are:
 - No Welsh language requirements envisaged.
 - Any other contact with the public not mentioned above must comply with the principle of treating the Welsh and English languages on a basis of equality.
- 12.3 Further for details see: <https://lshubwales.com/governance/welsh-language> and <https://www.gov.wales/welsh-language>

13. Specification

13.1 Introduction

- 13.1.1 Refer to [Part 2 \(Overview\)](#) for an initial introduction to the requirement.
- 13.1.2 Life Sciences Hub Wales requires a suitably qualified and experienced **People, Culture and Organisational Development** and **Change Management** consultancy specialist (the successful supplier) to work alongside its team.



- 13.1.2.1 The supplier will work closely with the Life Sciences Hub Wales Chief Executive Officer, Senior Leadership Team and Head of HR & Wellbeing to develop an organisational Change Management Plan and a linked People Strategy.
- 13.1.2.2 The deliverables include the development of the above strategy and plan documents including any required frameworks, procedures, templates and implementation approaches (i.e. associated components) which are not already in existence and that are needed to support delivery of Life Sciences Hub Wales's Strategic Plan.
- 13.1.3 The successful supplier must combine strategic advice with agreed practical delivery support. All outputs must be proportionate to Life Sciences Hub Wales's size and status, capable of implementation by the organisation and suitable for consideration through its governance arrangements.
- 13.1.3.1 Life Sciences Hub Wales is a small organisation with a current resource scale of
- **Headcount:** Circa. 42.
 - **Annual Funding:** Circa. £4.5m annually (via Welsh Government).
 - **Details of the strategic plan are outlined in the Management Case:** Circa 30-pages, which will be provided to the successful supplier.
- 13.1.4 The desired outcomes and key success factors are:
- An approved draft organisational Change Management Plan supported by an implementation-ready suite of organisational change documents and tools.
 - A People Strategy aligned with Life Sciences Hub Wales's Strategic Plan.
 - Demonstrable transfer of knowledge and ownership to Life Sciences Hub Wales by the date of contract completion.
- 13.1.5 The principal Life Sciences Hub Wales stakeholders will include the Chief Executive Officer, Head of HR & Wellbeing, the Senior Leadership Team.
- 13.1.5.1 Engagement with the Life Sciences Hub Wales Board and its Committees (including the Human Resources and Remuneration Committee, HRRC) may also be required.

13.2 The Services

- 13.2.1 The successful supplier must provide the following integrated services:
- 13.2.1.1 **Organisational Change Management Plan**
- Development of an organisational people centred **Change Management Plan** to support the organisation's transition to its future delivery requirements.
 - Establish change principles, governance, decision rights, roles, controls, escalation routes and assurance arrangements.



13.2.1.2 **People Strategy**

- Developed as a core component of the Change Management Plan, the drafting of a comprehensive **People Strategy** for 2026–2030 aligned with Life Sciences Hub Wales's Strategic Plan. (The Management Case element of the Strategic Plan will be shared with the successful supplier upon appointment).
- To include the development of practical tools and guidance to support implementation, as needed.

13.2.1.3 **Knowledge Transfer**

- Transfer knowledge throughout the term of the agreement through joint working, coaching and structured handover.

13.2.1.4 Life Sciences Hub Wales has a suite of associated policy documents which can be shared with the successful supplier to inform the development of the People Strategy.

13.2.1.5 Should the successful supplier feel it necessary to recommend suggested changes to any of the existing policy documents, revisions are to be flagged to Life Sciences Hub Wales for consideration.

13.2.2 As an indication, key milestone dates aligned to the People, Culture and Organisational Development and Change Management service are:

- Monthly progress review meetings.
- Draft organisational Change Management Plan issued by December 2026.
- Draft People Strategy issued by January 2027.
- Final Change Management Plan and People Strategy issued by March 2027.
- Handover and knowledge transfer to be completed in March 2027, including issue of handover documentation.

13.2.3 Beyond the core service streams outlined above (13.2.1) Life Sciences Hub Wales may require additional HR-aligned service provision, to be agreed and costed separately between Life Sciences Hub Wales and the successful supplier.

13.3 **Standards**

13.3.1 The principal individuals proposed by the successful supplier for the Life Sciences Hub Wales requirement must be CIPD qualified.

13.3.2 The successful supplier must have demonstrable up to date knowledge, understanding and appreciation of UK employment law.



- 13.3.3 It would be beneficial should the successful supplier hold formal accreditation / certification in change management.
- 13.3.4 All intellectual property rights related to work completed on behalf of Life Sciences Hub Wales by the successful suppliers will be transferred to Life Sciences Hub Wales upon issue and receipt of completed content.
- 13.3.4.1 All intellectual property rights associated with any background materials used during the development stages will remain with the relevant owning party.
- 13.3.5 The successful suppliers are required to comply with all applicable legislation (including without limitation the Data Protection Act 2018, Welsh Language Act 1993 and Modern Slavery Act 2015) in their dealings with the Life Sciences Hub Wales.
- 13.3.6 During the term of the agreement the successful suppliers must ensure that data is managed appropriately at all times, in-line with the Data Protection Act 2018 (Chapter 2) (UK GDPR).

13.4 Life Sciences Hub Wales Responsibilities

- 13.4.1 Life Sciences Hub Wales will make available all background resource such as policies, procedures, strategies and plans (etc) as necessary for producing the deliverables.
- 13.4.1.1 The list of resource to be shared with the successful supplier will include such documentation as the Strategic Plan's Management Case and relevant policies numbering circa. 5-6 policy documents.
- 13.4.2 Workspace will be available in the office at 3 Assembly Square including meeting rooms, as necessary.
- 13.4.2.1 A hybrid delivery arrangement is anticipated, with the majority of the services to be delivered remotely. There is a potential need for the successful supplier to attend the Life Sciences Hub Wales office in order to engage with, and present to, the Senior Leadership Team, the Board and/or Committees (schedule of in-person meetings to be agreed).
- 13.4.3 Though not envisaged, should Welsh translation be required Life Sciences Hub Wales will assume the responsibility and cost of sourcing translation.

13.5 Record Keeping and Reporting

- 13.5.1 The regularity of reporting aligned to the requirement is as follows:
 - A weekly summary report, providing an overview of progress achieved during the week and flagging any issues, blockers or risks (etc) identified.
 - A more detailed monthly progress report providing a detailed update of work completed to date.
- 13.5.1.1 The reporting requirement may include presenting updates to groups, including Board and/or Committees. This requirement will be confirmed in advance.
- 13.5.2 Detailed records of meetings and work undertaken must be kept and made available to Life Sciences Hub Wales to support handover, knowledge transfer and continuous development.

- 13.5.3 During the provision of the service, the successful Suppliers must ensure that data is managed appropriately in-line with Data Protection Act 2018 (Chapter 2) (UK GDPR).

13.6 Governance

- 13.6.1 Life Sciences Hub Wales will appoint a contract manager to act as the direct point of contact between the organisation and the successful supplier.
- 13.6.1.1 Day to day the successful supplier will report directly to the Life Sciences Hub Wales Chief Executive Officer (the nominated Life Sciences Hub Wales contract manager).
- 13.6.2 The successful supplier must also appoint a dedicated contract manager to act as the direct point of contact between them and Life Sciences Hub Wales.
- 13.6.3 Any and all service issues, risks and concerns (etc) are to be brought to the attention of the contract managers in the first instance.
- 13.6.4 Review meetings will be held on a monthly basis to monitor delivery.
- 13.6.5 Life Sciences Hub Wales has a Data Protection Officer (DPO) provision in place that will act as the point of contact for cyber, physical security and compliance measures as required.

13.7 Quality and Performance Management

- 13.7.1 Ongoing quality and performance will be assessed against the Life Sciences Hub Wales anticipated outcomes and agreed programme of work.
- 13.7.2 Key objectives are to be agreed, reported upon and monitored. As an indication, indicative key objectives and success factors are provided above in [Part 13.1.4](#).

13.8 Entry and Exit Planning

- 13.8.1 Post-award an initial meeting will be held between the Life Sciences Hub Wales and the successful supplier in order to discuss the requirement at greater length and to agree a programme of work including key deliverables and timelines.
- 13.8.2 At contract exit the outgoing supplier will be required to return or delete any stored Life Sciences Hub Wales data, providing explicit confirmation of said return and deletion activity to Life Sciences Hub Wales.

13.9 Contract Duration

- 13.9.1 If awarded, the Contract is expected to commence November 2026.
- 13.9.2 Except for early termination, the Contract will run for a period of 6-months and will end April 2027.
- 13.9.3 At the sole discretion of Life Sciences Hub Wales the Contract may be extended by a further 6-months, giving a latest possible date of expiry of October 2027.

14. Assessment Process

14.1 Overview of the Assessment Process

14.1.1 The Assessment Process is comprised of three parts as detailed below:

1. Qualification Questionnaire.
2. Quality Award Criteria.
3. Commercial Award Criteria.

14.1.2 Tenderers are required to respond to each part in full in order for their submission to be deemed compliant and eligible for inclusion within the evaluation process.

14.1.3 Tenderers are required to use the response templates provided as part of the suite of Invitation to Tender documentation.

Qualification Questionnaire

14.1.4 Refer to the template document entitled titled 'HR and Organisational Design Support (LSHW.011.2026) – Qualification Questionnaire'.

14.1.5 The Qualification Questionnaire includes a number of qualifying questions that tenderers must answer as instructed in order to self-certify that their organisation meets the Life Sciences Hub Wales mandatory requirements (by responding as instructed in each instance).

14.1.6 The Qualification Questionnaire includes Pass / Fail questions; unless otherwise clearly stated, wherever a question is stated as Pass / Fail a response of 'No' may be deemed as a failure to meet the Life Sciences Hub Wales minimum requirements and will invalidate the tenderers response. The response will be discounted and will not be evaluated further.

14.1.7 Submissions that meet all of the Qualification Questionnaire criteria will progress to the next stage of the evaluation process, the Quality and Commercial evaluation. The award criteria are detailed below.

14.2 Award Criteria

14.2.1 The agreement (if awarded) shall go to the supplier submitting the Most Advantageous Tender (MAT), in terms of value for money based on the award criteria specified below.

Ref	Question	Weighting	Page Limit
Quality Criteria			
Q1	<i>Consider the Life Sciences Hub Wales requirement as per Parts 2 (Overview) and 13 (Specification).</i> Demonstrate your organisation's recent (last 3-years) experience of providing effective Organisational Design services aligned to organisational change management. Demonstrate how this experience was similar in scope and context to the Life Sciences Hub Wales requirement. <i>For the avoidance of doubt, the response to Q1 will be evaluated in its entirety and will receive a single score in-line with the Life Sciences Hub Wales scoring methodology (i.e. the question has no sub-criteria).</i>	15%	Up to 3 Pages A4

Q2	Detail the key risks aligned to organisational design and change management. Demonstrate how your organisation has previously mitigated these risks successfully through effective service provision. <i>For the avoidance of doubt, the response to Q2 will be evaluated in its entirety and will receive a single score in-line with the Life Sciences Hub Wales scoring methodology (i.e. the question has no sub-criteria).</i>	15%	Up to 2 Pages A4
Q3	Detail the relevant knowledge and capability of the individuals to be deployed to the Life Sciences Hub Wales requirement, giving examples of their previous organisational development or change management service experience. CVs can be provided as additional supporting information (CVs will not count towards the Page Limit for Q3). <i>For the avoidance of doubt, the response to Q3 will be evaluated in its entirety and will receive a single score in-line with the Life Sciences Hub Wales scoring methodology (i.e. the question has no sub-criteria).</i>	20%	Up to 2 Pages A4
Q4	<i>Consider the Life Sciences Hub Wales requirement as per Parts 2 (Overview) and 13 (Specification).</i> Detail your organisation's proposed approach for the effective and successful delivery of all elements of the Life Sciences Hub Wales requirement. Demonstrate how your organisation proposes to deliver the full extent of the required services within the timeframe required by Life Sciences Hub Wales and refer to the proposed change management model to be adopted. <i>For the avoidance of doubt, the response to Q4 will be evaluated in its entirety and will receive a single score in-line with the Life Sciences Hub Wales scoring methodology (i.e. the question has no sub-criteria).</i>	20%	Up to 3 Pages A4
Total Quality Score Available:			70%
Commercial Criteria			
Total Cost of Service Provision Provide a fully costed and clearly broken-down commercial response aligned to your organisation's proposal (as described in the Q4 response).			30%
Total Commercial Score Available:			30%
Total Tender Score Available:			100%

14.2.2 The tender carries a maximum score of 100%.

Quality Assessment

14.2.5 The Quality assessment shall carry 70% of the available 100%. The Quality assessment will be undertaken following the scoring methodology provided in Annex 1.

14.2.6 For the Quality Assessment tenderers are required to complete and return a Quality response template by responding to each of the Quality questions as per the guidance outlined within the template document and within the Invitation to Tender document.

14.2.7 The Quality response template is provided as a supporting attachment entitled titled 'HR and Organisational Design Support (LSHW.011.2026) – Quality Response Template'.

14.2.8 A minimum Quality score threshold of 35% out of the total possible 70% must be achieved in order for a Tenderer's submission to be considered eligible for further consideration and selection. The minimum Quality score threshold will be applied at the sole discretion of Life Sciences Hub Wales.

Commercial Assessment

14.2.9 The Commercial assessment shall carry the remaining 30% of the available 100%.

14.2.10 For the Commercial Assessment Tenderers must return a Commercial response separate to their Quality submission.

14.2.10.1 Tenderers are required to prepare and submit a fully costed Commercial response using Microsoft Excel.

14.2.10.2 Tenderers must ensure that the Commercial response provides a clear breakdown of all associated costs and is all-encompassing for all necessary activities and tasks aligned to their proposal (as per the Q4 response).

14.2.11 The Commercial assessment will be evaluated on a proportional vs best basis and will be evaluated using the following calculations:

Part	Evaluation Calculation	Weighting
Total Cost of Service Provision	$(30\%) / (\text{Tenderers Total Cost} / \text{Lowest Total Cost})$	30%
Total Available Commercial Score:		30%

14.2.12 Life Sciences Hub Wales reserves the right to initiate a Commercial Clarification exercise further to receipt of tender responses to ensure that the commercial assessment is completed on as fair and like-for-like a basis as possible.

Award

14.2.13 The total Quality score and total Commercial score will be combined to give a Total tender score. The highest scoring compliant tender shall be deemed the MAT.

14.3 Further Guidance

14.3.1 Tenderers must examine the Invitation to Tender document, as well as any supporting documentation, in full as these indicate what information must be provided in order for their response to be deemed complete and compliant. Incomplete or unqualified tenders may be rejected as non-compliant, at the sole discretion of Life Sciences Hub Wales.

14.3.2 These instructions are designed to ensure that all proposals are given equal and fair consideration. It is important therefore that tenderers provide all of information requested.

14.3.3 The tenderer shall ensure that each and every sub-contractor, consortium member and adviser abide by the terms of these instructions and conditions of tender.



- 14.3.4 It is the tenderer's responsibility to ensure that all information required is supplied and is accurate and, should there be doubt as to the content of the Invitation to Tender and/or supporting documentation, to seek additional information as required via formal clarification questions.
- 14.3.5 Tenderers must ensure that they read all questions carefully and respond in accordance with the criteria below:
- Where supporting information is expressly requested (i.e. CVs, policies, process documents etc.) this can be provided as an appendix to your response. For the avoidance of doubt, this will be in addition to the maximum page limit outlined.
 - Supporting information not expressly requested by Life Sciences Hub Wales (i.e. attachments and appendices) will not be considered nor evaluated as part of the submission.
 - Unless expressly requested, tenderers must not include links or shortcuts to external resources (i.e. websites etc.). Where not expressly requested these links will not be opened and will not be considered nor evaluated as part of the submission.
 - Tenderers must outline in their response any areas in which they do not fully meet the requirement.
 - The name of the file(s) submitted must include your organisations name.
 - No commercial information is to be provided within the Quality response.
 - Tenderers must provide itemised pricing for all envisaged costs for the provision of proposed the services as per their response.

15. Non-Compliance

- 15.1 Tender submissions received will first be evaluated for completeness and adherence to the mandatory response requirements. Failure to comply with the response instructions or provide the information requested may invalidate the submission entirely, at Life Sciences Hub Wales's sole discretion.
- 15.2 In the event of non-compliance with the specification during the term of contract, if awarded, the following procedure will be followed:
- Notification of complaint and requirement to comply.
 - Notification of unacceptable practices and/or substantial noncompliance to the specification.
 - Recourse to the conditions of contract.

16. Abnormally Low Tenders

- 16.1 Life Sciences Hub Wales may, at its own discretion and where it considers it appropriate, investigate any tender submission which appears to be abnormally low for the full and effective performance of the contract.



- 16.2 Where Life Sciences Hub Wales considers that a tender submission may be abnormally low it may seek clarification information from the tenderer concerning their Commercial response and their ability to deliver the required services under the contract in accordance with all of the requirements set out in the Invitation to Tender.
- 16.3 Life Sciences Hub Wales will consider the information and evidence provided by the tenderer objectively and proportionately.
- 16.4 Should Life Sciences Hub Wales propose to disregard any tender on the basis of what it considers to be an abnormally low Commercial response the tenderer will first be notified and given reasonable opportunity to demonstrate their ability to perform the contract for the price tendered.
- 16.4.1 Life Sciences Hub Wales will consider the tenderer's response before determining whether the tender may be disregarded as an abnormally low tender.
- 16.4.2 Any such request to demonstrate ability to perform the contract at the price tendered will not constitute an opportunity for the tenderer to amend or materially improve their tender submission. The information requested will be limited to details and explanation relevant to determining whether the tenderer can satisfactorily perform the full scope of services at the price tendered.
- 16.5 Following consideration of the tenderer's response and any supporting evidence, Life Sciences Hub Wales may disregard the tender where it remains satisfied that the tender is abnormally low such that the contract cannot be performed for the tendered price.
- 16.6 The fact that a submission is lower in price than other tenders, or lower than Life Sciences Hub Wales's estimate, will not of itself mean that the tender is considered abnormally low or rejected.
- 16.7 Life Sciences Hub Wales will not determine that a tender is abnormally low solely through use of any predetermined percentages, mathematical formulae or comparison. Indicators or analysis used to identify a potentially abnormally low tender will be applied consistently and proportionally, having due regard to the circumstances of the procurement.

17. Financial Standing and Resources

- 17.1 Life Sciences Hub Wales wishes to ensure that tenderers have the necessary financial standing and resources to meet their obligations throughout the duration of the contract. This may include (where appropriate) considering the contractor's level of existing work commitments and the potential impact on resources that awarding a contract would have.
- 17.2 In deciding whether to submit a tender response, tenderers should also be aware and take into consideration the risks of becoming over-reliant on Life Sciences Hub Wales business, or indeed that of any customer. In doing so, tenderers should take into account earnings from any other work undertaken for Life Sciences Hub Wales as well as potential earnings from this contract.

18. Documents and Information to be Submitted

- 18.1 For ease of reference, for your tender response to be considered a compliant submission it must include the following:
- A completed Qualification Questionnaire (including signed Form of Tender) as outlined in Part [14.1.4](#).



- A response to the Award Criteria as outlined in Part [14.2.1](#), i.e. a response to each of the Quality questions via a completed Quality response template.
- A completed Commercial response in-line with the instructions provided in Part [14.2.9](#).

ANNEX 1: Evaluation Guidance and Scoring Methodology

The evaluation Award Criteria ([Part 14.2.1](#)) will be assessed against Quality Evaluation Scoring Table A1 (below).

Table A1: Quality Evaluation Scoring Table

Capability	Evidence	Remark	Score
Tenderer is clearly able to meet the needs of the Life Sciences Hub Wales	- Evidence is consistent, comprehensive, compelling, directly relevant to the project in all respects and highly credible. - A clear, concise and explicitly relevant response that fully demonstrates an excellent understanding of the subject matter and meets all Life Sciences Hub Wales expectations.	Absolute Confidence	10
Tenderer is likely to be able to meet the needs of the Life Sciences Hub Wales.	- Evidence is sufficient (in qualitative terms), convincing, and credible. - The tenderer has presented a clear, precise demonstration of how they will meet the Life Sciences Hub Wales requirements as outlined in the specification.	Confidence	8
Small risk that the tenderer will not be able to meet the needs of the Life Sciences Hub Wales.	- Evidence has minor gaps, or to a small extent is unconvincing, lacks credibility or irrelevant to the project. - The tenderer has provided adequate information that demonstrates how they will meet the Life Sciences Hub Wales requirements as outlined in the Specification.	Minor Concerns	6
Moderate risk that the tenderer will not be able to meet the needs of the Life Sciences Hub Wales	- Evidence has moderate gaps, is unconvincing. - The tenderer has provided limited information to demonstrate how they will meet the Life Sciences Hub Wales requirements as outlined in the specification.	Moderate Concerns	4

Significant risk that the tenderer will not be able to meet the needs of the Life Sciences Hub Wales.	• Evidence has major gaps, is unconvincing in many respects, lacks credibility, or largely irrelevant to the project. • The tenderer has provided a response that does not illustrate an acceptable level of understanding of the subject matter and fails to meet most of the Life Sciences Hub Wales requirements as outlined in the specification.	Major Concerns	2
Tenderer will not be able to meet the needs of the Life Sciences Hub Wales.	• No answer provided. • No evidence or misleading evidence. • The tenderer has provided information that fails to demonstrate how they will meet the Life Sciences Hub Wales requirements as outlined in the specification.	Not acceptable	0