|  |
| --- |
| Facilities Management Services |

Further Competition Customer Guidance

Framework RM1056



|  |
| --- |
|  |

Contents

[**Purpose** 2](#_Toc471999656)

[**Stage 1: Procurement Route and Approval** 3](#_Toc471999657)

[**Stage 2: Requirements Gathering and Tender Preparation** 3](#_Toc471999658)

[**Stage 3: Tender Process, Evaluation and Award** 8](#_Toc471999659)

[**Stage 4: Post Contract Award** 10](#_Toc471999660)

[**Document Control** 11](#_Toc471999661)

# **Purpose**

This guidance should be used alongside your own internal procurement procedures.

CCS has put together this guidance to help explain the further competition process, direct awards are not permitted under this framework. This guidance refers throughout to a standard set of compliant documents/templates which can be accessed [here](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056).

CCS use an eSourcing tool for further competitions. Full details of how to register for and use the CCS eSourcing tool can be found [here](https://www.gov.uk/government/publications/esourcing-suite-guidance-for-customers).

**Background**

The FM Services Framework (RM1056) commenced 28 July 2015 and will expire on 27 July 2019. Call Off Contracts can be let for up to seven years during this period. The framework allows access to a range of services over three Lots;

* LOT 1: Total Facilities Management;
* LOT 2: Hard FM Services; and
* LOT 3: Soft FM Services.

You can access a complete list of services via the Service Level Requirements document which can be accessed [here.](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056)

The FM Services Framework uses the NEC3 Terms Service Contract (TSC). NEC3 contracts encourage good management and are written in clear and simple language. The NEC3 TSC also encourages collaborative working.  
  
You can either obtain an eView version (read only) [here](https://www.neccontract.com/About-NEC/Endorsements/Public-Sector-Procurement/Facilities-Management-Contracting-Model) which also includes free on-line training. To obtain a discounted electronic or hard copy and arrange training click [here](http://ccs-agreements.cabinetoffice.gov.uk/category-information-and-updates/facilities-management-property/nec3-term-service-contract).

There are 10 suppliers per Lot. Information concerning the suppliers on each lot can be found [here](http://ccs-agreements.cabinetoffice.gov.uk/suppliers?sm_field_contract_id=RM1056%2A).

CCS have agreed a generic Non-Disclosure Agreement (NDA) with all 19 FM Suppliers, so you do not need to issue your own. This also covers any data issued before the tender is released.

CCS recommend you follow the four stage further competition process detailed in this guidance.

The 4 stages are:

Stage 1: Procurement Route and Approval

Stage 2: Requirements Gathering and Tender Preparation

Stage 3: Tender Process, Evaluation and Award

Stage 4: Post Contract Award

# 

# **Stage 1: Procurement Route and Approval**

**Planning Your Project**

You should consider the expiry date of your current contract and set realistic timescales on your Project Plan. Make sure you allow enough time to gather complete and accurate property information. Decide on your team and ensure you have enough resources for the whole process. If you can, allow extra time for slippages. If your timescales are not realistic, consider a short term extension to your current contract.

**Benchmark Rates**

To help calculate savings under the Framework, gather your current baseline costings.

CCS can provide you with the Framework benchmark rates. Please contact [fmcm@crowncommercial.gov.uk](mailto:fmcm@crowncommercial.gov.uk) for more information.

**Templates and Guidance Available for this Stage (via CCS website** [**here.**](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056)**)**

* S1 – P2P Process (for Clustered Arrangements only. Clustering is when Business Units come together to act as one customer by sharing services and realising efficiencies through economies of scale).

**Stage 2: Requirements Gathering and Tender Preparation**

You will need to make a number of decisions at this stage including what services will be in scope.

At this stage you will put together your tender documents and decide on an e-procurement platform to run your call off competition. CCS have an eSourcing Suite that you can use if you wish. You can, of course, use your own system.

You should allow enough time to gather your requirements and property information, the better the quality and completeness of your requirements then Potential Providers will be able to price more accurately. Your requirements and property information will be needed to enable you to complete the full set of ITT documents/templates.

We recommend that you seek your own legal advice when drafting the documents (in particular, you may wish to obtain NEC3 TSC legal advice for the Call Off Contract).

The set of documents/templates includes:

**Attachment 1: Invitation to Tender**

This is the first document the suppliers will read. You should detail the overall process and the suite of documents in the Invitation to Tender (ITT). When putting timelines together, allow enough time for the clarification period (when suppliers can ask questions and you respond).

**Attachment 2: Terms of Participation**

You use this to set out the terms for the Potential Providers taking part in the call off competition, amend as necessary.

**Attachment 3: Service Information**

This includes:

* **Annex A - Service Matrix and Service Level Requirements**

You define the services you require within the Service Matrix. You define how they are to be delivered within the Service Level Requirements document. The Service Matrix will initially be part of the Data pack (see Attachment 8 below). Prior to the issue of the ITT the Service Matrix is removed from the Data Pack and pasted into the first tab of the Service Level Requirements template to form part of the Service Information.

* **Annex B - Complaints, Failure and Recall and New Works Process maps**

These maps detail the process to follow in a simple step by step way.

* **Annex C - Key Performance Indicators (KPIs)**

You should select the KPIs based on your service requirement. The 10 level 1 KPIs are:

* + 1. CAFM/Helpdesk
    2. Security Services
    3. Maintenance Service
    4. Waste Management Services
    5. Cleaning Services
    6. Sustainability
    7. Grounds Maintenance Services
    8. Catering Services
    9. Benchmarking and Continuous Improvement
    10. Management Enablers

Do not add any additional level 1 KPI’s, you can change the level 2 & 3 KPI’s to suite your requirements i.e. add additional ones, remove existing or make changes to the Look Up table. Ensure you weight each KPI at each of the 3 levels.

* **Annex D – FM Standards**

No need to make changes to this document, the Potential Providers will deliver your required service to these standards.

* **Annex E - Payment Mechanism**

This is an Excel spreadsheet used by you and the supplier on a monthly basis to calculate the amount to be invoiced. Performance against KPIs are copied from the KPI Matrix and pasted into the Payment Mechanism to generate the value.

* **Annex F - Service Level Agreement**

This will define the level of service expected from the supplier, amend the timescales to suite your requirements and delete/add other relevant information to reflect the service delivery you require.

* You may add additional Annexes to the Service Information which detail other aspects of your requirements or restrictions which could affect or aid the way in which a service is delivered. Examples could include site maps, schematics, access restrictions, site protocol etc.

**Attachment 4: Award Questionnaire and Response Guidance**

Your questions should be clear and linked to your requirements as set out in the Service Information. You should avoid any generic questions. If you would like to see what Award questions were asked at Framework level, please contact [fmcm@crowncommercial.gov.uk](mailto:fmcm@crowncommercial.gov.uk)

You can decide how to weight your questions (a good way to decide on weightings is to compare with KPI weightings). Your Marking Scheme should allow distinction between awarded scores, for example – does not meet/partially meets/fully meets requirements.

You should then decide on your overall quality/price weightings. The Framework competition was conducted on 50% quality and 50% price basis. You can decide on the split up to 10%/90% quality/price and vice versa.

You should ensure you have suitable evaluators to assess the responses. This is key to your Call Off being successful so you should consider the skills required to evaluate the responses. You should check whether they are available and there are no conflicts of interest. If possible, keep a pool of back up evaluators to cover illness/absences.

**Attachment 5: Call Off Contract**

The terms agreed in this document will form the contract.

Ultimately, you will have to decide on clauses, liability levels and contractual decisions. You will need to complete Contract Data Part 1 and select the required X and Y clauses.

If you are unsure you should contact your legal and/or finance departments for NEC3 TSC advice.

**Attachment 6: Cost Model**

You will need to complete the tabs with your requirements

The Potential Providers use this Excel spreadsheet to provide details of their bids against the services you require and any TUPE related costs. The prices given form a Total Aggregated Cost and a TUPE Liability Cost (if applicable) used to evaluate price.

You should ensure you have staff trained in Excel at an advanced level. The complex formulae includes array formulas, named ranges, defined lists, INDEX functions, MATCH functions, INDIRECT functions, SUMIF functions and VLOOKUP functions.

CCS are currently developing Customer Cost Model guidance. Once available, this will be uploaded onto the CCS website ( [here).](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056)

You should note that the Cost Model is password protected. Please contact [fmcm@crowncommercial.gov.uk](mailto:fmcm@crowncommercial.gov.uk) to obtain access.

*Please note, your requirements within the Attachment 3 – Annex A - Service Matrix and Service Level Requirements must be reflected within the Cost Model.*

**Attachment 7: Cost Model Instructions**

The document provides Potential Providers with guidance and instructions on how to complete Attachment 6 – Cost Model.

**Attachment 8: Data Pack**

This Excel spreadsheet includes a number of tabs as follows: tabs 1 to 4 provide guidance to help you complete tabs 5 to 10 (9 for Lot 3) you should complete all the tabs with the required information as completely as possible, if you have the information in another format simply replace the existing tab with your own version with the exception of the Service Matrix which should remain in its current format.

Once completed the Datapack forms Attachment 8 of the ITT, prior to issue of the ITT the Service Matrix tab within the Datapack should be removed and pasted into the first tab of Annex A of Attachment 3 to form the Service Matrix and Service Level Requirements document.

You should ensure that this information is as accurate as possible so Potential Providers can bid accurately. This will also reduce the number of clarification questions asked by Potential Providers. You should consider:

1. Reviewing your building information and updating and filling gaps where you can.
2. Reviewing asset information and deciding whether condition surveys or asset registers would support better pricing.
3. Reviewing current services to decide whether there will be changes to future provision.
4. Reviewing reactive maintenance information and deciding whether a comprehensive threshold will be used (if so, how much).
5. Reviewing planned project works and deciding whether fees for project management of works would be appropriate.

**Attachment 9: TUPE Information (if applicable)**

You will need to decide whether TUPE will apply. You can use the TUPE Information template to request TUPE information from your current provider which is then issued to the Potential Providers. This is used to inform Potential Providers of potential TUPE costs. Potential Providers then use this information to complete the TUPE Labour Cost Tab on the Cost Model. You may wish to seek legal advice regarding your TUPE information.

**ITT Documentation (available via CCS website** [**here.**](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056)**)**

CCS recommends the configuration of your ITT should follow this format:

Attachment 1 – Invitation to Tender (ITT)

Attachment 2 – Terms of the Further Competition

Attachment 3 – Service Information

Attachment 3 – Annex A – Service Matrix & Service Level Requirements

Annex B – Process Maps

Annex C – KPI Model

Annex D – FM Standards

Annex E – Payment Mechanism

Annex F – Service Level Agreement (SLA)

*Note: Customers can add additional Annexes which provide additional service information i.e. site maps, schematics, access restrictions, site protocol etc.*

Attachment 4 – Award Questionnaire

Attachment 5 – Call of Conditions

Attachment 6 – Cost Model

Attachment 7 – Cost Model Instructions

Attachment 8 – Datapack

Attachment 9 – TUPE Information

**Templates and Guidance Available for this Stage (via CCS website** [**here.**](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056)**)**

* S1 - P2P Process (for Clustered Arrangements only)
* S2 - Data Pack Guidance;
* S2 – Cost model guidance *(this is currently being developed by CCS and will be available Feb 2017)*
* S2 – KPI Guidance;
* S2 – Monthly Payment Mechanism and KPI Process;
* S2 – CCS  [eSourcing Suite](https://www.gov.uk/government/publications/esourcing-tool-guidance-for-suppliers) (Optional)

***Please note – any references to e-procurement in this standard set of documents will refer to the CCS eSourcing Suite. If you are using your own system, all documents must be updated.***

**Stage 3: Tender Process, Evaluation and Award**

Once your Call Off competition is live, you will need to manage any questions from suppliers (the clarification process). You will receive bids, check they are compliant, evaluate bids and award your Contract.

**Clarification**

You will receive questions from suppliers on your service requirements. You will need to respond as per the process outlined in your ITT.

**Tender Evaluation**

This will involve:

* **Compliance Checks**: You will need to check that the Potential Providers have answered all questions and attached all requested documents. Resolve any issues with the relevant Potential Providers ensuring this is done as outlined in the ITT. You will also need to compliance check the Cost Model to make sure it has been completed correctly.
* **Bid Rates**: You must review the amounts bid to ensure that the framework maximum rates have not been exceeded. The framework rates and trade codes can be accessed by following the instructions in the embedded document below.



* If a bidder has included a new trade code in their bid, you should ask why (they must provide a genuine reason i.e. it’s a specialist role). If a new code is required, advise the supplier to contact [fmcm@crowncommercial.gov.uk](mailto:fmcm@crowncommercial.gov.uk) mailbox so a formal variation can be made (this ensures your contract is compliant). If the bid rate exceeds the framework rate, you should ask the supplier why (again, there should be a genuine reason). If you are not happy with the supplier response, you should reject the rate and ask the supplier to re-submit their bid based on the framework maximum rates.
* **Price Evaluation and Abnormally Low Tenders**: you will need to review as per the process in your ITT. As a guide, when CCS evaluate FM bids we take the average of all bids, any bid that exceeds 30% below the average qualifies as an abnormally low tender.
* **Quality Evaluation:** You must follow the process outlined in your ITT (to minimise risk of challenge). Refer to your ITT/Award Questionnaire and ensure that the correct scoring and rationale has been used.

**Evaluation Report**

When you have identified the successful supplier, you should create a report and obtain sign off/approval before the Contract is awarded.

**Contract Award Letter/Complete and Sign Contract**

Draft and issue the award letter. You will need to populate the Call Off Contract schedules (with tender details). You may need further documents to execute the Contract (guarantor/performance bond if required, supplier contact details) and ensure you and the supplier sign the Contract

**Templates and Guidance Available for this Stage (via CCS website** [**here.**](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056)**)**

* S3 – Question and Answer Template (optional)
* S3 – Non Conflict of Interest Form (optional)
* S3 – Evaluators Skills Assessment Form (optional)
* S3 – Contract Award Letter
* S3 – Unsuccessful Letter
* S3 – Debrief (to accompany successful and unsuccessful letters)
* S3 – NEC Fee Percentage

**Stage 4: Post Contract Award**

At Stage 4, you will need to publish your Contract to Contracts Finder (this was launched as a step towards creating a more transparent system that removes obstacles and provides better access to contract opportunities for small businesses) and inform CCS of the outcome. CCS regularly issue a pipeline to all suppliers on the FM Services Framework. This includes details of the winning supplier for each call off competition.

Please inform CCS via the [fmcm@crowncommercial.gov.uk](mailto:fmcm@crowncommercial.gov.uk) mailbox using the form below.

**Templates Available for this Stage (via CCS website** [**here.**](http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm1056) **)**

* S4 – Letter Informing CCS of Contract Award

**Document Control**

As best practice, this document will continually evolve.

CCS will be responsible for ensuring that the User Guidance Pack and all templates are added to the CCS website <https://www.gov.uk/government/organisations/crown-commercial-service>.

Version control is as follows:

|  |  |  |
| --- | --- | --- |
| **Revision** | **Date** | **Comment** |
| V1.0 | 17/08/2015 | Original User Guidance Pack |
| V2.0 | 24/02/2016 | Update following CCS review |
| V2.1 | 12/04/2016 | Updated to include compliance checking of supplier bids |
| V3.0 | 14/02/2017 | Updated process stages and redesigned templates |
| V4.0 | 19/05/2017 | Cost Model Guidance is now live |