

# Guide to Tendering



Abbreviation Table	
CCG	Cartrefi Cymunedol Gwynedd Cyf
ITT	Invitation to Tender
RFQ	Request for Quotation
PQQ	Pre-Qualification Questionnaire
KPI	Key Performance Indicators

Table of Contents	
1	Introduction
2	Time and Resources
3	Structure and Organisation
4	Do's and Don'ts
5	Evidence
6	Team Information
7	Contract Management
8	What are the most common things observed in tenders which let us down?
9	Suggestions on how to improve?
10	Supplier Tips for response completion
11	Where can I go for assistance?

## 1. Introduction

- 1.1. Public Authorities and bodies governed by Public Law use Public Procurement to purchase goods, services and works to meet their aims and requirements. If you are reading this you have likely submitted tenders to competitions for Cartrefi Cymunedol Gwynedd Cyf (CCG) in the past and/or are planning on entering one of the upcoming competitions. Whilst observing past submissions for past competitions, this guide has been produced to offer tenderers advice on areas to improve whilst competing in tendering opportunities.

## 2. Time and Resources

- 2.1. Often, it would appear that adequate time and resources is not given to writing and completing the tender submissions. Problems occurring due to Time and Resources are very likely to affect the tender submission during the Supplier Appraisal phase and Qualitative submission Phase of the Tender.
- 2.2. Not providing adequate time and resources can result in the tender submission not answering the requirements in the questions, thereby, not demonstrating the knowledge, skills and experience of the organisation.

## 3. Structure and organisation

- 3.1. Similar to a well written report, good structure and organisation is key. Numerous tender submissions in the past have lacked basic structure and organisation causing important information to be lost in a sea of text. In order to ensure a good structure it is worth considering:
  - **Planning** – Planning your answer to the questions can greatly benefit your tender submission. Reduce irrelevant information and support an effective answer structure. It sounds simple, but it is effective.
  - **Sub headings** – To highlight important aspects of a reply to a question, demonstrate different aspects of the questions being addressed
  - **Template Answers** - Creating template answers for commonly asked questions i.e. Case Studies, Staff information, Health and Safety.
  - **Paragraphs** – effective use of paragraphs helps to organise thoughts and responses, numbering paragraphs can help to reference previously noted information.
  - **Qualitative Submission** - Use the Documents CCG provide in tendering opportunities, it is easier for yourself and for us to use these than form your own tender documentation to respond to the ready provided template given.
  - **Answers** – Remember to answer **all** the questions asked, not everybody does! Sometimes repetition may be necessary.

## 4. Do's and Don'ts

- 4.1. Do **not** assume that answers/details given in previous sections (PQQ and ITT) or to previous questions within those sections will be considered in the evaluation of following sections/questions.
- 4.2. **Do** assume different evaluators are scoring each question and provide all relevant information to respond fully to each question/section even if this means some repetition of information.
- 4.3. Do **not** assume that the evaluators can utilise any personal knowledge of your organisation/company to score tender applications. Regardless of previous working relationships or knowledge of the tendering organisation by law evaluators can only score the written information provided in the tender documents.
- 4.4. Do **not** assume that there will be an opportunity to provide additional information or verbally discuss the submission within the contract evaluation process.
- 4.5. Do **not** assume evaluators will request "additional information". If it will strengthen your bid provide additional information as an annex and consider expanding or rewording sections you feel may require clarification.
- 4.6. Do **not** assume tender evaluations have a vast knowledge of the sector/field.
- 4.7. **Do** explain why specific qualifications and previous experience will benefit your ability to deliver tender requirements, especially when you provide details that exceed the brief requirements.
- 4.8. Do **not** interpret questions literally. **Do** give consideration to what information would benefit the evaluators.
- 4.9. Do **not** leave your tender submission to "the last minute", take adequate time to write and submit your submissions, several errors and mistakes are made during 'last minute' preparations.
- 4.10. **Do** plan properly, remember that Prior Planning Prevents Poor Performance.

## 5. Evidence

- 5.1. In past submissions there are often problems presented as a result of missing information. Whilst adding information to your submission it is important to ensure that the information does not get 'lost'. This is vital should you wish to refer to the evidence as part of your submission (this incredibly important for RFQs and Pass/Fail Questions in an ITT).
- 5.2. Ensure that the evidence presented is relevant otherwise it will work against your favour as it would appear that there is a lack of the required specific knowledge and experience.

## 6. Team Information

- 6.1. Ensure that when you present staff details that they are up to date and relevant. This supports the capability of your organisation to undertake a contract.
- 6.2. Ensure that the Information concerning staff is clear and relevant within the context of the tendering opportunity and questions asked.

## 7. Contract Management

- 7.1. Another key theme in past tender submissions is the way which information concerning how matters of delivery and management is presented i.e. KPI's, Risk management, Stakeholder Management, Contract Management.
- 7.2. It is vital that responses concerning management are answered fully. This often includes the need to explain and describe methodology used and processes applied.
- 7.3. A lack of detail concerning contract management and methodology can be detrimental to your submission as it presents the notion that your organisation will not manage the contract effectively. Ensure you provide information that can emphasise effective control and excellent contract delivery, such as information concerning:
  - **Project Management Experience** – Describe/Explain your competency to deliver the contract.
  - **Qualifications** – Project management qualifications that your staff possess.
  - **Timelines** – Define and describe tools/methods used to ensure KPI's and targets are met.
  - **Risk Management** – Showing a proactive approach to risk management
  - **Quality Management Processes** – Explaining how a contract can be delivered effectively will benefit an organisations qualitative submission as it would demonstrate the competence and skills to carry out a contract.
  - **Sub-contractors** – If you intend to subcontract then it is important to highlight how you are to do this in order to ensure that legally compliant Public Procurement is carried out.

## 8. What are the most common things observed in tenders which let us down?

- 8.1. As noted above, there numerous reasons a tender submission may not have scored high points, below are a list of the most common areas that have proved to be detrimental to a tender submission :

- Some responses do not answer the question asked.
- A lack of relevant description/explanation where required by the question, and responses that are too generic. It is important to display specific knowledge and apply relevant examples and experiences in order demonstrate that you possess the relevant knowledge and skills required.
- Vague answers submitted to qualitative submission question, this indicates that a tenderer does not understand the requirements or what is being asked to deliver.
- Irrelevant answers to questions, it is vital to answer the question with relevant information, key information should be a priority in order to aim for high marks.
- Limited or no Examples provided where required in a response to a question. Examples are a simple way to earn high marks in a qualitative submission and assist the tenderer in proving to the evaluator that they understand what is required in a tender and that they possess the adequate knowledge, skills and experience to deliver the contract.
- No supporting evidence is provided or is missing. This has been a problem in numerous tender submission, it is a simple thing that can detriment a submission as an assessor cannot assess what is not present.
- KPI's are not addressed. As noted above, KPI's are important for the aspect of contract management and contract delivery. If knowledge and understanding of KPI's is not demonstrated where required it can be detrimental to a tenderers qualitative submission.
- Responses do not demonstrate the adequate skills and knowledge required to meet the demands of the contract. This often occurs in questions regarding Risk Management, Stakeholder Engagement, Tenant/Leaseholder Engagement, KPI's and Community Benefits. These are areas where high marks may be awarded and are therefore important to be addressed correctly.

## 9. Suggestions on how to improve?

- 9.1. It is vital that individuals read and fully understand the requirements of the tender. This is the first step to drafting good response.
- 9.2. Provide examples in your answer to a question where possible, this is a simple step to demonstrate you can apply your knowledge and skills to the demands of the contract.
- 9.3. Construct your answers with a sound structure. A sound structure can help produce a sound answer.

9.4. Refer back to the Question and Requirements, this will help you in drafting an effective answer to the Question as it demonstrates you are aware of the requirements.

9.5. Remember when drafting your responses to demonstrate and explain:

- How you will deliver;
- What you will deliver;
- Where you shall deliver;
- Why you will deliver; and
- to Whom you will deliver.

Keeping this in mind will assist you in drafting a response which proves you are able to comply with the requirement of the contract.

## 10. Supplier Tips for response completion

10.1. Before you create your response please download any attachments, these are vital to help you meet the requirements of a question.

10.2. Always read and digest any instructions/attachments prior to your response.

10.3. Some questions will have guidance notes, if you are unsure how to provide an answer use the guidance to help formulate your answer.

10.4. It is imperative that you complete the information requested as fully and as accurately as possible. Suppliers must note that failure to answer a relevant question, or to provide any of the required information will result in that question being scored zero.

10.5. Please answer all questions specifically for and on behalf of your organisation and not for the group of companies, if you are part of such group of companies.

10.6. Please answer all questions as completely as possible.

10.7. Please note, some questions will be mandatory with regards to a response. Your submission will not be successful if you have not provided a response to these types of questions.

10.8. Do not add any attachments that are not requested such as publicity brochures etc. they will not be considered as part of the evaluation.

## 11. Where can I go for assistance?

### 11.1. Business Wales

- Business Wales provides a variety of support and guidance to help new and established businesses to be successful.

- The support is free of charge to SME's in Wales.
- Visit [business.wales.gov.uk](https://business.wales.gov.uk) or call 01745 585 025

### **11.2. Sell2Wales**

- Registering on Sell2Wales can help you discover opportunities for business, registration is free at

[https://www.sell2wales.gov.uk/Register\\_V2/Supplier\\_Register.aspx](https://www.sell2wales.gov.uk/Register_V2/Supplier_Register.aspx)

### **11.3. Federation of Small Businesses**

- Membership to the Federation of Small Businesses offers legal, legislative, business, financial and health support to its members. For more information on this support, membership fees etc visit <http://www.fsb.org.uk/wales>.