

## Specification

### Provision of a Fleet Management Service on behalf of Leicestershire Partnership NHS Trust, Leicester City PCT, and Leicestershire County and Rutland PCT

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#### 1. Introduction

Tenders are invited for the provision of a fleet management service, which incorporates the arrangement of car leases in accordance with the Trusts' schemes, to meet the specification as detailed below, and in the attached appendices. The contract will be awarded to a single contractor, who can provide the service to the following Trusts:-

- Leicestershire Partnership NHS Trust
- Leicester City PCT (Commissioning Arm)
- Leicestershire County & Rutland PCT (Commissioning Arm)

The contract will run for 4 years from commencement, envisaged at 1<sup>st</sup> July 2012. The Contract will be managed by the Performance Manager within the Trusts' Estates Department.

Each Trust has its own fleet consisting of both owned and leased vehicles, both cars and commercial vehicles (excluding ambulances).

#### 2. Service required

The services required from the provider are as follows:-

- a) To continue to administer leased vehicles provided under the current schemes;
- b) To provide quotations, and arrange leases for cars and other vehicles used by the Trusts;
- c) To manage leases (hire contracts), and provide appropriate management information;
- d) To manage the Trusts' owned fleets of vehicles;
- e) To arrange Breakdown Recovery Services for the Trusts' fleets;
- f) To arrange for the provision of, manage, and monitor maintenance, accident repair and recovery arrangements for all vehicles;
- g) To demonstrate value for money to the Trust, to minimise cost to both parties and reduce losses.
- h) To manage insurance and statutory inspection requirements, including LOLER inspections, where appropriate, in respect of all vehicles;
- i) To source loan and demonstration vehicles for evaluation.
- j) To manage fuel card arrangements where appropriate;
- k) To provide an information and advisory service to the Trusts in respect of projects, for example, aligning schemes, termination date, standardisation of vehicles;
- l) To be proactive in respect of changes in legislation and guidance relating to vehicles, fleet management and leasing of vehicles;

#### 3. Current Fleets

The Trusts' Fleets consist principally of leased vehicles, mostly by individuals, but with some organisation leases for general use within the Trusts. The Leicestershire Partnership NHS Trust also has a number of other vehicles, in direct ownership, for other transport functions. The fleets

generally comprise light vans, cars, estate cars and people carriers. Current Fleets are as follows:

538	Leased Vehicles
31	Pool Vehicles
40	Trust Owned Vehicles

#### **4. Existing Lease Schemes**

The majority of Vehicles are currently leased on the following schemes:

- The Leicestershire Partnership NHS Trust leased car scheme is based on fixed allowances, derived from business usage bands
- Staff new to Trusts may bring with them current, unexpired leases. The provider will be expected to continue with the administration of the lease, advising if re-alignment to an alternative scheme is beneficial, and arranging for novation of leases as appropriate and approved.

#### **5. Service requirements**

##### **5.1 Administer the Trusts current lease schemes**

The provider will be expected to continue to administer the schemes currently in operation, without any interruption in service to either the users or the Trusts, in terms of communication, provision of information, contract management, and the resolution of on-going claims; and without penalty to the Trusts or their staff.

Tenderers are required to submit with their offer a proposal for how this will be managed, and how contract handover will be achieved. Tenderers must state their position on on-going claims, and advise if they are able to take management of these, or if they must remain with the current contractor until resolved.

##### **5.2 Provision of new lease vehicles**

###### **5.2.1 Sourcing of vehicles**

The provider will be expected to use relevant National, Government and NHS contracts as its primary source of information for quotations for new vehicle leases. Where primary sources cannot provide a vehicle to the requestor's specification, the Trusts' Contract Administrator must be advised. Secondary sources (non-contract) may not be used to source requestor's specifications without the express written permission of the Trusts' Contract Administrator.

Tenderers are required to submit with their offer the procedure to be used if a primary source cannot be found to meet the customers' requirements, detailing in particular how secondary sources are selected. In particular, there are Trust requirements for non-standard vehicles, and for vehicles requiring adaptation before use, for example, adapted for use by physically handicapped passengers.

###### **5.2.2 Quotations**

Potential Contractors are expected to provide a "3-Quotes" service and provide evidence that the quotes are competitively sourced and are the most economically advantageous. From a service point of view, they must also be received in a timely manner, including notification of special

deals and limitations when available. These quotations are to be recorded and reported at the contract review meetings as requested.

Tenderers are required to advise in their offers if a 'self-enquiry' web-based system will be made available to Trusts employees, to shortlist the preferred vehicle/vehicles for formal quotation. If available, tenderers shall submit with their offer details of how this system works, together with sample screen shots showing the process.

Vehicles shall, as standard, be fitted with immobilisers to enable the Trust to secure discounted insurance on an on-going basis. Quotations shall provide options for the fitting of approved alarm systems.

As part of the quotation system, the provider must ensure that there is no penalty for the fitting of approved accessories to a new vehicle (such as tow-bars, storage/racking systems, load protection and mobile phone hands free fixed installations), provided that these are fitted by an approved dealer or supplier.

### **5.2.3 Order and delivery of vehicle**

On receipt of the appropriate authorisation, the provider will order the vehicle/s to the required specification. In the event of a protracted delivery period, the provider will advise on any available alternative specification options, to improve on the delivery lead time.

Where practical, and agreed with individual members of staff, the provider will look at the use of leasing "nearly new" vehicles with the expected reduction in prices.

The potential contractor's responsibilities shall include:-

- notifying the driver of all delivery; deduction; maintenance and repair procedures; and insurance details in conjunction with the Trust Lease Car Policy document tender, prior to delivery.
- liaising with the supplier to ensure all relevant delivery information is provided
- notify payroll of deductions, once the vehicle has been delivered, the management provider shall
- notify the Trusts' Payroll Services when to commence salary deductions within seven days of delivery of the vehicle.
- notify the Trust's Lease Car Administrator of employees' contributions
- resolution of any post-delivery problems on behalf of the driver or the Trust
- arrange for the proper handover of vehicles by appropriately qualified staff.

Tenderers are required to submit with their offer details of the processes involved in ordering and delivery of vehicles, with relevant timescales, and a copy of the information included as standard in the Driver's Handbook.

It is expected that, to establish a means to monitor the performance of the Lease Contractor, providers will initiate customer surveys, and report on the results to the Contract review meetings.

## **5.3 Lease Administration**

### **5.3.1 Lease Administration**

The Provider will provide comprehensive lease administration to meet service requirements and ensure that the fleet is run effectively and efficiently. As a minimum, the following procedures will be carried out:

#### **Lease Cars**

- Ensure that monthly mileage forms are completed by the driver and inform each Trust's Scheme Manager of any deviation to original estimates for business/private mileage.
- Manage adjustments in: fuel reimbursements, re-quotations either annual or on variation of full rates, mileages, insurance premiums or statutory charges.
- Provide P11D information to the Inland Revenue within the timescale as specified by the Trust and the Inland Revenue, and send copies to the lease car user and the Trust's Finance Department.
- Advise staff of options in the case of long term sickness, maternity leave or other changes to employment and where possible seek to vary existing contracts with the vehicle supplier in order to minimise costs to the user and the Trust.
- Administer overseas travel arrangements.
- Produce information on a monthly basis of national insurance contributions (employers/employees) relating to each car on the scheme and provide necessary documentation to ensure annual payments to the Inland Revenue of national insurance contributions.

## **All Vehicles**

- Ensure that Contract hire providers are performance monitored. Key Performance Indicators will be agreed with the successful tenderer for this.
- All contract hire invoices are checked and resolved prior to payment by Trust to the Contract Hire Provider.
- All suppliers' invoices are checked, certified and forwarded to the Trust for payment with a breakdown showing:
  - a) Trust costs
  - b) Users costs
  - c) VAT reclaimable (where applicable)
 Copies of the certified invoices must also be sent to the Trusts' Scheme Managers.
- Replacement tax discs are monitored and distributed.
- Breakdown/recovery service membership is monitored.
- The provider is responsible for ensuring the fleet is roadworthy. MOT tests for relevant vehicles are arranged within the relevant time limits when required. Notification of MOT tests to be sent to each Trust's Scheme Manager 6-8 weeks maximum before the test is due. The provider must confirm the MOT has been carried out, and arrange for any repairs as identified as necessary.
- The Trust and the Driver are advised when actual mileage is not in line with contracted mileage. The provider will advise on any action necessary to rectify the situation or, if required by the Trust, seek to re-negotiate the lease contract. The monitoring of mileage should be on a quarterly basis as a minimum, and more frequently if deemed necessary by either the Trusts or the Provider.
- The contractor has communication systems in place to allow contact on a 7 day, 24 hour service for:
  - a) Accident and recovery
  - b) Breakdown and roadside assistance
  - c) Replacement Vehicles
  - d) Help Desk
- Disposal of purchased vehicles is arranged as appropriate.

As and when necessary, the potential provider shall:

- notify drivers of car recalls, etc, due to notified defects, and advise the Trusts Contract Administrator
- notify drivers of changes in services (e.g. AA to RAC)
- advise on early termination policy
- provide advice and documentation for foreign travel
- provide advice on income tax, national insurance and VAT issues

- handle queries or disputes with leasing provider
- forward any fines or penalty notices to the driver promptly
- respond to any invoice queries promptly
- advise Inland Revenue when employees become, or cease to be, lease car drivers.

### **5.3.2 Termination of Leases**

The provider is to manage all aspects of contract termination and ensure that all vehicles are returned on time and that excess mileage charges are accurate.

At the end of the lease, the provider shall:

- check any end of contract refurbishment costs and negotiate the minimum cost for each vehicle, if necessary by vehicle inspection
- notify trust 4 months in advance
- forward renewal pack to driver (including quotation for new equivalent vehicle)
- notify driver of collection arrangements
- advise payroll of return of vehicle, and cessation of deductions
- report on returned car (eg charges for damage, excess mileage etc)
- reconcile all mileage and ensure that all monies are collected/refunded on behalf of the Trust. Tenderers must submit with their offer a Sample reconciliation sheet.
- monitor end of contract charges and, where appropriate, advise the Trusts Contract Administrator to enable recharge to driver in accordance with Trust Lease Car Policies
- arrange contract extension if necessary.
- If a new lease vehicle is replacing the terminating lease, co-ordinate as necessary to ensure the driver is not left without a vehicle
- monitor availability of early terminations for use as interim cars for new drivers until new car is delivered.
- deal with issues arising from early termination of leases in order to attempt to re-allocate vehicle and where unavoidable, negotiate settlement figures with suppliers thereby minimising termination fees. Transfer vehicles between Authorities and notify the Trust and lease companies as appropriate.
- promote the reduction of excess mileage charges, where possible (e.g. by contract renegotiation).

### **5.3.4 Accident Claims**

The accident claims administration shall provide a cost effective claims administration service and liaise directly with the driver and the insurance provider, as follows:

- Manage/administer all insurance claims on behalf of the Trust copying any relevant correspondence to the Trust.
- provide necessary forms and advice to drivers in order to satisfy insurers and legal requirements.
- assist drivers with claims including disputes and conflicts
- Liaise with the insurance provider regarding timely completion of Accident Report Forms, ensuring that necessary repair estimates are obtained and co-ordinating insurance engineer's inspection where receive claims for 'excess' contributions and forward to Trust
- arrange a temporary hire vehicle if required, as covered by lease agreement with the contract hire provider.
- Co-ordinate authorisation of repair and monitor progress of repairs, keeping the driver informed at all times. Ensure that vehicles are repaired in accordance with the requirements of the insurance companies (i.e. using authorised/approved dealers).
- Ensure that insurance claims are submitted and that relevant excesses are deducted from the salary of the relevant driver.

- Liaise with the Trust insurance provider and the driver regarding claims history and other related subjects.
- Liaise with insurance companies over claims and notify the Trust of claims/accounts to be paid. At regular intervals (quarterly), the tenderer will supply details of all claims settled (including those settled entirely by insurance companies) and all outstanding claims with an estimate of future liability to the Trust.

Tenderers must submit with their offer a statement confirming that all the activities detailed at 5.3 of the specification will be provided, and detailing how the services are provided, together with samples of paperwork, or e-communication as appropriate.

#### **5.4 Management of Trusts' directly owned vehicles**

Within the Trusts there are a number of vehicles that are owned rather than leased, mostly commercial or specially adapted. All vehicle maintenance and management responsibilities which will be undertaken by the provider for 'leased' vehicles will also be undertaken for the 'owned' vehicles. Data relating to these vehicles will be provided to the provider on contract award.

#### **5.5 Breakdown Recovery services**

The provision of Breakdown Recovery Services varies with the lease scheme. The Provider is responsible for monitoring the provision of Breakdown Recovery Services (e.g. AA, RAC, Green Flag), and for ensuring that the driver has adequate recourse to these services. Means and methods of monitoring this will be agreed with the successful contractor.

#### **5.6 Maintenance, Repairs and Service**

**5.6.1** The maintenance and repairs service shall provide a cost effective and comprehensive management system for the maintenance and repair for all of the vehicles covered under this specification, as follows:

- arrange preferred approved repairer rates for accident repair costs, monitor quality standards of the repairers and develop value added services to be included within the rates, for example, delivery and collection of vehicles
- arrange preferred approved supplier rates for maintenance and repair costs, monitor quality standards of the suppliers and develop value added services to be included within the rates, for example, delivery and collection, cleaning and valeting of vehicles
- arrange preferred supplier rates with appropriate contractors for consumables such as tyres, exhausts, glass and batteries or take advantage of rates offered by National/NHS/Government contracts to which the provider has access
- maintain all vehicles in accordance with manufacturers' servicing requirements
- liaise with insurance companies and dealers in respect of all maintenance and repair issues as necessary
- arrange for replacement and courtesy cars as necessary, having regard to scheme provisions
- produce a system for authorisation of maintenance and repairs, together with arrangements to access such repairs/replacements for example for tyres, exhausts, glass, etc.

**5.6.2** Individually leased vehicles would generally not require a notification that service is due, and the lessee will arrange with the provider for servicing to be carried out. New leases arranged should have the opportunity for such notification. For Trust leased and owned vehicles, the Trusts' Scheme Managers should be notified 4-6 weeks in advance that service is due.

#### **5.7 Best Value**

Tenderers must demonstrate that the service proposed, and specified is **cost effective** and **provides best value** for both the Trust and the user. It is anticipated that the provider will use a fully electronic system to support the provision of fleet management services.

Tenderers are therefore required to provide with their tender a statement detailing how they will ensure that this is achieved, including the capacity and capability potential of the system in place where such a system is in use, or planned to be used to provide the contract services.

## **5.8 Insurance**

The provider will fully manage Insurance cover for all vehicles, which shall include obtaining best value premiums and conditions for the Trust. The provider shall work closely with the Trust to advise on the best arrangements for market testing this provision and for preparation of a standard specification. All administration of the fleet insurance shall be recorded and made available for information and audit purposes to the Trust.

## **5.9 Statutory Inspection Requirements**

It is expected that the successful contractor will be fully conversant with all statutory inspection requirements relating to the Trusts' vehicle, including LOLER (Lifting Operations and Lifting Equipment Regulations 1998) inspections for relevant vehicles; and that the successful contractor will act as an expert advisor in relation to statutory requirements and legislation in all matters to do with the management of the Trusts' fleet. This will include matters relating to wheelchairs and voluntary drivers.

## **5.10 Fuel Cards**

The potential contractor shall manage the provision of fuel supplies for Trust owned Vehicles by utilising Fuel Agency Cards or similar systems, including sourcing approved suppliers and locations, and taking advantage of National/NHS/Government contracts to which the provider has access.

The potential contractor shall ensure that the necessary control mechanisms are put in place to comply with the Trust's financial requirements.

Tenderers are required to submit with their offer a proposal detailing how this will be managed and audited.

## **5.11 Information and advisory service**

The Provider shall provide expert and impartial advice to both managers and users in all aspects of the scheme including the following:

- Income tax implications
- Vehicle suitability
- Effects of early termination
- Effects of excess mileage
- Alternatives to lease cars
- Compliance with Statutory requirements, including LOLER, and adaptations to standard vehicles
- Advise on amendments to the Lease Car Scheme and the financial impact of these.
- Advise on insurance groupings and fuel consumption.
- Advise the Trust and employees on legislation and policy, including NHS employment Regulations, and Inland Revenue changes.

In addition, the provider will be required to act as the Trusts' expert, for advice on special projects. Where these are of a minor nature, it is expected these will form part of the contract

coverage funded by the contract fee. If a request is such that additional charges are envisaged, such charges will be proposed and discussed with the Contract Administrator, and the project not undertaken until agreement over charges is reached.

Tenderers are required to submit with their offer suggested Projects which they would consider as chargeable, and to give indicative day rates for such projects.

### **5.12 Changes in legislation and guidance**

It is expected the provider will be proactive in advising the effects of changes in legislation and guidance as issued on the operation of the Trusts fleets. Tenderers must submit with their offer a statement detailing how this will be achieved.

## **6. Contract Monitoring and Review**

The potential contractor will appoint a Contract Manager, who will be the nominated contact point for all queries relating to the management of the contract.

The Trust will nominate a Scheme Manager for the Contract, who will be responsible for the signing of Lease Agreements, and responsible for routine, day-to-day management of the service. The Scheme Manager will co-ordinate the provision of services to the Trusts, and is responsible for the Monitoring and Review procedures for the contracted services.

Regular Contract Reviews will take place, at least quarterly, to monitor progress of the contract, and to ensure the service requirements are being met. Key Performance Indicators (KPIs) will be agreed, between the Consortium of Trusts and the successful Provider. Tenderers are required to submit with their offer a suggested list of indicators, together with suggested timescales for these KPIs.

Tenderers are also required to submit with their offer a statement detailing how they will ensure that the contract hire arrangements between the Hirer and Trust Staff is working successfully.

## **7. Management Information**

**7.1** The Provider shall provide the following management information to support the monitoring process:

- a) Monthly reporting of all charges to cost centres and of all items charged to drivers through salary deductions.
- b) Financial management data for the scheme. They will also keep the Trust informed of any increases/decreases which may affect the employees' contributions
- c) A monthly report, by Trust, for all vehicles showing as a minimum:
  - Driver's name
  - Vehicle description
  - Vehicle registration number
  - Financial code
  - Annual lease cost (split between Trust and user element)
  - Date of commencement and expiry of the lease
  - Any other charges paid by the Trust i.e. Class 1A National Insurance and Insurance cost
  - Any additional costs in respect of accident repairs and insurance excess
  - Re-allocation of vehicles to other drivers
  - New leases taken out
  - Old leases completed and cars returned



- Changes to lease contract. The Trust will have received as part of the initial lease agreement details of the lease arrangements. These details should be replaced with the new contract details in the event of a change.
- Details of vehicle mileages for the current and previous financial year in order that the Trust can assess usage for future requirements. This information should also be used by the contractor to highlight significant variances from agreed private/business mileage.
- Purchased Vehicles disposed of
- Other information required by the Trust as required from time to time by agreement

**7.2** During the course of the lease, the potential contractor shall:

- Maintain and report details of private / business mileage for each vehicle (monthly)
- report on cars with mileage above / below contracts (quarterly)
- report on cars with change in private / business mix (quarterly)
- report on accidents (quarterly)
- provide payroll with data for P(11)D forms (annually)
- notify changes in insurance and effect on contributions (annually)
- provide list of current drivers (annually)
- monitor lease against actual mileage and advise changes (anniversary)
- adjust and report contributions if necessary (anniversary)
- Undertake regular Scheme reviews, i.e. at least quarterly, and advise where cost efficiencies can be achieved
- Ensure V.A.T. compliance

Format and frequency of submission of the required management information will be agreed with the successful Provider. It is expected this will be, as a minimum, to each formal contract review meeting.

## **8. Audit and Review**

The Provider is expected to allow the Trust's internal and other nominated auditors access to data relating to this contract for the purposes of audit. Such access will be reasonably requested, by a procedure to be agreed with the successful contractor. The procedure must recognise that, on occasion, immediate access may require to be granted, depending upon the circumstances of the enquiry.

## **9. Communication**

The Provider will be expected to:

- liaise with the Trust and its authorised officers(s) on a day to day basis as required on all aspects of lease car management.
- Participate in any relevant meetings as required by the Trust.
- Provide 24/7 availability for emergency use
- Help desk for driver enquiries/quotation requests
- Provide driver information packs, regular newsletters and other information as appropriate.
- Provide a letter of introduction, explanation of procedures regarding the Trust Lease Car Policy, and any other necessary information for staff applying to join the scheme.

Tenderers are required to submit with their offer a statement detailing how this will be achieved, and in particular how the help desk will operate, and out of hours contact arrangements.

## **10. Scheme Promotion and development**

The Provider will assist the Trust in the design and production of literature and other associated documentation in connection with the scheme, and promote the use of the scheme throughout the Trusts when required to do so by the Trusts. The means of doing this will be agreed as necessary with the successful tenderer, and may include presentations to managers and staff groups on the benefits of the scheme and its operation.

Part of the continued review of the service provided to the Trust will be the requirement to promote innovative solutions to develop the service provided both to the advantage of the Trust and users of the Lease Car Scheme.

Areas that may be considered under this initiative are:-

- a) Alternative methods of providing elements of the service.
- b) Standardisation of vehicles to a restricted number of options or single manufacturer.
- c) Common termination dates.
- d) Incentives to transfer to an improved scheme.
- e) Alternative fuels.
- f) Variable contract periods.
- g) Alternative billing systems to reduce paperwork and process.
- h) Any other initiatives developed within the fleet market or at the instigation of the Contractor.

## **11. Price and Payment**

**11.1** Prices shall be submitted within the tender questionnaire pricing section.

**11.2** An annual management fee is required for each vehicle which will include for all of the provisions detailed in this specification.

Separate rates are to be provided for the following types of vehicles:

- a) Lease Cars
- b) Other Fleet vehicles-contract hire
- c) Other Fleet vehicles-owned

**11.3** The Tenderer may wish to offer an alternative method of charging for the service, details of which shall be provided with the tender. The unit rate, however, must be completed for your tender to be considered.

**11.4** Payment of the annual management fee will be on a quarterly basis, in arrears, paid within 30 days of receipt of a valid invoice. Invoicing details will be passed to the successful Provider.

**11.5** This specification represents the basis of the management/administration scheme. Tenderers should detail any services/benefits they may be able to provide in addition to the basic service. Tenderers should specify whether these services are provided at no additional cost or at an additional charge (to be detailed).

## **12. Implementation**

Tenderers are required to submit with their offer proposals and timescales for the implementation of the contract, including details of the type and level of information required necessary to effect handover of lease arrangements.

### **13. Contingency**

Tenderers are required to submit with their offer a contingency plan detailing how the service will continue to be provided in the event of untoward activity or occurrence on the part of the provider.

### **14. Contract Handover**

On expiry of the Contract:

- The Provider shall provide within 21 days of being requested, all information the Trusts consider necessary to enable the Trusts to issue tender documents for the Services in compliance with Transfer of Undertakings (Protection of Employment) Regulation 1981 (or as updated).
- The Provider shall co-operate fully with the Trusts during the handover leading to termination of Agreement. This co-operation shall extend to full access to all documents, reports, summaries and any other information required to achieve an effective transition without disruption to routine operation requirements.
- Any equipment purchased for use under this Agreement, which has been paid for by the Trusts, shall remain the property of the Trusts and shall be handed over to the incoming provider or the Trusts.
- The Provider shall ensure that any computerised filing, recording, documenting, planning and drawing software systems utilised by the Provider is transferred free of any charges to the Trusts or persons designated by the Trusts to facilitate a smooth handover of services at expiration or termination of the Agreement.

Tenderers are required to submit with their offer a Contract exit strategy.

### **15. Customer Services**

Tenderers are required to submit with their offer their customer services policy, and to indicate maximum response times to queries.

### **16. Environmental Policy**

Tenderers are required to submit with their offer a statement detailing the organisations approach to environmental issues, in particular how they would approach the promotion of 'green' transport initiatives to customers seeking to lease vehicles (Trusts and individuals)

### **17. Public Liability Insurance**

The NHS conditions of contract for the supply of services, state a required level of Professional indemnity insurance of £5 million. In addition, the Trusts require that the provider holds Public Liability Insurance to a minimum value of £5 million. Tenderers are required to submit with their offer evidence of the appropriate level of insurance cover.

### **18. Evaluation Criteria**

The procurement process to be applied will be a fair, open and transparent process following NHS principles and procurement best practice.

- Tender submissions will be reviewed by an Evaluation Panel and evaluated against pre-determined criteria

- All information required as part of the tender submission will be used in the evaluation of received tenders

The tender is split into two sections. The first section – Statutory Questions – will be checked for compliance and all gateway questions must be answered correctly. The next section contains both gateway and qualitative questions, must be answered in full and are weighted as follows:

- Approach to Provision of the Services (45%)
- Sustainability & Environmental Considerations (5%)
- Pricing (50%)

All questions in this section will be scored using the grid below:

3	Meets the expectation in entirety
2	Meets the expectation in most respects, fails some
1	Fails expectation in most respects, meets some
0	Fails to meet the expectation / no response

If you score 1 or less on any scored question, or fail a gateway response, your submission will be eliminated from that point forward

You may be asked for documents to be uploaded to individual questions. These are the **only** documents to be uploaded and any documents that you upload to the main document bank will not be considered or evaluated, and your submission will be eliminated.

Presentations may be required and will occur week commencing 7<sup>th</sup> May 2012.