



Tender Guidance Notes for Single Stage Tenders over £50,000

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Tendering Guidance Notes for Specifications over £50,000

1. Introduction

Tenders are invited from organisations interested in delivering contracts advertised by Greater Nottingham Partnership and the Nottinghamshire: City & County Employment & Skills Board. These notes will provide guidance to assist with completion of the form.

The Greater Nottingham Partnership (GNP) was originally formed in 1994 to improve partnership working across the Greater Nottingham conurbation and attract more government regeneration funding into the area. In 2002 the GNP also became the Sub-regional Strategic Partnership (SSP) for Greater Nottingham, responsible for delivering the Single Programme funded elements of the Regional Economic Strategy.

The GNP is a strategic rather than a delivery body - by working with partners, GNP aims to help co ordinate and facilitate strategy development across the Greater Nottingham area, creating a shared vision for Nottingham and ensuring the bending of mainstream funding.

Information about the Greater Nottingham Partnership can be found at www.gnpartnership.org.uk

In order to widen the partnership arrangements and create a more influential partnership, the Greater Nottingham Employment and Skills Board (GNESB) was established in 2004 as a single strategic body to take responsibility for the “skills and employability” agenda across Greater Nottingham. This recently expanded its geographic area to create a closer relationship between local agencies and Government, for the benefit of creating more jobs and better training opportunities across the county and became the new Nottinghamshire: City & County Employment and Skills Board (ESB).

The ESB maintains a membership of influential senior private, public and voluntary sector leaders, with representation from organisations such as Experian, Capital One, Laing O’Rourke, Jobcentre Plus, Learning & Skills Council and both Nottingham City and Nottinghamshire County Councils. In 2006 Nottingham became one of 15 national City Strategy Pathfinders, a DWP backed initiative aimed at tackling unemployment issues by sponsoring a more localised approach.

Information about the Nottinghamshire City & County Employment & Skills Board can be found at www.nccesb.org.uk

2. Service Specifications

The service specifications against which contracts will be awarded are detailed in the advertisement.

The specifications state the maximum funding available for each service specification and the outputs expected. Organisations can tender to deliver all or part of a specification valued at more than £50,000 unless otherwise stated. However, please note that the funding available is expected to meet the cost of delivering the total number of outputs specified. Therefore

proposals to deliver fewer outputs will score lower, unless the tender price is reduced to reflect the reduction in outputs.

All tenders will be appraised against the published selection criteria and selection will be made by comparing the merits of each tender against the merits of other tenders received in response to a particular tender specification. The tendering is expected to be highly competitive and tenders that do not represent a good fit with the selection criteria are likely to be rejected.

3. Eligibility Criteria

In addition to meeting local needs detailed in the service specifications, any proposed activity must show that it:

- Will have a sustainable impact
- Cannot be met from/delivered by current mainstream services and resources
- Will not replace or substitute for current mainstream funding
- Is based on evidenced good practice
- Has been risk assessed and has plausible proposals to minimise the risk
- Involves and empowers service users
- Provides value for money – including quality as well as quantity
- Will deliver positive results within the proposed timescale.
- Takes account of equalities and accessibility, and the suitability of existing services.
- Responds to inclusive consultation with relevant stakeholders and communities.
- Can be monitored and evaluated using qualitative and quantitative evidence.
- Has a realistic forward strategy for the end of the contract

The following are not eligible for funding:

- contributions in kind;
- activities of a political or exclusively religious nature;
- depreciation, amortisation or impairment of fixed assets;
- VAT reclaimable from HM Revenue and Customs;
- interest payments or service charge payments for finance leases;
- gifts other than promotional items with a value of more than £10 in a year to one person;
- entertaining, and
- statutory fines, criminal fines or penalties.

4. Cost of Activity

Organisations can propose activity costing up to the maximum level indicated in the service specification. However the following should be considered:

- Small scale interventions are less likely to be able to demonstrate a significant impact on the targets or on related activity.
- The start up and management costs should be proportionate to the scale of activity
- Large scale schemes will need to demonstrate that there has been a realistic assessment of the time it will take for the activity to get up and running.
- If a tender proposes to deliver fewer than the specified outputs, the tender price must be reduced to reflect the reduction in outputs or the tender score will be affected

5. Our commitments

We are committed to tackling disadvantage, whether on a ward or Local Authority district basis, or related to disadvantaged communities of identity, and some contracts will be specifically targeted to particular communities. Monitoring arrangements will be established to measure the impact on the target communities. It is therefore important that organisations consider how they will establish systems to ensure that they can report on a geographical basis and in terms of communities of identity.

We are committed to a sustainable approach to the environment and would like to know how your proposals will impact this.

We are committed to improving skill levels and the employment rate in Nottinghamshire. We expect proposals to contribute to these aims not only through the delivery of activity, but also through the procedures in place in your organisation.

6. Tender Process

Format and deadlines for submissions

It is entirely the applicant's responsibility to ensure that tenders are delivered by the deadline. Unless stated otherwise, this will be at 12 noon on the specified date. **Please note that the requirements of open and competitive tendering prevent the acceptance of late submissions at any stage or under any circumstances.**

If possible, please submit Tenders by e-mail to – adminesb@gnpartnership.org.uk

Please ensure that each document is clearly labelled with the name of your company and a title, identifying the content (i.e. Smith PLC - Tender.doc, Smith PLC – appendix1.pdf). Please allow sufficient time for all lodgements to be made before the closing time of the tender.

Where signatures are requested, typed entries are acceptable. Electronic signatures are not required.

Please mark the e-mail subject box "Tender" followed by the name and/or reference no. of the scheme to which the tender relates. Please ensure that any attachments required are sent with your e-mail. You will receive a delivery receipt.

A separate tender should be submitted for each specification you wish to tender for.

Tenders may be submitted by a single organisation or a consortium of providers. Where the tender is submitted by a consortium, a single lead organisation must be identified. A statement and risk assessment of the capacity of their sub-contractors will be required stage. If a consortium scores highest at tender stage, plans to deal with any risks regarding capacity of their sub-contractors must be agreed before contract negotiations proceed. A partnership agreement setting out the operational and financial arrangements between members of the consortium will be required before any funding is released.

Postal tenders

If your organisation does not have access to email, you should complete the paper document in black ink or typing, in English and submit it to Employment & Skills, Greater Nottingham Partnership, Castle Heights, 72 Maid Marian Way, Nottingham NG1 6BJ and the document(s) MUST be received by Greater Nottingham Partnership in advance of the date and time specified. Envelopes/packaging containing a completed tender must be clearly marked as "Completed Tender" followed by the name and/or reference no. of the specification to which the

tender relates. Please ensure that any other documents required are enclosed. Receipt of tenders sent in paper format will be sent within 12 working days. Please contact the Employment & Skills Team on 0115 9506371 if you have any queries about submission of forms.

Documentation

Unless stated otherwise, this tender will not require you to submit supporting documents as evidence such as accounts, certificates, policies etc however you will be asked to confirm that should such evidence be required during any part of the tender/contract process, it will be made available to the Council on request. Please note that any original documentation submitted cannot be returned.

Appraisal and selection

Full tenders will be appraised against the relevant service specification/s using the criteria below. You may be required to attend an interview as part of the selection process.

Consortium/Partnership Tenders

Tenders may be submitted by consortia or partnership of providers, with a lead organisation. Its capacity to develop, consolidate and lead the consortium and to deliver itself will be scored in part 1 of the tender and the along the whole consortium's capacity will be scored in part 2.

Notification of outcome

All organisations will be notified of the outcome of their tenders. Successful applicants will be offered a contract with Greater Nottingham Partnership based on the tender submitted and will be expected to deliver the activities and outputs specified. All expenditure and activity must be completed by the date stated in the tender specification.

Unsuccessful organisations will be given feedback on tenders if they request it. However, this will be limited due to time constraints and may be provided by telephone.

7. Tender Evaluation

The tender evaluation will take place in 3 stages

Stage 1: will be an assessment of responses to Part 1 where the panel are seeking to identify organisations with sufficient capacity and capability to deliver the contract. Any tender which does not pass all of the Part 1 section will be discarded at that stage.

Stage 2: will be scored against the appraisal criteria listed below.

Stage 3: will take place with only the highest scored bidders and will be an interview with representatives of the assessment panel.

8. Appraisal Criteria

Please read the notes in the following sections carefully before starting to complete the Tender Form, as they contain information that is intended to help you, firstly to decide whether it is worthwhile submitting a tender and secondly to enable you to present your tender in the required manner.

The Tender Form has been structured according to a number of criteria against which all tenders will be appraised. Each question is designed to elicit specific information in order to

ensure that the merits of each tender can be appraised against the criteria. Each section of the form will be considered against the corresponding criterion and a decision will be made as to whether the response given represents a 'good', 'fair' or 'poor' fit with the descriptors given.

A description of what is considered to constitute a 'good', 'fair' or 'poor' fit for each criteria is given below. Successful tenders are likely to have a good fit throughout. Please note if either question 2 (target groups) or 3 (geographical targeting) are assessed as being a 'poor fit' your tender may be considered ineligible and excluded from further consideration.

The maximum score given for each question when assessing tender forms is also shown below.
NB: When tenders have been invited on an open competitive basis, your tender will be competing with others tendering to deliver the same service(s).

In some circumstances, a sole/preferred supplier may be invited to tender, but will be expected to achieve an acceptable quality threshold.

Section A: Fit with Tender Specification – 30 points

Question 1 – Activity (Maximum score: 10)

Good Fit	Applicant demonstrates that the proposal fully addresses all aspects of the activity described in the tender specification, has a credible evidence base and has incorporated innovative elements where appropriate. Subcontract arrangements are clearly defined
Fair Fit	Addresses the tender specification, but in an incomplete or tenuous way and/or has incorporated innovative ideas but it is not clear that these can be delivered.
Poor Fit	Has no or obscure linkage to the activity described in the tender specification and is unrealistic.

Question 2 - Target Group (Maximum score: 8)

Good Fit	Clearly addresses all, or a selected sub-set, of the target group described in the tender specification, has demonstrated a full understanding of the range of needs within this group, and has clearly developed the tender in response to these needs and has demonstrated appropriate consultation.
Fair Fit	Addresses all, or a selected sub-set, of the target group, but has only demonstrated a partial understanding of their needs with limited evidence of consultation.
Poor Fit	No or limited reference to the target group described in the tender specification and/or has failed to recognise the range of needs that exist within this group with no evidence of consultation.

Question 3 - Geographical Targeting (Maximum score: 5)

Good Fit	All of the activity will be delivered in the priority areas described in the tender specification and a relevant full explanation is provided
Fair Fit	All or some of the activity will be delivered in the specified priority areas and a partial explanation is provided.
Poor Fit	No, or insignificant, amount of delivery in the specified priority areas and/or no explanation is provided.

Question 4 – Outputs and Milestones (Maximum score: 7)

Good Fit	Applicant clearly describes outputs and milestones that are specific,
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	measurable, achievable, realistic and time bound (SMART), with appropriate proposals for providing evidence, and provides a sound rationale for the basis of the projections. Clear proposals are made for how 'soft' outputs will be measured. Meets or exceeds minimum outputs detailed in the tender specification.
Fair Fit	Some lack of clarity regarding outputs and milestones, or lack of clarity concerning how additional outputs (including soft outputs) will be measured, but no apparent reason to doubt feasibility and/or the rationale for projected outputs is weak. Meets minimum outputs detailed in the tender specification.
Poor Fit	Will make no, or insignificant, contribution to the specified core outputs. Additional outputs and milestones and/or projected activity appears unrealistic as no rationale is given.

Section B: Fit with Other Initiatives – 15 points

Question 5 – Delivery Mechanisms (Maximum score: 5)

Good Fit	Clearly describes how the project will be delivered and appropriate quality standards achieved. Roles of partners and stakeholders is clearly understood.
Fair Fit	Elements of the delivery or the relationships with others are not understood, but quality standards are achieved.
Poor Fit	Insufficient information to assess. Quality standards not achieved.

Question 6 - Partnership Working (Maximum score: 5)

Good Fit	Has identified those other organisations on which the successful delivery of the proposed activities will depend, and provided details of lead contacts
Fair Fit	Successful delivery is dependent on the co-operation of other organisations, some of which have not been identified, or the rationale for the lack of partnership involvement is weak.
Poor Fit	Successful delivery is dependent on the co-operation of other organisations, but none have been identified, or the rationale for no partnership involvement has not been addressed

Question 7 - Fit with other provision (Maximum score: 5)

Good Fit	Has clearly identified how the project fits/aligns with existing or planned provision in Nottinghamshire and the locality and/or with the target group, demonstrates relevant consultation has been undertaken, and includes reference to relevant partnerships, strategies or plans.
Fair Fit	Has provided limited information on how the project fits/aligns with existing or planned provision in Nottinghamshire and the locality and/or with the target group, provides limited evidence of relevant consultation having been undertaken and includes limited reference to relevant partnerships, strategies or plans.
Poor Fit	Insufficient or no indication of how the project relates to other existing or planned provision in Nottinghamshire and the locality and/or with the target group, insufficient evidence of relevant consultation, and insufficient reference made to relevant partnerships, strategies or plans.

Section C: Risk Management – 10 points

Question 8 – Risks and Mitigations (Maximum score: 10)

Good Fit	Evidence that the applicant has undertaken a comprehensive risk assessment, has credible plans in place to reduce risk and has contingency plans as necessary. Applicant has demonstrated how risks will be managed throughout the project.
Fair Fit	Evidence that a risk assessment has been undertaken, but mitigation and contingency arrangements are weak.
Poor Fit	The applicant has not demonstrated understanding of delivery risks or appears to have no plans in place

Section D: Policies and Planning for the Future – 20 points
Question 9 – Policies and Procedures (Maximum score: 5)

Good Fit	Evidence that equality, diversity and environmental management have been incorporated into the activity. Applicant has clear plans in place for how the proposed activities will specifically contribute to these. Applicant has outlined key features of the plans and has shown a clear commitment to meeting their obligations under equality legislation.
Fair Fit	Applicant has referred to equal, diversity and environmental management, but there are doubts about their relevance to the proposed activities. Limited details of how this will be planned, managed and implemented.
Poor Fit	Applicant has made no reference to equality, diversity and environmental management and/or they have provided no or insufficient details to allow the suitability of their intentions to be confirmed. Equality, diversity and community cohesion have not been related to the proposed activity.

Question 10 – Development of Local Skills and Employment (Maximum score: 5)

Good Fit	The applicant has considered the potential to increase the skills base of the local community and to employ from the local labour market. A credible rationale for proposals has been developed and incorporated into the delivery plan for the project
Fair Fit	Applicant has given some consideration to the local labour market but has no clear plans in place.
Poor Fit	The applicant has not addressed this.

Question 11 - Impact on mainstream service delivery (Maximum score: 5)

Good Fit	Applicant has evidenced a credible plan for how activity will impact on mainstream service delivery & disadvantaged neighbourhoods & communities, and how these benefits will be sustained in the long term. Plans for evaluating activity and impact and sharing learning are in place.
Fair Fit	Applicant has given some indication of impact, but there are doubts about how this will be achieved, or about sustaining this benefit. Limited plans for evaluation and sharing learning.
Poor Fit	No sustainable benefits or impact on mainstream service delivery. No plans to evaluate or share learning.

Question 12 – Forward Strategy (Maximum score: 5)

Good Fit	Applicant has a clear and credible plan for sustainability and/or a positive exit strategy. Past experience of sustaining activity.
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Fair Fit	Applicant has given some indications of how the proposed activity is expected to be sustained or how a positive exit strategy will be achieved, but there is no confirmed plan
Poor Fit	No or minimal indications of whether/how the proposed activity will be sustained and no exit strategy.

Section E: Value for Money - 25 points

Question 13 – Cost of Activity, Appropriateness and Balance (Maximum score: 25)

Good Fit	Cost of activity falls within the range indicated in the prospectus and is proportional to the activity and outputs being delivered. A sound justification is given for the forecast costs. The breakdown of costs is sufficiently detailed to demonstrate that the level and nature of expenditure requested is appropriate to the proposed activity. That sufficient funding can be secured to meet the proposed expenditure.
Fair Fit	Costs falls outside the range indicated in the prospectus and a minimally acceptable justification is given. Expenditure is out of proportion to the proposed outputs. Proposed expenditure is insufficiently detailed to allow eligibility to be confirmed and / or there are doubts about its appropriateness to the proposed activity. Proposed expenditure raises questions about the quality of the proposed activity.
Poor Fit	Cost of activity falls outside the range indicated in the prospectus and no or inadequate justification is given. Proposed expenditure is wholly inappropriate to the proposed activity and/or completely disproportionate to proposed outputs. Proposed expenditure appears to be primarily funding the applicant's organisation.

Total Maximum Number of Points available: 100

9. Guidance on Completing the Tender Forms

Please read these notes carefully before starting to complete the tender form. All questions must be answered in full on the tender form and should be limited to the space allocated.

Please do not use a font size smaller than 10 pt.

Do not attach supplementary information. Any supplementary information provided will not be considered.

TENDER FORM

Summary Box (Front Cover of Tender Form)

Care should be taken to ensure that the correct tender specification number is entered from the Service Specification Prospectus.

PART 1 BASIC DETAILS OF YOUR ORGANISATION

Details of the Applicant

If the tender is submitted on behalf of a consortium of providers, an appropriate lead organisation must be identified.

You must specify a Lead Contact who will be responsible for implementation and reporting.

PART 2 DETAILS OF PROPOSED ACTIVITY/SERVICE

Details of the Project

The **Project Summary** box should provide a concise overview of the proposed activities. This summary will be entered onto a database and may be used in publicity.

SECTION A: FIT WITH TENDER SPECIFICATION

This section gives you the opportunity to demonstrate that your tender is clearly focused on delivering the activity specified in the tender specification you have chosen to address. You may tender to deliver activity to all or part of the beneficiary group or in all or part of the geographical area. However, all activity must be delivered as described in the tender specifications. A good response to the questions will address each of the bullet points listed, with responses strongly relating to the tender specification that you have chosen to address.

Question 1: Activity	Space allocated for response
Applicants should clearly describe the activity to be delivered and the methods that will be used.	One and a half pages 10 points
<ul style="list-style-type: none"> Describe the aims and objectives of the proposed activity. 	
<ul style="list-style-type: none"> Explain how the proposed activity addresses the requirements described in the tender specification. 	
<ul style="list-style-type: none"> State how the activity will be delivered. 	
<ul style="list-style-type: none"> Describe how evidenced good practise has informed the development of your proposal, giving details of source material. 	

<ul style="list-style-type: none"> Describe any innovative/imaginative elements of your proposal and explain why they should be considered in this way. 	
<ul style="list-style-type: none"> If elements of the activity are to be sub-contracted, or if the activity is to be delivered by a consortium, please state clearly which partner will deliver each element of the activity. 	
<ul style="list-style-type: none"> Explain the reason for the proposed level of activity. 	

Question 2: Target Group	Space allocated for response
Target groups should be clearly identified and must fall under one or more of the eligible groups specified in the tender specification.	One page 8 points (for 2.1 and 2.2)
<ul style="list-style-type: none"> Describe the target group (people or organisations) that will be assisted and how you will engage them. 	
<ul style="list-style-type: none"> State the number of people and/or organisations that will be assisted. 	
<ul style="list-style-type: none"> Identify the range of needs which exist within the target group and the difficulties/barriers that they face. 	
<ul style="list-style-type: none"> Show how the activities described in your tender will address the needs and the difficulties/barriers you have identified. 	
<ul style="list-style-type: none"> Explain how and when you involved the target group in development of the tender 	
<ul style="list-style-type: none"> Specify who else you have consulted with to find out about the target group needs and when you sought this advice. 	
<ul style="list-style-type: none"> Ensure you explain how your proposal will address the needs of people experiencing multiple disadvantage. 	

Question 3: Geographical Targeting	Space allocated for response
The geographical area/s targeted should be clearly defined and relate to any priority areas defined in the tender specification you have chosen to address.	Quarter page 5 points
<ul style="list-style-type: none"> Clearly define the target area and explain why you have chosen to cover this area especially if this is either more specific or more general than the target area/s in the tender specification. 	

Question 4.1: Outputs and Milestones	Space allocated for response
The timing of the achievement of outputs and milestones should be clearly shown on the spreadsheets provided. Volumes of outputs should be shown in numerical values (do not use ✓, X, etc). Further guidance on performance management and outputs is given in Annex 1.	Spread sheets provided 7 points (for 4.1 + 4.2)
<ul style="list-style-type: none"> Target figures must be provided for the outputs defined in the specification 	
<ul style="list-style-type: none"> Additional outputs should be defined which are specific to the proposed activity. In some cases additional outputs will be detailed in the tender specification and target figures must be provided for these. You may also include other additional output measures which are not specified in the tender specification. 	

<ul style="list-style-type: none"> • Target figures should be provided for all outputs. Ensure that separate targets are provided for specific priority groups. 	
<ul style="list-style-type: none"> • All outputs and milestones should be specific, measurable, achievable, realistic and time bound and represented as numerical projections. 	
<ul style="list-style-type: none"> • Outputs should be able to demonstrate impact on mainstream provision, target groups & communities. 	
<ul style="list-style-type: none"> • Distinct output forecasts should be provided for specific priority groups. 	
<ul style="list-style-type: none"> • 'Milestones' mark the completion of key phases in the delivery of a project; they help in measuring progress. Use a ✓ or a X to indicate in which month the milestone will be achieved. 	

Question 4.2: Basis for projections	Space allocated for response
<ul style="list-style-type: none"> • Explain the basis for your projections. 	Half page
<ul style="list-style-type: none"> • Explain how each output and milestone will be measured and evidenced. Give proposals on how 'soft' outputs will be measured and evidenced. 	
<ul style="list-style-type: none"> • Demonstrate how you will be able to continue to measure impact after the funding or the project is complete. 	

SECTION B: FIT WITH OTHER INITIATIVES

This section gives you the opportunity to demonstrate that your proposed activities fit with other strategies, plans and provision that relate to the people and/or organisations that you intend to assist, and that you have secured the commitment of other organisations on which successful delivery will depend. A good response to the questions will address each of the bullet points listed.

Question 5: Delivery Mechanisms	Space allocated for response
Elaborate on the delivery model that you have described at Q1	One page 5 points
<ul style="list-style-type: none"> • Describe any plans to subcontract provision and how you will select subcontractors and which elements of the specification they will deliver. 	
<ul style="list-style-type: none"> • Describe how you have involved the partners and other stakeholders in the design and development of the proposed activity so far. 	
<ul style="list-style-type: none"> • Explain how you will ensure quality standards are delivered in all aspects of delivery. 	

Question 6: Partnership Working	Space allocated for response
Identify those other organisations that will play a key role in the delivery of your proposed activities. Full agreement should be sought in advance from these organisations.	One page including table 5 points
<ul style="list-style-type: none"> • Give the name of each organisation in the table in Q.6 	

<ul style="list-style-type: none"> Describe the role that will be played by each organisation and the expertise or experience that qualifies them for this role. 	
<ul style="list-style-type: none"> If the proposed activity is to be delivered by a consortium, please detail management & subcontracting arrangements and provide a diagram of these. 	Additional page if required

Question 7: Fit with Existing or Planned Initiatives	Space allocated for response
Identify any relevant partnerships, strategies, plans and / or provision that relates to the people and / or organisations that you intend to assist both within your own organisation and within local and regional partnership plans.	One page 5 points
<ul style="list-style-type: none"> Explain how your project complements or enhances existing or planned provision aimed at the people and / or organisations that you intend to assist. Include reference to relevant partnerships, strategies or plans. 	
<ul style="list-style-type: none"> Explain how this activity could contribute more generally to the Sustainable Community Strategy, Local Area Agreement etc 	
<ul style="list-style-type: none"> If you are planning to deliver part of the service, it is important to us that this integrates well with the remainder of the delivery. Please explain how you will make this happen. 	

SECTION C: RISK MANAGEMENT

This section gives you the opportunity to demonstrate that you have assessed the risks to delivery of the activities proposed in your tender and taken mitigating action.

Question 8: Risks and mitigations	Space allocated for response
Describe any significant risks that may affect delivery and explain the mitigating actions that will be taken to minimise these. Consideration should be given to:	One page including table 10 Points
<ul style="list-style-type: none"> Risks associated with innovation; 	
<ul style="list-style-type: none"> Risks associated with delivery e.g. <ul style="list-style-type: none"> Recruitment & retention of staff Related funding decisions Lack of uptake of the service/activity Other factors 	
<ul style="list-style-type: none"> Ongoing risk management processes 	

SECTION D: POLICIES AND PLANNING FOR THE FUTURE

A good response to these questions will address each of the bullet points listed.

Question 9: Policies and Procedures	Space allocated for response
Explain how your organisation's commitment to equality, diversity and environmental management policy and practice specifically applies to the proposed activities.	Half page
<ul style="list-style-type: none"> • Explain how you will integrate equality, diversity and environmental management into the proposed activities. 	5 points
<ul style="list-style-type: none"> • Give details of: key objectives; staff training and development; baselines; targets and monitoring arrangements. 	
Question 10: Development of Local Skills and Employment	Space allocated for response
We are committed to increasing the employment rate in Nottinghamshire and the skills base of the local economy.	Half page
<ul style="list-style-type: none"> • Explain how you will enable local people to access the jobs you create 	5 points
<ul style="list-style-type: none"> • Give details of training that you offer your staff in order to improve their skills – particularly for any employees with low or no skills. 	
Question 11: Impact on mainstream service delivery	Space allocated for response
Describe the impact that the proposed activity will have on mainstream services and the way these are delivered. This could include:	Half page
<ul style="list-style-type: none"> • re-allocating mainstream resources; • focusing policy on areas of poor performance, including geographic areas where achievement is poor; • reshaping services to reflect local needs; • joining-up services, programmes and targets - through inter-departmental action and multi-agency delivery; • learning from good practice 	5 points
<ul style="list-style-type: none"> • Demonstrate how your service will achieve this impact 	
<ul style="list-style-type: none"> • Explain how these benefits will be sustained 	
<ul style="list-style-type: none"> • Demonstrate how the most disadvantaged neighbourhoods and communities will benefit. 	
<ul style="list-style-type: none"> • Explain how mainstream services will be involved in evaluation and sharing learning 	
Question 12: Forward Strategy	Space allocated for response

Describe what will happen to the activity/service at the end of this funding period. Appropriate milestones should be included.	Half page 5 points
<ul style="list-style-type: none"> If mainstream or other funding is anticipated, please give details of when this is likely to be confirmed and what action will be taken if this is not the case 	
<ul style="list-style-type: none"> Provide details of your exit strategy 	

SECTION E: VALUE FOR MONEY

This section gives you the opportunity to demonstrate that the proposed activities offer good value for money. A good response to the questions will address each of the bullet points listed.

The tables have been designed to calculate the totals for you. They will not allow you to change values in the cells showing total costs and funding.

Question 13.1: Cost of Activity	Space allocated for response
Itemise the costs of the activity. Please note: A separate spreadsheet table has been provided. Further guidance is provided in Annex 1.	Table 25 points (for 13.1, 13.2 and 13.3)
<ul style="list-style-type: none"> Ensure that the forecast is accurately broken down into quarters and <u>financial</u> years. 	
<ul style="list-style-type: none"> Please divide the projected expenditure into staff costs, other revenue and capital costs as indicated in the table. 	
<ul style="list-style-type: none"> You will need to identify the relevant budget headings (e.g. rent, training, publicity, etc.). 	
<ul style="list-style-type: none"> Ensure that costs are realistic and appropriate to the proposed activities. 	
<ul style="list-style-type: none"> Ensure that start up and management costs are proportionate to the activity 	
<ul style="list-style-type: none"> Where appropriate indicate how costs have been calculated eg. cost per unit x number of units. 	
<ul style="list-style-type: none"> Ensure that the balance of management and other costs are consistent with a high quality programme that meets the needs of the target beneficiaries, including appropriate support measures. 	
<ul style="list-style-type: none"> The value of 'in kind' contributions (e.g. worker time funded through mainstream budgets) should be calculated and included in the expenditure breakdown. These contributions should also be shown in the funding table (14b). 	
<ul style="list-style-type: none"> If you are bidding on behalf of a consortium you may be required to provide further details concerning the breakdown of expenditure between your partner organisations. 	

Question 13.2: Funding Breakdown	Space allocated for response
	Table

Question 13.3: Justification for costs	Space allocated for response
<ul style="list-style-type: none"> • Provide a justification if you think that your forecast expenditure may be particularly high or low when compared to potential competitors. 	Half page
<ul style="list-style-type: none"> • Use this space to provide any additional justification or explanation for particular costs that have not been explained in any other area of the tender. 	

10. Further Guidance

If you have any queries concerning the service specification, completion of the tender form, or the Greater Nottingham Partnership commissioning and procurement process, please email adminesb@gnpartnership.org.uk

Completing the Project Costs Table (Question 14a)

Cost (£) – all costs need to be broken down by quarters and calendar years as indicated. You should round costs up / down to the nearest whole pound.

Staff Costs – this section must clearly show the number of staff involved in carrying out the activity and identify the related costs. This should be broken down into individual roles and highlight the amount of hours to be worked. Staff costs should include employer's national insurance and superannuation costs. You should ensure that costs are realistic and appropriate to the proposed activities and that there is sufficient detail to enable the appraisal panel to assess the balance of staff costs.

Other Revenue Costs – Running costs required for the activity detailed in your tender form, for example: rent, publicity, insurance, recruitment, staff training, fees, etc.

Capital Costs – Capital costs associated with the planned activity, for example, building works, equipment, computers, etc.

Total Project Costs (A) – This figure is the total of all expenditure required to deliver the planned activity or service.

Total Other Income (B) – This figure is the total contributions you anticipate receiving from other sources. This total should match the total contributions showing in the cost table (14b)

Total GNP funds Required (C)– This is the total funding for which you are tendering. This will be the total costs minus the total contributions from other sources.

Further guidance on eligible expenditure is given on page 3 & 4 of this guidance.

Complaints

Whilst we recognise that complaints can be a source of useful feedback, we will only consider complaints where an organisation feels they have been treated unfairly at any point in the selection and appraisal process. The scope of the complaints procedure is limited to consideration of allegations such as:

- unsatisfactory, incompetent, inept, arbitrary or unfair treatment
- bias
- neglect or inattention
- breaking promises
- provision of wrong information or failure to give appropriate advice when asked
- misapplication of the criteria, rules or the law
- making a decision in an incorrect way or failing to follow proper procedures or take account of representations
- discourtesy or harassment
- undue delay in handling an administrative decision
- making mistakes in the handling of claims.

However it is important to note that complaints will not be considered where:

- the issue in question relates to the merits of a decision which was reached properly
- a complaint is being or has been already dealt with by a court or similar body or has already been externally scrutinised
- the complaint is made later than **three months** after the events complained of
- the complaint (in Greater Nottingham Partnership’s opinion) is frivolous or vexatious

Where an organisation feels they have cause to make a complaint, it should in the first instance be made in writing to the Chief Executive

The timescales for the process from the receipt of the written complaint will be as follows:

Within 3 working days	Acknowledgement to complainant
Within 5 working days	Summary of complaint produced and sent to complainant to agree
Within 20 working days	Investigation, including review of files and interviews, and decision communicated to complainant in writing

Where this timescale cannot be complied with, the complainant will be informed in writing of the reasons for any delay and when it is envisaged that the investigation will be completed.

The Chief Executive’s decision will be final. In the event of a complaint being upheld, he/she will decide on the action to be taken in consultation with the Greater Nottingham Partnership Board.