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| Dynamic Purchasing System  For provision of Community Mental Health Framework Services:  Grant Funding Management Service (Shropshire ) |
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1. **Introduction** 
   1. **Introduction**

Midlands Partnership NHS Foundation Trust (MPFT) are looking to Sub–Contract the management of its Grant Funding allocation and work in partnership with the Trust.

The Provision of the service is required to support and achieve a number of key objectives, supporting community and voluntary organisations who are working with service users within the following geographical areas:

* North Shropshire
* South Shropshire
* Central Shropshire
* Telford and Wrekin

The Service is designed to:

* Provide funding to Grant recipients
* Assist with application assessments and scheme management
* Ensure grants are issued for delivery of the project aims.
  1. **Aims**

The service aims to achieve the following outcomes:

* Alliance building - To develop strong community networks and build thriving mental health eco-systems within communities
* Co-production - To keep lived experience perspective at the heart of everything we do
* Community Engagement - To build strong and deep links within communities and from the grass roots
* Strengthen the local voluntary and community sector
* Delivering a place based approach
* Delivering funds to support community mental health transformation
  1. **Overview**

The management of funding scheme(s) (Grants) to the local voluntary and community sector to support community mental health transformation. A place based approach focused on local needs, will under pin the delivery of the funding scheme(s).

The Management of the funding scheme(s) shall include the required process and administrative work needed throughout the grant life cycle this include but is not limited to;

* Scheme set up
* Review of applications
* Award process
* Dispersal of funds
* Post award monitoring and reporting
  1. **Objectives**
* To identify relevant grant recipients
* Provide fund in line with agreed governance and criteria
* Deliver an improved service provide by the local voluntary and community sector
* Improve people's overall mental health
* Create greater self-acceptance amongst service users
* Increased self-esteem of service users
* Improved self-expression and management of emotions
* Provide relief from anxiety, depression or other similar mental health conditions
* Enable people to better cope with their surroundings or own mental health issues
* Provide mechanisms to help people to support themselves and others around them to reduce the incidence or need to engage with statutory services
* Preventative engagement
* Promote a no wrong door approach
* Support co-production
* Promote warm introductions in, across and between services
* Flexible and responsive to needs of the individual, outcome focussed, move away from transactional interactions
* Whole system approach, equal partners and strong links with social care
* Building on community assets to develop a thriving mental health ecosystem

1. **Key Information**
   1. **What is a Dynamic Purchasing System**

The Dynamic Purchasing System (DPS) is a procurement procedure. It is to be run as a completely electronic process, and uses a two stage restricted procedure (as set out in Regulation 34 of the Public Contracts Regulations 2015).

It has some aspects that are similar to an electronic framework agreement, but where new suppliers can join at any time.

The First stage, all suppliers who meet the selection criteria and are not excluded will be admitted to the DPS. There is no limit on the number of suppliers that may join the DPS. Unlike framework agreements, suppliers can also apply to join the DPS at any point during its lifetime. Individual contracts are awarded during the second stage.

The Second stage, the authority invites all suppliers who have qualified in stage 1 (subject to Maximum award value and filter questions) to bid for the specific Call off contracts.

* 1. **Purpose of the Dynamic Purchasing System**

The purpose of this documents is provide Tenderers with sufficient information on the project and its requirements to enable them to compile a comprehensive response.

The following information is provided to Tenderers as a ‘Tender Pack’;

* Guidance note (current document)
* Project Scope/Specification
* ITT Questions
* Commercial Schedule
* Form of Tender
* Conflict of Interest
* NHS Terms and Conditions for the Provision of Services (Contract Version)
  1. **Specification/ Requirements**

Midlands Partnership NHS Foundation Trust (MPFT) are looking to procure a service for the provision of the delivery of a small grants programme to the Voluntary, Community and Social Enterprise sector. This programme will support the ongoing work of MPFT by utilising voluntary and community organisations to support delivery. A range of grants will be available to support organisations financially. Organisations must in turn be working with people who meet the criteria set down by MPFT. The criteria for the scheme may change during the lifetime of the programme, dependent on the needs and priorities of MPFT.

* 1. **Next steps**

Organisations wishing to be considered for selection as a provider must submit a response in accordance with the instructions set out in this document.

Please allow yourself plenty of time to complete and submit your response. Call off tenders will not be progressed until 6th April 2021.

All completed questions should be submitted electronically via the e-Tendering Portal.

Any documentation submitted via the messaging facility on the e-Tendering Portal either before or after the response deadline will not be accepted.

This is a competitive procurement conducted in accordance with the Restricted Procedures implemented by Statutory Instrument 2015 No. 102 The Public Contracts Regulations 2015.

1. **Procurement Process** 
   1. **Overview**

This Section provides an overview of the Procurement process. The following table sets out a summary of this process and an indicative timetable:

**Table 1 Indicative timetable**

| **Stage** | **Description** | **Due Date** |
| --- | --- | --- |
| **DPS Launch** | DPS available. | **4th March 21** |
| **Qualification**  **(Initial set up)** | Period when Tenderers may access and respond to the qualification stage before any Tender (call off stage would be progressed) | **4th March 21 – 6th April 21** |
| **Qualification**  **(after initial set up)** | Ongoing access to join the DPS. | **6th April 21 – 31st March 24** |
| **Evaluation of Qualification Stage (initial set up)** | Time from submitting your response to the DPS qualification stage to confirming outcome | **6th– 16th April 21** |
| **Evaluation of Qualification Stage** | **10 days from submission.** |
| **Tender (call off Stage)** | Period when Potential Tenderers must compile their Tenders in response to notification. | **Ongoing from 6th April 21** |
| **Supplier Award** | The awarded supplier progress to signature stage. | **To be confirmed at Tender stage** |
| **Contract Commencement** | The awarded supplier starts to deliver agreed contract. | **To be confirmed at Tender stage** |

The dates given above are indicative and may be varied during the Procurement process in order to support continued competition, avoid unnecessary costs associated with a Tender and adhere to subsequent technical, legal or commercial guidance.

**Table 2 Indicative Timetable for Grant Funding Service**

| **Stage** | **Description** | **Due Date** |
| --- | --- | --- |
| **ITT issue** | ITT issued.  See 3.2 for details | **21st June 2023** |
| **ITT clarification stage** | Period when Tenderers may request clarification on the ITT. See 3.3 for details | **21st July 2023** |
| **ITT response stage and Submission due date** | Period when Potential Tenderers must compile their Tenders in the required format and then submit them by the due date. See 3.4 for details | **28th July 2023 at 12:00 noon** |
| **ITT Tender evaluation stage** | Period when Tenders will be evaluated. Tenderers may be contacted to clarify information set out in their Tenders. See 3.5 for details | **31st July 2023 – 18th August 2023** |
| **Evaluation Results** | After the evaluation scoring is completed all Tenderers will be notified of the outcome of the evaluation.  See Section 3.7 for further details. | **25th August 2023** |
| **Supplier Award** | The awarded supplier progress to signature stage.  See Section 3.8 for further details. | **26th August 2023** |
| **Contract Commencement** | The awarded supplier starts to deliver agreed contract. | **8th September 2023** |

* 1. **Clarification Questions**

All clarification questions should be submitted via the e-Tendering portal, using the messaging facility. Tenderers are not restricted to the number of questions they can ask and may ask as many questions as they wish. **Clarification questions received by any other method will not receive a response.** Questions will endeavour to be responded to within two (2) business days of receipt.

* 1. **ITT Tenderer response stage and Completed ITT Submission Date**

The ITT Tenderer response stage commences from the **21st June 2023.**

All completed Tenders must be submitted electronically via e-Tendering portal.

Responses should be in accordance with the Specification, which gives detailed requirements for the Provision of Grant Funding Management Service.

All online questions, Tender Response Document and Commercial Schedule should be completed and submitted.

* 1. Tenders must arrive no later than **28th July 2023,** The Trust reserves the right not to consider any Tender that does not meet the submission deadline. Failure to return Tenders by the due date or in the required format may disqualify Tenderers from this procurement process regarding the Provision of Grant Funding Management Service.
  2. **ITT Evaluation Stage**
     1. **Timing**

It is envisaged that the Tender evaluation stage will take place from **31st July 2023 – 18th August 2023.** During this time the Evaluation Panel will evaluate Tenders in accordance with the information contained in the Specification, ITT Scoring Methodology & Response Document and Commercial Schedule.

As a consequence of this, the Trust(s) reserves the right to either:

* award a to a single Provider; or
* award a to multiple Providers
* Not to award

Evaluation of Tenders will be carried out with a view to selecting Provider(s) to proceed to contract signature.

* + 1. **Evaluation**

Only the information provided in response to the ITT will be considered. Tenderers should not assume that the Panel has prior knowledge of them delivering the requirements and, as such, responses should be full and complete in and of themselves.

The approach to the Tender evaluation will be based on the following principles:

* Rejection of any Tender which is not a Compliant Tender (see Section 4.2)
* the technical and financial proposals within the Tenders; and

The Panel will seek to obtain best Value for Money (VFM) as a combination of service, quality, and assurance of supply, innovation and cost.

Tenders will be appraised both qualitatively and quantitatively, however the Trust reserves the right not to appraise in detail any Tender where the prices offered are significantly higher than those offered by other comparable Tenders. For clarity significantly high is defined as any Tender equal to or higher than four (4) times the total lowest cost offered by another bidder (excluding abnormally low Tenders). The total cost offered will be determined as set out within the commercial schedule. Any Tender put on hold in this way may be re-assessed should any aspect of the remaining Tenders be called into question at any point during the procurement process.

* + 1. **Evaluation criteria**

The evaluation criteria for the ITT are designed to allow the selection of the Tender that represents the best VFM, rather than lowest price alone. The best VFM Tender will be that which is judged to offer the optimum combination of service, quality, assurance of supply, innovation and cost.

The ITT responses will be evaluated by representatives (the Procurement Panel) from relevant Corporate, Operational and Clinical roles.

**Section A – Standard Supplier Questionnaire (Stage 1)**

The Online Standard Potential Supplier Selection Questionnaire will be used for section A. Evaluation criteria will be a combination of both financial and non-financial factors and will consider:

Section A will be applicable to all suppliers. Section A will be a series of pass/fail gateway questions, information only requirements. Suppliers will be evaluated as a first stage and the threshold will be all gateway questions passed. It is mandatory that they are completed as failure to answer correctly will result in a potential Tenderer being disqualified from this process subject to clarification. Any Tenderers who fail one or more gateway question in this section will not have the rest of their response evaluated.

All Section A requirements and questions are available online via the EU supply portal.

**Section B – Scored Criteria – 60%**

The Section B requirements are a combination of questions which will be applicable to all suppliers, and are not dependent on which lots the supplier is bidding for.

For Sub criteria detail and scoring methodology please see ITT scoring Methodology/Tender Response Document embedded in section 3.2 of this document. All Section B requirements and questions are found within the Response template on the relevant tab.

**Section C – Lotting Structure**

The Section C requires Providers to indicate which lot(s) they wish their response to be considered for. Lot criteria is set out within the specification. Bidders may apply for one or more lots.

**Section C - Commercial Evaluation – 40%**

Tenderers are required to complete the embedded documents below Commercial Schedule, and return as part of their Tender Submission. The Commercial Schedule will be evaluated on a per lot basis based on the below.

Tender prices will be scored on a comparative basis, with the lowest compliant Tender (excluding any Tenders that the Authority rejects as being abnormally low or non-compliant) receiving 100% of the available marks (40%). All other Tenders will be compared against that lowest Tender using the formula:

## (A / B) x 100

## **A = price of lowest compliant Tender**

## **B = price of the Tender being scored**

The Tenderer with the lowest total price will score 40% (or 100% of the available marks for the commercial Schedule). Other tenderers score will be calculated by dividing the lowest quoted price by the tender’s price and multiplying by 40%. For example if the lowest price is £100 and the tender's price is £150 they will score 66.7% of the available marks resulting in an overall section D score of 26.6%.

All Types listed must be priced. Failure to provide all Types listed within a lot will result in a Fail. It is mandatory that they are completed as failure to answer may result in a potential Tenderer being disqualified from this process.

Any Tender which exceeds the Authority's available budget shall be treated as non-compliant and rejected.

**3.5.3.1 General Scoring Information**

The ITT scoring methodology is detailed within the Tender Response Document, which refers back to the above Section and sub-section weighting.

* All yes/no questions and gateway questions will be checked to ensure suppliers are able to meet the requirements they state they can.
* Failure to provide supporting evidence where requested may result in you losing marks for that specific question.
* Tenderers are asked to respond where stated for each individual question.
* Attachments that have not been requested will not be considered.
* Attachments will only be accepted if they are providing examples and evidence and are clearly referenced to the question.
* Attachments should be uploaded onto the EU-Supply Tendering Portal and submitted as part of your submission.
* A maximum of 1 attachment will be allowed per question.
* Once all questions have been answered, the spreadsheet response template should be saved and uploaded as an attachment onto the EU-Supply Tendering Portal.
* Each potential Tenderer should complete only one ITT.
* Failure to provide ITT responses in the required format may lead to a potential Tenderer’s submission being set aside without evaluation and the potential Tenderer’s exclusion from further consideration in the Procurement.
* Relevant information should be provided in respect of sub-contractors who will play a significant role in the delivery of services or products under any ensuing contract. Responses must be sufficient to enable assessment of the overall service proposed.
* The necessary scoring mechanisms and weighting criteria have been developed for a fair and objective approach by the evaluators.
* Each question and attachment will be evaluated from strategic stakeholders involved in the procurement process. A breakdown of how each question will be scored is included in the guidance notice in the embedded document entitled “Tender Response Document”
* There are three types of question, text based response, single choice and gateway questions

**Gateway Questions**

Where a question and answer are mandatory as failure to answer correctly will result in a potential Tenderer being disqualified from this process, subject to clarification by the Trust.

**Single Choice responses**

Where a question carries a single choice response, the score for each response is given alongside the question.

**Text Based responses**

Require a text response for which there is a word limit is 250 words indicated in the Response Template (Schedule 5b).

**3.5.3.2 Award Criteria**

The Supplier with the highest overall score in each sub-lot will be awarded the agreement. The total weighted score will be rounded to the nearest 1dp.

Tenderers are required to obtain a minimum score of 60% overall and Tenders are required to score a minimum score of 50% on Section B – Scored Criteria. Tenders which do not meet this mark will be unable to be awarded and will be disqualified from the Tender.

Tenderers are invited to bid for one or more lots, award will be limited to a maximum of 2 lots and/or a maximum award value of 25% of their turnover, whichever is least.

|  |  |
| --- | --- |
| **Section** | **Scoring** |
| Section A | Pass/Fail – All Pass requirement |
| Section B – Scored Criteria | 60% |
| Section C – Commercial Criteria | 40% |
| **Total** | **100%** |

* + 1. **ITT clarifications**

During the Tender evaluation stage, the Tenderer may be requested to provide clarification. Any request for clarification shall be made in writing to the relevant Authorised Contact(s). This will be done through the e-Tendering Porta using the messaging facility.

Responses will normally be required by the e-Tendering Portal messaging facility within two (2) business days of request.

Failure to respond adequately or within the deadline will be reflected in the evaluation of the Tender and may result in exclusion of the Potential Tenderer from further participation in the process. In exceptional circumstances, the Trust reserves the right to request a meeting with Potential Tenderer(s) during the Tender evaluation stage to facilitate a rapid clarification of points raised.

Potential suppliers are advised that nothing within this ITT supporting information document or in any other communication made the Trust(s), or its agents and any other party, or any part thereof, shall be construed as constituting a contract, agreement or representation between and any other party (save for a formal award of contract made in writing by or on behalf of The Trust) nor shall they be taken as constituting a contract, agreement or representation that a contract shall be offered in accordance herewith or at all.

* 1. **Supplier Selection**

The Provider(s) will be selected to proceed to the process following an internal process of approval.

The Trust reserves the right not to appoint and/or not to award a Contract. In exercising such right, the Trust may consider whether the Tenderers have failed to provide acceptable solutions with appropriate pricing on agreed contractual terms which offer VFM and are affordable.

The ITT evaluation criteria and process for the procurement is outlined in the document. Potential Tenderers should note that the panel reserve the right to vary the selection procedure to support continued competition, avoid unnecessary bidding costs, and adhere to subsequent technical or legal guidance, or for other reasons at its sole discretion.

**3.6.1 Abnormally Low Tender**

The Trust is required under Regulation 69 where a Tender appears to be abnormally low to request an explanation of the price / costs in the proposed tender from the tenderer concerned. The explanation may be required to cover the following aspects;

* the economics of the manufacturing process, of the services provided or of the construction method;
* the technical solutions chosen or any exceptionally favourable conditions available to the tenderer for the supply of the products or services or for the extension of the work;
* the originality of the work, supplies or services proposed by the tenderer;
* compliance with obligations referred to in Regulation 18(2) (principles of procurement);
* compliance with obligations referred to in Regulation 71; or
* The possibility of the tenderer obtaining State Aid.

The Trust will review the explanation and may reject the bid whereby the evidence supplied does not satisfactorily account for the low level of price or costs proposed, taking into account the elements above.

The Trust is required to reject the tender where it is established that the tender is abnormally low, under obligations to meet Regulation 18(2). If in relation to State aid the Trust may reject the Tender after consultation with the tenderer and where the tenderer is unable to prove, within a sufficient time limit that the state aid was compatible with the internal market.

* 1. **Results Notification**

All Tenderers shall be notified of the outcome of the evaluation. The contract award notification will be sent to each Tenderer via the E Portal. The Trust will inform all unsuccessful Tenderer(s) of the identity and relative advantages and characteristics of the successful Tender as compared with the addressee's Tender.

* 1. **Supplier Award**

The finalisation of the terms of the contract in preparation for signature. The draft contract that the Trust proposes to use is NHS Terms and Conditions for the Provision of Services (Contract Version) which is provided alongside this document.

By submitting a Tender, Tenderer(s) are agreeing to be bound by the terms of this ITT and the contract without further negotiation or amendment

The Trust retains the right to re-engage with any other Tenderer who’s Tenders met the required evaluation standards.

The Trust reserves the right not to award a Contract.

1. **Instructions on Completing the Invitation to Tender**
   1. **Format of Submissions**

Tenderer(s) are requested to submit their ITT response via the e-Tendering Portal.

Tenderer(s) should ensure they submit the documents listed in Appendix 7.

Tenders must be written in English and submitted via the electronic tendering system by the deadline stated in section 3.4 of this document.

Any queries should be directed via the e-Tendering message portal.

Any IT technical queries contact the EU-Supply Help Desk on Telephone **0800 840 2050**

**Quoting tender ID No: \*\*\*\*\*\***

Failure to provide ITT responses in the required format or quantity may lead to a Potential Tenderer(s) submission being set aside without evaluation and exclusion from further consideration in this procurement.

* 1. **Information provided in Tenders**

In evaluating Tenders, the Procurement Panel will only consider information provided in response to the ITT. Potential Tenderer(s) should not assume the Procurement Panel have any prior knowledge of the Potential Tenderer(s), its practice or reputation, or its involvement in existing services, projects or procurements and as such, responses should be full and complete in and of themselves.

All relevant information required to support the Tender should be included in the Potential Tenderer(s) response or, where necessary, cross-referenced in it. Documents specific to the Tender, referenced and provided will be considered only if requested.

All responses must be within the word count restrictions stipulated (if applicable). General corporate material and non-specific supporting documentation will not be considered if not requested.

Potential Tenderer(s) are responsible for the accuracy of all information concerning Relevant Organisations submitted within their Tenders.

* 1. **Disqualification of Tenderers**

Tenderers acting in contravention of the provisions set out in the ITT may at the sole discretion, be disqualified from further participation (without prejudice to any other civil or legal remedies available and without prejudice to any criminal liability which such conduct by a Tenderer may attract).

For the avoidance of doubt, in no circumstances will the Trust be liable for any costs or expenses incurred by the disqualified Tenderer and/or its Relevant Organisations as a result, directly or indirectly, of such disqualification.

1. **General**
   1. **Costs and expenses**

All Tenderers, Relevant Organisations, funders and any of their respective advisers shall be responsible for all costs incurred by them in connection with all stages of this procurement process.

Under no circumstances will any organisation aligned to this procurement be responsible for any costs incurred by any Relevant Organisation its funders and/or their respective advisers arising directly or indirectly from the procurement process or termination thereof, including, without limitation, any changes or adjustments made to the procurement process or documentation.

* 1. **Warnings and disclaimers**

While the information contained in this ITT is believed to be correct at the time of issue, neither the Trust nor its advisors, will accept any liability for its accuracy, adequacy or completeness, nor will any express or implied warranty be given. This exclusion extends to liability in relation to any statement, opinion or conclusion contained in or any omission from, this ITT (including its appendices) and in respect of any other written or oral communication transmitted (or otherwise made available) to any Tenderer. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the Trust.

If a Tenderer proposes to enter into a contract with the Trust, it must rely on its own enquiries and on the terms and conditions set out in the contract(s) (as and when finally executed), subject to the limitations and restrictions specified in it.

Neither the issue of this ITT, nor any of the information presented in it, should be regarded as a commitment or representation on the part of the Trust (or any other person) to enter into a contractual arrangement.

* 1. **Confidentiality and Freedom of Information**

This ITT is made available on condition that its contents (including the fact that the Tenderer has received this ITT) is kept confidential by the Tenderer and is not copied, reproduced, distributed or passed to any other person at any time, except for the purpose of enabling the Tenderer to submit a Tender.

As a public body, the Trust is subject to the provisions of the Freedom of Information Act 2000 (FOIA) in respect of information it holds (including third-party information). Any member of the public or other interested party may make a request for information.

Tenderers should be aware that, in compliance with its transparency obligations, the Trust routinely publishes details of its contract(s), including the contract values and the identities of its suppliers on its website without consulting the provider of that information.

The Trust shall treat all Tenderers' responses as confidential during the procurement process. Requests for information received following the procurement process shall be considered on a case-by-case basis, applying the principles of FOIA, which permits certain information to be withheld, for example where disclosure would be prejudicial to a party’s commercial interests, and in accordance with the Trust’s transparency obligations.

Therefore, Tenderers are responsible for ensuring that any confidential or commercially sensitive information, the disclosure of which would be likely to diminish the Tenderer’s competitive edge, has been clearly identified to the Trust.

* 1. **Publicity**

No publicity regarding the Services or the award of any contract will be permitted unless and until the Trust has given express written consent to the relevant communication. For example, no statements may be made to the media regarding the nature of any Tender, its contents or any proposals relating to it without the prior written consent of the Trust.

* 1. **Tenderer conduct and conflicts of interest**

Any attempt by Tenderers or their advisors to influence the contract award process in any way may result in the Tenderer being disqualified. Specifically, Tenderers shall not directly or indirectly at any time:

* Devise or amend the content of their Tender in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance.
* Enter into any agreement or arrangement with any other person as to the form or content of any other Tender, or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other Tender.
* Enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a Tender.
* Canvass the Trust or any employees or agents of the Trust in relation to this procurement.
* Attempt to obtain information from any of the employees or agents of the Trust or their advisors concerning another Tenderer or Tender.

Tenderers are responsible for ensuring that no conflicts of interest exist between the Tenderer and its advisers, and the Trust and its advisors and the declaration of conflict of Interest has been completed. Any Tenderer who fails to comply with this requirement may be disqualified from the procurement at the discretion of the Trust.

**APPENDIX 1 - Form of Tender**

Please ensure that you sign and return the attached agreement when responding to this Tender:



**APPENDIX 2 - Document Return Check List (for information only)**

Please ensure that the following documents have been returned;

Form of Tender

ITT Scoring Methodology & Response Template

Commercial Schedule

Declaration of Conflict of Interest

# APPENDIX 3 – Declaration of Conflict of Interest

Please ensure that you sign and return the attached when responding to this Tender:



# APPENDIX 4 – Definitions

# In this Invitation to tender the following expressions shall have the following meanings:

| ***Term / Abbreviation*** | ***Definition*** |
| --- | --- |
| **Authorised Contact** | An individual appointed to act on behalf of the Tenderer organisation. |
| **Tenderer(s)** | A single operating organisation or person that is participating in the procurement |
| **Commissioner** | Individual and/or organisation who procures goods from the Contract |
| **ITT** | Invitation to Tender |
| **NHS** | National Health Service |
| **Potential Tenderer** | A single operating organisation or person that is participating in this **procurement** |
| **Procurement Panel** | ITT evaluators |
| **Provider** | The successful / selected Tenderer. |
| **Relevant Organisation** | An organisation(s) or person connected with a Tender submission including (without limitation):   1. the Tenderer; 2. the Provider; 3. each Tenderer Guarantor |
| **Services** | The services being procured to enable the delivery of **Grant Funding Management Services.** |
| **VFM** | Value for Money which is the optimum combination of whole-life cost and quality (fitness for purpose) to meet the overall service requirement. |