

Report to: Overview and Scrutiny Committee Cabinet

Date: 22nd April 2009 30th April 2009

Subject: Building Schools for the Future Procurement

Report of: Executive Director - Children and Young People's Services

Contact officer: Janet Newton 01942 486238
E-mail: j.newton@wigan.gov.uk

Purpose / summary: This report sets out the evaluation process, criteria and timescales for selecting a preferred bidder.

Alternative options considered and reason for selecting the one recommended: The suggested proposals are the result of consultations with Salford City Council and Partnerships for Schools (PFS).

Recommendation / decision: That Members note the content of the report, relating to:

- ◆ Evaluation of the initial bids;
- ◆ Evaluation of the final bids; and
- ◆ The decision making process for selecting a preferred bidder.

Key Decision: This report does not involve a key decision.

Risks / Implications:

Financial:	These are outlined in the report.
Staffing:	These are outlined in the report.
Policy:	Expression of Interest.
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No. A full impact assessment will be undertaken prior to Cabinet taking decisions of commissioning projects through the Local Education Partnership (LEP).
Wards affected:	All

Property Implications – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?

No

Does this proposal have significant implications for the Council and the local population?

Yes. A full impact assessment will be undertaken prior to Cabinet taking decisions of commissioning projects through the LEP.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

No

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **Yes / No ***

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council’s budget? **Yes / No ***

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

* delete which applicable

For Cabinet reports only :

Categorisation of the report:			
Discussion leading to a decision		Discussion	X
Monitoring		Decision	
Sharing for corporate understanding		Information	

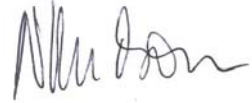
Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
	22 nd April 2009	30 th April 2009	

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Title of document	Which meeting did it go to?	Date of meeting	Copy available from?
OJEU Notice			Children and Young People's Services, Wigan Council, Progress House, Westwood Park Drive, Wigan, WN3 4HH

Proper Officer

A handwritten signature in black ink, appearing to read "N. J. ...", written above a horizontal line.

Date

April 2009

1 Background

- 1.1 Building Schools for the Future (BSF) is a national programme to lift educational attainment through a complete transformation of England's secondary schools.
- 1.2 BSF is based on a different method of procurement and asset management. This is called a Local Education Partnership (LEP). In June 2007 Wigan and Salford City Council agreed to undertake a joint procurement of their BSF requirements through the appointment of a private sector partner and the establishment of a LEP. The partner will be required to become the majority shareholder in a new company, the LEP, which will provide partnership services, new and improved secondary schools, an ICT managed service and facilities management services. The level of service required was outlined in the OJEU notice issued in August 2007. Other shareholders in the new company will be both Councils and Partnerships for Schools.
- 1.3 The LEP will enter into a Strategic Partnership Agreement (SPA) with the Councils that will give it the right to deliver or manage future developments and services as required by the Council.
- 1.4 The LEP will:
 - a) In the first instance work with the Council to develop strategic investment plans for secondary schools in Wigan's first project;
 - b) Act as the single point of contact for the procurement and delivery of all the services needed to deliver the investment programme ranging from design, construction, project management and delivery of ICT services;
 - c) Integrate and manage a diverse range of supply chain sub-contractors from building contractors and FM service providers to ICT suppliers; and
 - d) Enable delivery of projects through a mix of procurement routes, whether PFI or conventionally funded.
- 1.5 The Council will initially enter into a 10 year agreement with the LEP. Through this, it will confer on the LEP the first right to propose solutions to projects identified in the Strategy for Change. This right will be contingent on its performance on procurement and delivery and continuous improvement will be incentivised through the prospect of future business.
- 1.6 As the LEP would be constituted to deliver the entire investment programme in Wigan, it would not be necessary to run the procurement process for every wave in Wigan. If the LEP responds positively to our requirements and is value for money, then the Council would award future BSF contracts to the LEP. This should result in lower transaction costs, less negotiating time, continuous improvement in subsequent waves and better integration between contractors in the local supply chain.
- 1.7 The LEP will recover its costs and earn returns through the contracts it successfully delivers.

2 The Procurement Process

- 2.1 The standard form of procurement for BSF projects is the “competitive dialogue procedure”. Contracting Authorities undertake a pre-qualification process and then invite shortlisted candidates to participate in the dialogue process during which any aspects of the projects may be discussed and solutions developed. The Contracting Authorities can continue the dialogue until they identify one or more solutions that are capable of satisfying their requirements. They then close the dialogue and invite final bids.
- 2.2 The completion of the dialogue process was achieved on 24th March 2009 and the final bid submissions were received on 27th March 2009.
- 2.3 The remainder of this report outlines the key aspects of the procurement to date and the process to select a preferred bidder (PB).
- 2.4 In January 2008, the Councils approved the following shortlist of bidders (from a long list of five bidders) to proceed to the Invitation to Continue Dialogue stage (ITCD):
 - ◆ Catalyst Lend Lease (consisting of Catalyst Lend Lease, Bovis Lend Lease, Vita Lend Lease and Redstone Communications);
 - ◆ Transformational Learning Partnership (consisting of Hochtief, Laing O'Rourke, RM Education).
- 2.5 These bidders were subsequently issued with the ITCD documentation on 18th February 2008 and initial bids were received from both consortia on 18th June 2008.
- 2.6 The initial bids contained the bidders proposals for the scope of the Salford and Wigan BSF programme (i.e. the development of the Local Education Partnership (LEP)), the Salford sample schools designs and facilities management (FM) services, the Salford ICT managed service, legal requirements and associated financial models.
- 2.7 The initial bids were evaluated following a detailed evaluation process using criteria agreed by the BSF Project Board and Partnerships for Schools (PfS). This process has analysed the bidders proposals for the LEP, ICT, financial, legal, design, HR and service issues, with emphasis on the educational transformation aspects of the designs. A major feature of the evaluation has been the importance of the development of the LEP, as this accounted for 40% of the overall marks under the agreed weighting arrangements. In addition to the management of the delivery of the two Salford sample schools which are being developed within the scheme (i.e. Walkden and Irlam and Cadishead High Schools) and the provision of the ICT managed service, the role of the LEP is to procure future services as required.
- 2.8 As only two bidders were shortlisted, the purpose of evaluating the initial bids was not to eliminate one of them. Instead, the evaluation was undertaken to drive out the gaps and issues within the bidders initial bid submissions. This information was used to engage with the bidders during the dialogue phase to develop and refine their proposals.

3 Final Bid Submission

3.1 Following the procurement activities outlined above, the BSF programme has entered the final stage of the competitive dialogue procedure with both bidders being invited to submit their final bids (the Invitation to Submit Final Bid (ITSFB) Stage), which were duly received on Friday 27th March 2009.

3.2 The ITSFB comprised an extensive suite of documents for the project and if required, copies are available for inspection by Members. In summary the ITSFB was in two parts, the LEP Partnership Bid Requirements and the Critical Project Bid Requirements. These comprised:

a) LEP Partnership Bid Requirements

Bidders were required to set out their approach to:

- ◆ Educational transformation and delivery of partnering services;
- ◆ Design philosophy;
- ◆ Additional services – Wigan requirements;
- ◆ Additional services – surplus sites, primary capital and wider regeneration;
- ◆ Value for money, continuous improvement;
- ◆ LEP Business Plan;
- ◆ LEP financial model;
- ◆ Interface issues.

b) PFI Initial Project

- ◆ Sample schools;
- ◆ Future facilities management;
- ◆ Financial;
- ◆ Legal and commercial;
- ◆ ICT.

3.3 The bids will now be evaluated as set out below:

Category	Overall Weighting
LEP Partnership	39
Initial Project	61
Total	100%

3.4 Full details of the ITSFB weightings and criteria are contained in Appendix 1.

3.5 In responding to the bid requirements, bidders were required to demonstrate how their bid met the following:

4 Pervasive Bid Requirements

- ◆ Educational transformation;
- ◆ Innovation;
- ◆ Consistency throughout a bid; and
- ◆ An effective understanding of the Councils general requirements and concerns in relation to the Salford and Wigan BSF programme.

It is only by explaining how they genuinely meet the above requirements in relation to the LEP Partnership and initial project will bidders achieve the highest scores.

5 Evaluation Process

5.1 The procurement aspect of the BSF project is now entering a crucial stage. A preferred bidder will be appointed in June 2009. Financial close and establishment of the LEP is expected in October 2009.

5.2 As per the initial bid stage, the final bid submissions will be evaluated by a range of officers from both Councils across the different criteria. External legal, financial and technical advisers will be engaged in the evaluation and details regarding the workstreams, internal officers and external advisers is set out below.

Workstream	Internal Evaluation Team	External Advisers
Partnering Services (LEP)	<ul style="list-style-type: none"> ◆ BSF Service Director Wigan, Project Director Salford ◆ Every Child Matters Salford ◆ BSF Project Manager Wigan ◆ Programme / SPV Manager (BSF / PFI) ◆ BSF Lead for ICT and Transformation, Officers from Wigan and Salford ◆ Deputy Chief Executive Wigan, Officers from Salford 	<ul style="list-style-type: none"> ◆ Addleshaw Goddard (Legal) ◆ Ernst and Young (Financial)
Technical and Planning	<ul style="list-style-type: none"> ◆ BSF Technical Manager ◆ BSF Technical and Planning Officers ◆ Programme / SPV Manager (BSF / PFI) ◆ Relevant Children's Services Officers, Sustainable Regeneration Officers and school representatives ◆ BSF Project Manager Wigan 	<ul style="list-style-type: none"> ◆ Gleeds (Technical / FM) ◆ Walker-Simpson (Client Design Adviser) ◆ Peter Smith (Educational Consultant)
Facilities Management (FM) Services	<ul style="list-style-type: none"> ◆ Programme / SPV Manager (BSF / PFI) ◆ Group Accountant (PFI / BSF) ◆ Principal HR Adviser ◆ BSF Team Wigan 	<ul style="list-style-type: none"> ◆ Gleeds (Technical / FM)
ICT Managed Service	<ul style="list-style-type: none"> ◆ BSF Lead for ICT and Transformation ◆ BSF Commercial Manager ◆ ICT Manager Wigan ◆ Management Accountant (PFI / BSF) ◆ Principal HR Adviser ◆ Relevant Children's Services 	<ul style="list-style-type: none"> ◆ Addleshaw Goddard (Legal) ◆ Ernst and Young (Financial) ◆ Masons (ICT Technical)

Workstream	Internal Evaluation Team	External Advisers
	Officers and school representatives	
Financial	<ul style="list-style-type: none"> ◆ Group Accountant (PFI / BSF) ◆ Management Accountant (PFI / BSF) ◆ Assistant Director, Resources (Children's Services) ◆ Financial Services (Wigan) ◆ BSF Project Director (Wigan) 	<ul style="list-style-type: none"> ◆ Ernst and Young (Financial)
Legal	<ul style="list-style-type: none"> ◆ BSF Commercial Manager ◆ Principal HR Adviser ◆ Group Accountant (PFI / BSF) ◆ Borough Solicitor (Wigan) ◆ BSF Project Director (Wigan) 	<ul style="list-style-type: none"> ◆ Addleshaw Goddard (Legal) ◆ Aon (Insurance)

6 Decision Making Process for Selection of the Preferred Bidder

- 6.1 Due to the intensive nature of the BSF procurement, evaluation activities will be taking place throughout April and May as detailed below:

Date	Milestone Procurement Activities
Monday, 30 March 2009 to Wednesday, 1 April 2009	Transfer of final bids from E-box to Award / distribution of bid material
Thursday, 2 April 2009 to Friday, 17 April 2009	Evaluation of final bids - individual evaluators (10 days)
Monday, 20 April 2009 to Wednesday, 29 April 2009	Evaluation of final bids - consensus scoring (8 days)
Monday, 27 April 2009 (time tbc)	Informal briefing to Chief Executives on bid progress
Thursday, 30 April 2009 to Friday, 1 May 2009	Finalise and issue to BSF Project Board (by cop 1 May) the draft evaluation report
Tuesday, 5 May 2009 to Wednesday, 6 May 2009	BSF Project Board reading time to review the evaluation report (2 days)
Thursday, 7 May 2009	BSF Project Board meeting
Friday, 8 May 2009 to Friday, 15 May 2009	Evaluation finalisation period
Wednesday, 20 May 2009	Wigan (Extraordinary) Cabinet meeting (selection of PB)
Thursday, 21 May 2009 (PfS to confirm date)	Submit BSFI Stage 1 report
Tuesday, 26 May 2009	Salford Cabinet meeting (selection of PB)

- 6.2 To remain on programme for appointing a preferred bidder by 4th June it is essential that the outcome of the evaluations are presented directly to Cabinet on 20th May 2009.
- 6.3 As this is a joint procurement with Salford Council the decision making period needs to ensure that a consensus can be reached and that both Councils' processes can be administered correctly.

6.4 At the 20th May Cabinet committee meeting, Members will be provided with a comprehensive report which will detail the outcome of the evaluation process and will provide a recommendation for Members to select a preferred bidder based on the most economically advantageous commercial solution.

6.5 The evaluation criteria for the bids was set out earlier in this report and in Appendix 1 the bids will be evaluated in accordance with the criteria and scored using the following guidance. Each section of the submission will be evaluated and will receive a raw score of 0 to 5 based on the following criteria:

0	Unacceptable with the proposal either being <u>non-compliant</u> or with a major risk that the intended outcomes will <u>not</u> be achieved.
1	Very Poor with a risk that <u>most</u> of the intended outcomes will <u>not</u> be achieved and showing significantly more weaknesses than strengths.
2	Concern with a risk that <u>some</u> of the intended outcomes will <u>not</u> be achieved and showing more weaknesses than strengths.
3	Acceptable providing an acceptable degree of confidence that the intended outcomes <u>will</u> be achieved and showing more strengths than weaknesses.
4	Good providing a high degree of confidence that the intended outcomes <u>will</u> be achieved and that that the desired standards will be exceeded in <u>some</u> respects.
5	Very Good providing a high degree of confidence that the intended outcomes <u>will</u> be achieved and that the desired standards will be exceeded in <u>most</u> respects.

6.6 Bidders submissions will only receive a score of 4 or 5 where they have demonstrated that in addition to responding fully to the requirements of a question, they have also demonstrated that they have met the pervasive bid requirements.

6.7 Overview and Scrutiny Committee are requested to note the contents of this report and in particular, note that evaluation process, criteria and timescales for selecting a preferred bidder.

Schedule 5

ITSFB Evaluation Methodology (Final ITSFB)

Please note that this Schedule has been updated in this Third Draft ITSFB; notably, the sub-sub criteria and weightings for each section has been included. The Main ITSFB Deliverables have also been revised within and the details are reflected in the updated Third Draft ITSFB Compliance Matrix, issued with this document.

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
LEP PARTNERSHIP	38				
Overview of the LEP and Delivery of Partnering Services		4.50	SPA Schedule 3 – New Project Approval Procedure – Method Statement/ Protocols on how New Projects will be developed		
				Organogram showing respective roles and responsibilities.	20
				Method Statement showing reference point of Bidder method for the Sample Schemes	20
				Method Statement for the Academy	20
				Proposals for community use	20
				Generic New Project Method Statement for later Salford and Wigan schemes	20
		4.50	SPA Schedule 3 – New Project Approval Procedure – Wigan	n/a	n/a
Design Philosophy		3	Method Statement which sits within: <ul style="list-style-type: none"> SPA Schedule 3 – New Project Approval Procedure (Salford) SPA Schedule 3 – New Project Approval Procedure (Wigan) 		
				Ensuring Design Quality	20

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
				Selection of Design Teams	10
				Securing High Quality Design Standards	10
				Consultation and Engagement	10
				Design Methodology	20
				Design Management	20
				Inclusion Policy	10
Additional Services – Wigan requirements (regeneration)		2	SPA Schedule 12 – Partnering Services Specification – Additional Services – proposals on regeneration (Wigan)	n/a	n/a
Additional Services – Surplus Sites, Primary Capital and wider regeneration		1	SPA Schedule 12 – Partnering Services Specification – Additional Services – proposals on Primary Capital Programme	n/a	n/a
		1	SPA Schedule 12 – Partnering Services Specification – Additional Services – proposals on Surplus Sites – regeneration/ wider impact	n/a	n/a
Value for Money, Performance Monitoring and Continuous Improvement		2	SPA Schedule 14, Part 1 - CPTs	n/a	n/a
		3	SPA Schedule 14, Part 2 – KPIs	n/a	n/a
		7	SPA Schedule 15 - Continuous Improvement Plan		
				Continuous Improvement – General	Compliance
				Continuous Improvement – Methodology	3
				Continuous Improvement – Generated Savings	3
				Benchmarking and Market Testing (SPA Schedule 21)	0.5
				Performance Monitoring	0.5
LEP Business Plan		4	SHA Schedule 3 - Agreed form of LEP Business Plan		

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
				Management and Administration	2.5
				Resource Plan	Compliance
				Operations	1.5
LEP Financial Model		4	LEP Financial Model		
				Assessment of Financial Support	0.25
				Project Management Fee	1.25
				Working Capital	0.75
				LEP Strategy for Risk	0.25
				Finance and Capitalisation – LEP Structure, including	1.5
Interface Issues		2	Interface Agreements and ICT MSA - Schedule 9 – Interface Agreements	n/a	n/a
<u>D & B AIDE MEMOIRE</u>	1		<ul style="list-style-type: none"> A Template Project Agreement (as referenced at clause 7.7 of the SPA) to be appended to the SPA A Template D&B Contract (as referenced at clause 7.1 of Schedule 3 of the SPA) to be appended to the SPA 	n/a	n/a
SAMPLE SCHOOL – WALKDEN PFI	13				
Design		5	PFI Project Agreement Schedule 2 Contractor's Proposals		
				Design Concept	2
				DQI for Schools (SWEDQI) - Response and Evaluation	12

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
				Site Analysis	2
				Site Master Plan Commentary	2
				Architects' Response to the Education Design Brief	4
				Materials and specifications	2
				Area Layout Details	4
				Fixtures, Furniture and Equipment	4
				Health and Safety by Design	Compliance
				Design Management	1
				Sustainability: Environmental Assessment, Environmental Services Strategy, Energy Strategy and Building Reports	2
				BREEAM for Schools Pre-Assessment Self Evaluation	Compliance
				Carbon Emissions Reduction	Compliance
Works		4	PFI Project Agreement Schedule 2 Contractor's Proposals		
				Approach to design	2
				Approach to construction	4
				Transitional Planning & Decant Strategy	4
				Programme from PB to Financial Close	2
				Delivery Programme from Financial Close to school operation	4
				Managing the Works	2
				Procurement Strategy	2
				Supply Chain Management	1
				Quality Assurance	1
				Health, Safety & Environmental Management	1

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
FM Services		3.5	PFI Project Agreement Schedule 2 Contractor's Proposals		
				FM Services	4
				Steady State	2
				Life Cycle Replacement	2
				Provision of CCTV	1
Handover		0.5	PFI Project Agreement Schedule 2 Contractor's Proposals	n/a	n/a
SAMPLE SCHOOL - IRLAM PFI	13				
Design		5	PFI Project Agreement Schedule 2 Contractor's Proposals		
				Design Concept	2
				DQI for Schools (SWEDQI) - Response and Evaluation	12
				Site Analysis	2
				Site Master Plan Commentary	2
				Architects' Response to the Education Design Brief	4
				Materials and specifications	2
				Area Layout Details	4
				Fixtures, Furniture and Equipment	4
				Health and Safety by Design	Compliance
				Design Management	1
				Sustainability: Environmental Assessment, Environmental Services Strategy, Energy Strategy and Building Reports	2

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
				BREEAM for Schools Pre-Assessment Self Evaluation	Compliance
				Carbon Emissions Reduction	Compliance
Works		4	PFI Project Agreement Schedule 2 Contractor's Proposals		
				Approach to design	2
				Approach to construction	4
				Transitional Planning & Decant Strategy	4
				Programme from PB to Financial Close	2
				Delivery Programme from Financial Close to school operation	4
				Managing the Works	2
				Procurement Strategy	2
				Supply Chain Management	1
				Quality Assurance	1
				Health, Safety & Environmental Management	1
FM Services		3.5	PFI Project Agreement Schedule 2 Contractor's Proposals		
				FM Services	4
				Steady State	2
				Life Cycle Replacement	2
				Provision of CCTV	1
Handover		0.5	PFI Project Agreement Schedule 2 Contractor's Proposals	n/a	n/a

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
FUTURE FM SERVICES	2		Method Statement in response to revised question D67, which will form part of SPA Schedule 3		
ICT¹	25²				
National Education Network		0.75	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Data Centre		0.75	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
WAN – Design		0.5	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
WAN – Installation Plan		0.75	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
WAN – Operational Services		0.5	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
ICT Integration		1	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
School ICT Design		1	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Sample School Installation Planning		1	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Whole Estate Installation Planning		1	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Legacy		1	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Learning Platform		2.5	ICT MSA (Secondaries) - Schedule 2 Contractor's	n/a	n/a

¹ ICT sub-criteria reflect the ITSFB position and not the ITCD position
² Five marks from ITCD LEP Partnership (TEN and CPD) reallocated

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
			Proposals (and relevant White Paper)		
TEN		2.5	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
CPD		2.5	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Implementation and Continuous Improvement		1.5	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
ICT Operational Services		2	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Change Control		0.5	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Health and Safety		0.5	ICT MSA (Secondaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Cost Spreadsheets		3	ICT Financial Model		
				Financial Robustness of Proposals	20
				Impact of ICT cash flows on LEP cash flows and Authority cash flows	30
				Value For Money of Proposals	50
Primary		0.25	ICT MSA (Primaries) - Schedule 2 Contractor's Proposals (and relevant White Paper)	n/a	n/a
Additional Services		0.25	Method Statement within SPA Schedule 3 - New Project Approval Procedure - Salford	n/a	n/a
Wigan		0.25	Method Statement within SPA Schedule 3 - New Project Approval Procedure - Wigan	n/a	n/a
Move of Services Commencement Date		1	ICT MSA (Secondaries and Primaries) - Schedule 26 (Move of Services Commencement Date)	n/a	n/a
FINANCIAL (SAMPLE SCHOOLS)	3		PFI Financial Model and PFI Financial / Technical Proformas		

Key area	Final Bids Overall Score (Section)	Final Bids Sub-Criteria weight	Main ITSFB Deliverables	Sub-Sub Criteria	Sub-Sub Criteria Weight
PFI Financial Robustness		1.5		n/a	n/a
PFI - Funding Arrangements including Equity and Debt		1.5		n/a	n/a
Legal	5				
SPA, SHA and MSA		1	Bidder derogations tables	n/a	n/a
PFI PA, FDA (including HR/ pensions)		1	Bidder derogations tables and method statements	n/a	n/a
PFI payment mechanism		½	Bidder derogations tables	n/a	n/a
Title – Walkden		½	Bidder derogations tables	n/a	n/a
Title – Irlam		½	Bidder derogations tables	n/a	n/a
ICT (including HR/ pensions)		1	Bidder derogations tables and method statements	n/a	n/a
ICT payment mechanism		½	Bidder derogations tables	n/a	n/a