



REVIEW OF CAIRNGORM SKI AREA UPLIFT INFRASTRUCTURE

Scope of Requirements & Tender Guidance

28 November 2017

SCOPE OF REQUIREMENTS

BACKGROUND TO HIGHLANDS & ISLANDS ENTERPRISE (HIE)

Highlands and Islands Enterprise (HIE) is the Scottish Government's economic and community development agency for the Highlands and Islands of Scotland. We work with private businesses and public and voluntary sector organisations to build sustainable economic growth across a diverse and beautiful region, from Shetland to Argyll and from the Outer Hebrides to Moray. We are committed to developing the Highlands and Islands as a competitive region which is home to strong communities, successful, high growth businesses and excellent quality of life.

Further details about HIE, including details of our Operating Plan and Annual Report can be found at www.hie.co.uk or are available from reception at any of our offices.

BACKGROUND TO THIS TENDER

Since the early 1960s the village of Aviemore, sitting on the main A9 arterial highway and Inverness to Edinburgh/Glasgow railway, has grown as a tourism destination. This is largely as a result of the development of Cairngorm as a winter ski resort. The perceived 'mountain lifestyle' has attracted people to the area which is also home to a disproportionate number of Olympic athletes in relation to the area's population.

HIE owns Cairngorm Estate, located about 15 km south-east of Aviemore, in the Scottish Highlands. This extends to some 1,418 hectares/3,500 acres. Some 598 hectare/1,477 acres of the estate is leased by HIE to Cairngorm Mountain Ltd (CML) as a year-round visitor attraction.

HIE and CML wish to undertake a comprehensive, independent review of the uplift facilities at Cairngorm Mountain ski resort to determine the best way forward for potential reinvestment in the infrastructure including the long term feasibility of redevelopment of Coire na Ciste. The review will significantly contribute to preparation of a 5-10 year long-term strategy for the ski area, which is not part of this review and will build on the Glenmore and Cairngorm Strategy. CML and HIE seek a consultant (referred to herein as "the supplier") to undertake this review.

Physical Description

The ski area is split into two main basins which meet at a high plateau where several pistes converge and the main nursery slopes and key guest services are located.

The main basin is Coire Cas. Infrastructure here comprises a 2 km long funicular railway (capacity 1,200 skiers/hour) running from the Base Station and Day Lodge at a starting altitude of about 635m above sea level to a Top Station at 1087m via an optional intermediate stop at 760m. Six of the ski area's total of ten surface ski-tows (a mixture of Müller T-bars, Pomas and one Sun-Kid) are in Coire Cas with the top of the highest ski-tow at 1145m. Besides the guest and service buildings at Base level there are two large car parks (total capacity approximately 1,150 cars).

The second basin is Coire na Ciste, where there is a 600 space car park at 550m. There is no longer any functioning infrastructure in the lower part of this basin. However, on peak winter days, once the Coire Cas car parks are full, customers are taken by shuttle bus from the Coire na Ciste car park to the Coire Cas base station. Four of the ski area's ten lifts are located in the upper part of Coire na Ciste. Given sufficient snow cover at low level it may be possible to ski down to the Coire na Ciste car park.

Like all Scottish ski areas, Cairngorm is subject to variable winter conditions, with the strength and direction of wind and daily temperature variance being particular challenges. Frequently, there is inadequate snow cover to permit skiing below the mid-station level c.750m.

In June 2014, following a public tender process to find a new operator for Cairngorm Mountain, HIE sold its shares in the operating company, CML, to Natural Assets Investments Ltd. CML is now operated by a Natural Assets subsidiary, UK Great Travel Company Ltd. CML was granted a 25-year lease (running to 2039) and entered into an operating agreement with HIE. The assets leased from HIE comprise the funicular railway and other ski-tow infrastructure, all buildings, car parks and service infrastructure. CML, as Tenant, is responsible for maintenance of all the facilities.

In accordance with the Lease obligations HIE has invested significantly in repairs to buildings and replacement/refurbishment of the key components of the nine main operational surface ski-tows in order to extend their anticipated operating lives. The works undertaken to the ski-tows, together with their names and original installation dates are listed on **Appendix 1**. The locations of these operational ski-tows are shown at **Appendix 2**.

The 10 operating ski-tows are subject to a range of annual maintenance and inspections, full details of which will be made available to the supplier after contract award.

In order that the uplift infrastructure remains fit for purpose, in accordance with the needs of the operation and its customers, a review of the uplift infrastructure has been identified as an essential piece of work. Specifically, this will:

- Identify future potential investment and development plans which will assist in securing a long-term sustainable future.
- Take account of reasonable customer needs and expectations recognising that the current operational ski-tow network and piste configuration may not provide optimal use of the resort's snowsports potential.
- Inform operational and maintenance plans given the age of the current infrastructure.
- Address the challenges of climate change.

The review will:

- Describe Cairngorm's place in a changing ski¹ market and what it might need to do to adapt.
- Summarise the current operational and maintenance challenges.
- Establish the areas requiring practical rectification with indicative timescales and costs.
- Identify potential future opportunities for year-round diversification which may be economically developed to enhance the customer experience, increased participation in snowsports and reduce future maintenance demands.
- Review the options for redevelopment of infrastructure in Coire na Ciste.

SCOPE OF SERVICES

HIE requires a suitably qualified and experienced supplier to provide the following requirements, whilst offering best value in the expenditure of public funds.

Part 1 - Review of Operational Ski-tows and Development Planning

In terms of this review, the supplier is required to undertake the following:

Task 1 Market & Customer Overview; Opportunities and Challenges

1. In the context of the Scottish ski market and the segments considered to be Cairngorm's current target market, describe how the skiing market is likely to change over the next 5-10 years and how this may affect Cairngorm's current target market and what may be done to increase participation in snowsports.
2. Examine the impact, if any, that today's more segmented markets (e.g. growth in freestyle skiing, back country and ski-touring) have on the uplift/pistes which will be required in the future.
3. Noting that a trial of a TechnoAlpin Snowfactory 100 machine is to be undertaken over 2 months in season 2017/18, what roles might new technology play in providing reliable access to sheltered terrain at lower altitudes?
4. Examine how faster progression of beginners may change the way pistes are actually used.
5. Consider what opportunities there are to improve technology across the mountain such as: Ski Data at all lifts to track queuing times/user numbers; improved wi-fi coverage to increase customer experience; increased weather and condition monitoring etc.

¹ 'ski' and 'skier' are intended in this document to cover all snowsports.

6. Comment on how other resorts (worldwide) are responding to changes in the market and customer profiles with regards to product offering. Can anything useful be learned for Cairngorm?
7. Comment on the challenges that climate change is bringing to the ski industry with reference to Scotland and, in particular, to Cairngorm.
8. Suggest options for product diversification to enable the resort to become a more attractive year-round destination. Information will be provided to the supplier on schemes which have been previously evaluated including an alpine slide, zip wire, "reduced risk" facility and mountain biking trails.

Task 2 Review of Current Infrastructure, Maintenance and Operations; assess options for the future

9. **Current Infrastructure** – As an early action, the supplier will familiarise themselves with the ski area and undertake visual inspections of each of the operating ski-tows; review the current layout and status of the ski-tow network to gain an overall impression of the operation of the ski area. The latest technical reports can be made available upon contract award.
10. **Funicular Railway** – The funicular railway was completed in 2001 and is subject to a rigorous maintenance and inspection regime. Given the nature of the installation, with substantial station buildings at each end, there is no requirement to include the main technical aspects of the funicular in this review. However, as the funicular railway is the prime mover for most visitors, summer and winter, and plays a key part in the overall customer experience, its operation needs to be understood and consideration given to its interactions with the wider uplift network.

When there is insufficient snow cover at Coire Cas car park level to allow operation of the lower Coire Cas ski-tows (Fiacail Ridge, Car Park and Day Lodge ski-tows) the funicular is the only access to the upper mountain. This results in significant operational inefficiencies in running the funicular, notably a reduction in the hourly capacity, due to the need to make mid-station stops, queuing and customer frustration and dis-satisfaction.

Assessment should be made of possible improvements to the operation of the Funicular Railway or to other aspects of the infrastructure such as more effective snowmaking which would improve customer experience and accessibility.

11. **Maintenance** – review current maintenance arrangements taking account of all issues relating to potential lifespan, availability of spares, current maintenance issues, feasibility of upgrades/alterations given regulatory considerations etc. The main aspects of the current maintenance regime are described in **Appendix 3**.
12. **Provision** - Review the current layout and status of the lift and piste network, paying particular attention to any features which potentially impinge on customer satisfaction, e.g. queuing and queue areas or pinch-points and any other elements which constrain full utilisation of slope capacity.
13. **Operations** – Through visiting the site and meeting with relevant CML personnel and stakeholders the supplier will achieve an understanding of and report on current operational issues arising from the infrastructure such as:-
 - a. Customer experience (information, ticket sales, ski hire, access to slopes etc).
 - b. The difficulties some customers have in using the current surface lift systems.
 - c. Pistes and queue areas under ski-tow lines.
 - d. Queuing
 - e. Snow-making
 - f. Snow-grooming and
 - g. Snow-fencing
14. **Maintenance Access** – Review the current layout of hill tracks used for maintenance purposes and consider how any revisions to the ski tow and piste network could help reduce and rationalise the number of hill tracks - with financial and environmental benefits.

15. **Weather Data** – Review last 5-10 years weather data, availability is described at **Appendix 4** and **Appendix 5** to provide an understanding of the weather on the mountain and guide conclusions and recommendations.
16. **Snow Conditions** - Review last 5-10 years snow fall and snow lie patterns, identifying areas of usually reliable snow-holding to give feasible snow scenarios. The operator holds records on snowholding in the form of daily operational and ski patrol records, photography from various sources and snowfall records from the meteorological data sources on site, which will be made available to the supplier.
17. **Capacities** - Assess safe slope capacities. This will depend on various factors besides available snow (making assumptions about snowholding as established above), including conventions on skier speeds and slope width, acceptable queuing times etc.
18. **Transport** - Review the contributions of transport arrangements, including public transport and car parking, to the operation for both summer and winter seasons. This will include examining the relationship between available parking capacities and the uplift and slope capacities under various snow lie conditions.
19. **Environment** – Consider opportunities to actively improve the natural heritage, particularly to improve regrowth of native trees to encourage additional natural retention of snow for winter sports ('natural snow barriers').

Part 2 - Review of Development Potential in Coire na Ciste

Introduction

An additional part of this work involves a review of Coire na Ciste basin and the case for potential reinstatement of lift infrastructure.

Background

There were two chairlifts in Coire na Ciste, however these did not run after 2004. They were decommissioned as part of the operator's survival plan following a series of poor seasons 2001/02 to 2006/07, which resulted in intense pressure to reduce operating costs throughout the whole operation. Whilst there has been public interest in the reinstatement of the lifts, an independent civil engineer's inspection and report in 2016 condemned the tower foundations on both chairlifts and they were removed in 2017.

This review will be required to consider the business case for new investment in Coire na Ciste as well as engineering, planning, environmental and operational aspects.

This will include:

Task 3 Coire na Ciste Development Review

20. Determining the typical snowholding patterns in Coire na Ciste, including consideration of potential snow-fencing, snow-making and pisteing.
21. Assessing the weather data applicable to the coire.
22. Considering what type(s) of installation might be required to serve Coire na Ciste with indicative costs of each, noting that a surface lift would need assurance of adequate snow cover from Coire na Ciste car park level. Experience is that natural snowfall is unlikely to be adequate at this level. Further, the steepness of the upper section of the slope for safe use by novices is already a problem with the existing West Wall ski-tow which runs almost parallel to the upper chairlift.
23. Advising on the alignment on which new lift(s) might be built taking account of all relevant factors, not least snowholding capacity and operating requirements and maintenance. New lift(s) on different alignment(s) could have the potential to enable skier access to a greater skiable area leading into the Day Lodge piste and facilitating future summer mountain biking potential.
24. Appropriate hourly capacity(ies) will need identified to match potential skier capacity.

25. Early discussion with CNPA, THC, SNH and SEPA² and any other body felt appropriate by HIE, will be essential to determine any planning or other consenting issues.
26. Consideration will need to be given as to what additional infrastructure, including service buildings such as ticket office, toilets, café, would be required whichever lift option (i.e. revival or replacement) is adopted, since the existing service building is considered fit only for demolition. Consider also the potential for snowmaking, a water reservoir and a micro-hydro system. This will include a site reconnaissance to confirm general physical suitability of the proposed sites for potential new development.
27. Service requirements (and their estimated costs) need determined, notably electrical requirements for any new uplift, buildings and potential snow-making; water supply for buildings (e.g. water supply and wastewater treatment plant) and snow-making and telecoms. There is an existing 100kVA transformer in the dilapidated café building.

Task 4 Coire na Ciste Business Review

28. Outline the potential market size and segments for Coire na Ciste, both on its own and as an integral part of the larger Cairngorm Mountain resort including direct and ancillary customer revenues.
29. Consider how potential summer use could be factored in at Coire na Ciste at this stage so as not to rule out mountain bike carriage for technical reasons at some time in the future.
30. Estimates will require to be made of the capital investment requirements and operational and running costs of any new lifts, snow-fencing and snow-making and associated buildings (manning, maintenance, spares, electricity, insurance etc.).

Task 5 Conclusions

For Part A:

31. Draw conclusions from all the information in points 1-19 on potential options for both the ski-tow and piste networks with indicative timescales, capital investment requirements and estimates of operating costs. Conclusions and recommendations should take into account the extent to which EU Cableways Directive implications (and those of the new regulations as of 21 April 2018) and other factors may militate against significant modifications to existing installations being undertaken at economic cost. Options may include rationalisation of the existing ski tow network by replacing several surface ski-tows with a smaller number of chairlifts (whilst maintaining overall uplift capacity) and expansion or rationalisation of the piste networks. This will need to address concerns that 'rationalisation' could result in reduced skier demand and/or loss of market share.
32. Make estimates of the capital and operational costs of any associated recommendations for new or altered buildings (manning, maintenance, spares, electricity, insurance etc.) and effects on piste-grooming fleet, ski patrol, toilet provision, food and beverage.
33. Account must be taken of relevant planning (including disability access) and environmental issues.
34. The report will be required to outline key recommendations, which are credible and affordable. Where any proposed investment is outlined, it will require to be prioritised in order of beneficial impact with 5- and 10-year indicative plan and capital costs. It is anticipated that this review will make a very significant contribution towards a 5-10 year long-term strategy for Cairngorm ski

² CNPA: Cairngorms National Park Authority is responsible for strategic planning matters within the 4,528 square kilometre park. THC: The Highland Council, is the local government authority for this part of Scotland. SNH: Scottish Natural Heritage is the Scottish Government's adviser on natural heritage. Its particular locus is specially-protected areas near the ski resort. SEPA: Scottish Environmental Protection Agency, particularly concerned with preserving water quality.

area, which will be a separate document produced by CML and HIE and which falls outwith the scope of this review.

For Part B:

35. Draw conclusions on the economic and business case for capital investment at Coire na Ciste stating whether it is likely to be seasonal or year round, likely development timescale, opportunities for growth, and showing rate of return as well as potential sources of funding.
36. Comment on the business model that would be required for any proposed changes, outlining the impact on P&L, cash flow and operational requirements; outline the potential return on investment required to support commercial borrowing for redevelopment of Coire na Ciste and the period over which this may be achieved; and the practicality of securing commercial funding for a capital investment of this nature.

NOTE: for guidance, HIE anticipates the workflow may be as undernoted:

Indicative Project Workflow

Bidders must include their proposed timeline as part of their response to Question 1 in the Award Criteria Response Form and can propose more meetings and/or site visits (all Travel & Subsistence to be included in the Bid Price)

1. Following award of Contract, conduct desk-based research prior to first site visit (physical, environmental, economic etc data).
2. By end of February 2018: make an accompanied site visit with full briefings incl inspection of ski infrastructure and buildings plus inception meeting with HIE and the steering group (suggested **max 3 days** including meeting with Cairngorm Mountain Trust). Site visit and meeting will be organised by HIE upon contract award. This visit needs to be as early as practicable to ensure the consultant sees the ski area in operation, preferably including a busy weekend.
3. Meet all statutory bodies in single forum (if possible) for briefings/discussions (suggested **half-day max**, time included within point 2)
4. Meet stakeholders (assume eight groups, allow up to 2 hours per session, sessions in Aviemore). (suggested **3 days max**).
5. Undertake ground inspection/visual survey work needed to make analyses (as per point 26.) (suggested **1 day max**).
6. Identify and agree 'vision', goals and objectives with HIE.
7. Analyse findings, surveys etc from first site visit; undertake any clarifications required; develop concepts and options for future development; prepare draft report and recommendations for submission to HIE and the steering group. Interim sessions with the steering group might be possible by VC, though face-to-face is preferred. Amend draft report as required. **THE FIRST DRAFT REPORT MUST BE SUBMITTED BY THE END JUNE 2018** to allow time for finalising draft.
8. Second site visit to present findings of agreed draft report to stakeholders (suggested **2 days MIN**).
9. Finalise report with preferred prioritised option(s) and recommendations and submit to HIE **by THE END OF SEPTEMBER 2018.**
10. The final report will be published on HIE's and CML's website for public consultation. It is anticipated that the outcome of the consultation will be available by the end of December 2018. The supplier should allow for any amendments to the final draft, if, as a result of the public consultation, significant

amendments need to be made by the supplier, with HIE's agreement. The cost for this should be included in the "Contingency" field of the Pricing Proforma.

This list is not exhaustive but provides the basis of the service to be provided.

Key Supplier Skills and Experience

Suppliers **must** be able to demonstrate skills and experience in the following areas:

- Previous experience in:
 - snowsports market assessment and analysis
 - master planning
 - assessing ski areas
 - advising on ski area management
 - engineering assessments of ropeways
- Business modelling and economic analysis
- Planning and environmental advice
- As part of the review, the supplier should establish whether there is a need for greater detail on the snowmaking opportunities. If the need is established and HIE agrees on the approach, the supplier should be able to provide a snowmaking engineering specialist (either in-house or sub-contracted). Therefore, HIE requires bidders to include a snowmaking engineering specialist as an auxiliary delivery team member in the tender response. The specialist should have significant previous experience in assessing snowmaking investments and operations to provide general recommendations and cost estimates, if required.
- As part of this review, the supplier should establish whether detailed technical reports on the existing installations are required. If the need is established and HIE agrees on the approach, the suppliers should be able to provide a suitably qualified and experienced lift engineer (either in-house or sub-contracted). Therefore, HIE requires bidders to include a qualified lift engineer as an auxiliary delivery team member in the tender response.

TIMESCALES & VALUE

It is expected that these services will be required from February 2018 for an initial period of 8 months, unless terminated in accordance with the provisions of the Contract. However, if due to unforeseen circumstances there is a slippage in the delivery, HIE reserves the right to extend the contract for a period or periods together not exceeding 2 months following the Initial Term.

The budget currently available to deliver this service is estimated to be around £75,000 and £80,000 (excluding VAT). This budget includes all Travel & Subsistence payable under this contract and any extension period, if required.

HIE may choose to modify this contract where for example, the delivery of similar services are required and also in the following circumstances:

If, as part of the review process, the supplier determines that there is a need for greater detail on potential snowmaking and/or a detailed report on the existing installations is required, the supplier should make HIE aware of this/these need(s) along with a detailed cost breakdown of the additional work(s) required. If HIE agrees on the approach, this contract will include additional work(s) by a snowmaking engineer and/or by a lift engineer in addition to the supplier's Bid Price.

Bidders are required to submit hourly day rates both for the snowmaking engineer and the lift engineer as part of their tender response (day rates are to be included in their responses to Q2)

TRAVEL AND SUBSISTENCE (T&S)

The budget described in the section above includes T&S. Bidders are required to include their T&S in the Pricing Proforma. HIE does not pay for travel time so it is up to bidders to consider this in their pricing.

As part of their proposals, bidders will have to include a plan detailing whether and if so, how often they intend to be on site in order to successfully deliver this contract. These visits will be in addition to the required inception meeting, stakeholder consultation, and steering group meetings etc (as outlined in the performance management and stakeholder engagement sections) and it is up to bidders to include the costs of these site visits and meetings in the Pricing Proforma. NB: HIE will cover the costs of meeting venues required for steering group and stakeholder meetings.

SITE VISITS

The Cairngorm ski area is available to public if bidders wish to undertake site visits as part of the preparation of their bids.

However, inspections of any ski-tows etc will require prior arrangement with CML. Should bidders require such a site visit, they must give at least 5 days' notice to CML by emailing HIE's Procurement Team: hieprocurement@hient.co.uk **NOTE: the last date to request an accompanied inspection is by 12 noon Fri 22nd December 2017. Requests received later than this time and date will not be accommodated.**

Note, site visits and/or inspections are not mandatory. These visits are not an opportunity to discuss the tender exercise – any questions must be raised via PCS by the deadline as per Indicative Timetable. The visits are only an opportunity for bidders to familiarise themselves with the infrastructure and the ski area, if they wish.

IPR

There will be a requirement for HIE own the intellectual property rights (IPR) in terms of work undertaken by the supplier during the course of this contract – for example, the report and the recommendations generated. However, we appreciate that some IPR may be owned by third parties and content generated by individual businesses cannot necessarily be owned by HIE. In those cases, we would ask that the supplier procures a licence or sub-licence for us to use the IPR for such period as may be agreed (among HIE, the supplier and the third party owner of the IPR) to be reasonable, having regard to the particular type of IPR concerned and the use that HIE needs to make of it.

COMMERCIALLY CONFIDENTIAL INFORMATION

At the commencement of this contract, the successful supplier will be provided with commercially confidential information to enable the supplier to advise on some parts of the review. The supplier will only be permitted to use this information for the purpose of delivering this contract, shall not disclose it to any other person and may be required to return this information to HIE at the end of the contract. Bidders should note that the 'Intellectual Property' provisions of the Framework Agreement reflect this.

FAIR WORK PRACTICES

The Public Sector in Scotland is committed to the delivery of high quality public services, and recognises that this is critically dependent on a workforce that is well rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, are diverse and is engaged in decision making. These factors are also important for workforce recruitment and retention, and thus continuity of service. Public Bodies in Scotland are adopting fair work practices, which include:

- a fair and equal pay policy that includes a commitment to supporting the Living Wage (as defined by the Living Wage Foundation www.livingwage.org.uk/), including, for example being a Living Wage Accredited Employer;
- clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, a strong commitment to Modern Apprenticeships and the development of Scotland's young workforce;
- promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as age, gender, religion or belief, race, sexual orientation and disability;
- support for learning and development;
- stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero hours contracts;
- flexible working (including for example practices such as flexi-time and career breaks) and support for family friendly working and wider work life balance; support progressive workforce

engagement, for example Trade Union recognition and representation where possible, otherwise alternative arrangements to give staff an effective voice.

HIE itself has adopted workforce policies to meet these requirements and HIE's' people agenda provides the strategic context and direction for our workforce development, focusing on key drivers of organisational performance:

- Creating and sustaining a high performance culture through what we do and how we do it
- Creating an effective leadership that supports innovation and creative delivery
- Encouraging effective and collaborative team working
- Ongoing commitment to paying the Living Wage to all our employees
- Demonstrating a commitment to the future workforce through Investor in Young People accreditation
- Setting the standard on workforce planning through the development of progressive workplace policies to deliver in an ever changing environment
- Building capability through a learning and development strategy that enables flexibility, collaborative delivery of outcomes, succession planning and makes the most of people's talents.

Highlands & Islands Enterprise encourages all suppliers to pay the Living Wage (as defined by the Living Wage Foundation www.livingwage.org.uk/) to their employees and to promote payment of the living wage throughout their supply chain.

In addition, HIE supports the Scottish Business Pledge (scottishbusinesspledge.scot/) and are working closely with the Scottish Government and other partners to promote it to all of the companies we work with. Our Operating Plan priorities are closely aligned with the Pledge and we therefore see it as an important tool to help businesses realise their growth ambitions. In particular, it provides a clear demonstration of the approach underpinning Scotland's Economic Strategy whereby competitiveness and inclusive growth are mutually supportive objectives.

Therefore, in order to ensure the highest standards of service quality in this contract we expect contractors to take a similarly positive approach to fair work practices as part of a fair and equitable employment and reward package

Whilst not evaluated, as part of HIEs monitoring and reporting processes, bidders will be required to provide confirmation statements in terms of the above – see attached Non Scored Questions form.

SUPPORTED BUSINESSES

HIE strongly encourages consideration of sub-contracting opportunities to SME's, social enterprise and supported businesses. A supported business is a business whose primary aim is the social and professional integration of disabled or disadvantaged persons, and at least 30 per cent of the employees of those businesses should be disabled or disadvantaged. The precise proportion of staff may fluctuate over time.

A list of some supported business can be found on the BASE website which is the national trade association for the supported employment sector. Their purpose is to support, promote and develop the principles and provision of supported employment. www.base-uk.org Note, not all supported businesses are listed here.

Ready for Business have also created a supported business register which can be used to source potential supported businesses:

<http://readyforbusiness.org/wp-content/uploads/2017/07/RfB-Supported-Business-Register-030317.pdf>

The supplier will be required to confirm to HIE on an annual basis the number of opportunities offered to these businesses and the value of any work sub-contracted to them.

PERFORMANCE MANAGEMENT

The supplier will also be expected to attend every two weeks meetings via VC to provide financial and management information and proactive and reactive support to HIE as required. For the avoidance of

doubt these activities will not be chargeable and should be considered and accounted for in any prices/rates submitted.

The supplier will submit a short template report to HIE at the end of the contract. The format of the report will be provided by HIE. This is a report is required by all of HIE's suppliers and it relates to the contract in general.

STAKEHOLDER MANAGEMENT

HIE and CML will make available relevant staff for reasonable periods throughout the study period to ensure that the supplier is fully briefed and informed.

A, Suppliers will work closely with and report to a small **steering group**, comprised of a small number of key staff from HIE and CML plus representation from the Cairngorm Mountain Trust. This group will give the supplier direction as required during the course of the review though instructions shall come only from HIE.

B, Consultants should assume that meetings will require to be held with **statutory consultees** (CNPA, THC, SNH and SEPA) in relation to the potential developments at Cairngorm Mountain. HIE will provide contact details for the relevant personnel in these organisations but HIE would aim to have representatives from all present at the **inception meeting** in Aviemore. (HIE will organise this meeting). The supplier would be able to revert to individuals as required for further advice during the review.

C, In addition to the inception meeting by the end of February, **not less than 2 meetings** are required to take place (ONE of which can be by VC, the other one should be face-to-face) before submission of the first draft, will be required with The **Cairngorm Mountain Trust**, a charitable company, who have a historic interest in the Cairngorms and can bring to bear a range of experience and who are going to be on the steering group too.

D, It will also be important to engage in a meaningful way (e.g. 1-2 hour focus groups) with at least eight **local interest groups**. These are yet to be formally invited at the time of completing this documents, but these are to include:

- Aviemore Business Association, who have a focus on the proper and sustainable development activities to drive business growth at Cairngorm Mountain
- Aviemore and Glenmore Community Trust who have ambitions to take over control of Cairngorm Estate from HIE under Scotland's community land legislation. It may prove possible to link this and the above sessions since they have similar membership and broad aims.
- CMT, as mentioned above (who will be on our steering group but whom will need some separate time with the supplier).
- CML season pass holders representing regular customers (to be confirmed).
- Scottish Ski Club (SSC) and Cairngorm Ski Club (CSC) - largely representing racing and race-training interests. SSC have a club hut on the mountain. CSC is the local, mainly race-orientated club.
- British Association of Snowsport Instructors (BASI) and Glenmore Lodge – BASI is the commercial body representing the interests of ski instructors. Glenmore Lodge is a world-renowned national mountain training centre which makes significant use of the mountain.
- SnowsportsScotland and VisitScotland which are state-funded bodies charged with promoting snowsports and tourism respectively.
- Mountaineering Scotland/North-East Mountain Trust representing mountaineering interests.

The contact persons of these groups will be advised by the steering group who will also assist in providing contact information and with the logistics of arranging meeting venues and times etc. It may be possible to hold some of the focus group consultations via video conference, if these meetings cannot be arranged in connection with the site visits/steering group meetings.

For the avoidance of doubt stakeholder engagement activities will not be chargeable and should be considered and accounted for in any prices submitted.

INFORMATION

Sufficient technical and background information will be made available to the successful supplier.

DIGITAL MAPPING

The digital mapping in a recognised format will be made available digital mapping of the study area by the project sponsors.

SUPPLIER PAYMENTS

Prompt payment of suppliers is a key element of the Scottish Government's Economic Recovery Programme. In support of this, payment of valid contractor and sub-contractor invoices within 30 days throughout the supply chain of public contracts is a requirement for HIE. The supplier will be expected to make payments to its supply chain within these maximum timescales.

However, as also required by the Scottish Government, HIE has a policy commitment to pay its own suppliers within 10 working days of receipt of agreed and valid invoices, or as provided for under the terms of an agreed contract. As such, for this contract it is desirable that the supplier also adopts this approach in terms of payments to its supply chain.

INVOICING / PRICING

Suppliers shall submit invoices on a monthly basis in arrears to HIE. Payments will be made in arrears and will be based as follows:

1. After first visit and set of meetings (25%)
2. After submission of draft report (65%)
3. After submission of final report (10%)

This is a Fixed Price contract and over the lifetime of the contract these invoices must not exceed the total cost on the Pricing Proforma. As described in the Timescales & Value section, costs for the snowmaking engineer and/or the lift engineer, if required, will be over the total cost on the Pricing Proforma.

The relevant reports and evidence of agreed expenditure shall accompany each invoice. HIE shall not be responsible for any delay in payment of the invoice where the invoice is not accompanied by the relevant reports.

The central government sector is implementing e-commerce solutions. As a result, HIE may look to place purchase orders using e-procurement systems (i.e. Easebuy, PECOS etc). The Supplier must be willing to work with HIE to support e-commerce solutions which will encompass:

- methods of placing orders;
- purchase order receipt and processing;
- the completion of timesheets;
- billing or payment options to facilitate consolidation and automation of invoices

SUSTAINABILITY

The sustainability agenda is of growing importance to the Scottish and UK Governments and the wider public sector. Therefore, it is of crucial importance that suppliers and their sub-contractors are increasingly knowledgeable about both the sustainability implications of their services, public sector objectives, policies, standards, targets and legislation. Increasingly, public sector organisations are focusing on their suppliers' and their supporting supply chains to ensure that strategies are in place to minimise environmental impact, including low carbon, low waste, reduced water consumption, increased recycling and respecting biodiversity. The Scottish public sector needs to assure itself these wide-ranging issues are understood, acknowledged and addressed in the procurement and delivery of services. Therefore, HIE expect suppliers and their supply chain to be aware of the Scottish Government position on sustainability and to apply these principles when delivering the requirements.

EQUALITY AND DIVERSITY

Achieving equality and recognising the business and social benefits of diversity are integral to HIE's delivery of the Government Economic Strategy. This is set out in the document "Equality, Diversity and Highlands and Islands Enterprise Framework" which can be found at www.hie.co.uk/equalityanddiversity Suppliers delivering functions on HIE's behalf should take this into account when providing these services.

STATUTORY OBLIGATIONS

The bidder shall be deemed to have acquainted themselves with, and comply with, all conditions likely to effect the execution of the Specification, including Health & Safety, Equality and Diversity and other regulations in force. No claim for additional payment shall be allowed on the grounds of any misunderstanding or misinterpretation due to lack of knowledge of the conditions, regulations or requirements.

TENDER GUIDANCE NOTES

The value of this contract is under £164,176 and accordingly, is exempt from the requirements of The Public Contracts (Scotland) Regulations 2015. The Notice has been published in the OJEU on a voluntary basis in order to advertise the opportunity as wide as possible.

PUBLICATION OF TENDER & QUERIES

This tender is advertised on Tenders Electronic Daily (ted.europa.eu/) (on a voluntary basis), Public Contracts Scotland (PCS) (www.publiccontractsscotland.gov.uk) and HIEs own website. PCS is a national advertising portal which provides details of public sector tender opportunities in Scotland. It's free to use and free to register.

PCS gives bidders access to an on line "Question & Answer" facility and this facility must be used to raise **ALL** tender queries, including any relating to Terms and Conditions. Queries must be raised before the "last date to request clarification" as detailed in the Indicative Timetable.

Bidders should note that queries are raised anonymously so you should not include the name of your organisation in any question raised.

Multiple queries should be split into individual separate questions.

Responses to queries raised before the deadline for clarifications will be published via PCS.

TENDER RESPONSE

All the necessary documentation for this tender should be downloaded through PCS.

The response should be submitted by an individual of the organisation, company or partnership who has authority to answer on behalf of that organisation, company or partnership.

They will be regarded as the nominated lead for this tender and will be responsible for collating and submitting all documentation required including that of consortia members and/or other entities which are relied upon to meet any of the selection/exclusion criteria.

ESPD Question 2A.17 If you are bidding as part of a consortia, this question should be answered as a "Yes" and all **consortia** members must complete an ESPD. If you are only using **sub-contractors** this should be answered as a "No" and only the lead applicant should complete an ESPD.

ESPD Question 2C.1 If the lead, or any consortia member, relies upon other organisations to pass **any** of the following sections of the ESPD:

Part IV B Economic & Financial Standing
Part IV C Technical & Professional Ability
Part IV D Quality Assurance & Environmental Management
or
Part V

then these other organisation/s must also complete the relevant Sections of an ESPD (see ESPD submission checklist).

Further details are provided in the ESPD.

Tenders should be completed on the basis that HIE has no prior knowledge of either the respondent's organisation or of any previous projects used as evidence.

Maximum page limits **must** be adhered to – **additional information provided over these page limits will not be evaluated.**

Only information provided as a direct response to the tender issued will be evaluated. Information and detail which forms part of general company literature and/or promotional brochures etc. will not be accepted and therefore marketing material should not be included.

Web links should also not be referenced, in part or as a full response, to any question unless specifically requested.

Bidders should note that each individual question is scored solely on the content of that response alone and pertinent information provided in response to another question/s will not be evaluated in respect of another question. In order to allow the panel to review submissions an Award Criteria Tender Response Form has been provided and therefore bidders should use this form and it should be completed as is and not amended.

Bidders are responsible for the accuracy and integrity of the information they provide and HIE reserves the right to check the validity of responses at any point during the tendering process. The submission of erroneous, incorrect or incomplete tenders may result in that tender being disqualified. Where the error or misrepresentation is not discovered until after the Contract has been awarded, HIE reserves the right to terminate the Contract and all costs, incurred by them as a result of the termination, shall be recoverable from the provider under the Contract.

SUBMISSION OF TENDER

Submissions should be made using the **PCS Postbox** facility only. **Hard copies will not be accepted.**

The name of the bidding organisation should be on all files. If preferred, Microsoft word documents can be converted to PDF but the Excel Pricing Proforma must be returned in the original format. Both of these should be compatible with Microsoft Office 2010. The maximum file size of a document is **10MB** and the total size of the whole submission should be no more than **30MB**.

HIE will reject any corrupt submission which cannot be viewed. Bidders should not upload encrypted documents since this may prevent HIE from accessing the document. Bidders should ensure that tenders are complete and legible.

Bidders should not wait until the last moment before creating and dispatching a response in case of any last minute problems.

The submission must be received by the published deadline. Late tenders will not be accepted and HIE will reject any submissions received after the deadline.

CONFLICT OF INTEREST

For any tender exercise it is essential that bidders do not have a conflict of interest which would prevent them from participating in the process and/or being awarded a contract. This could relate either to the situation at the bidding stage and/or during the ongoing management and delivery of any contract/s awarded.

Bidders are required to state any known Conflict of Interests as part of this tender response (see Question 3D.12 of the ESPD). In addition, any changes to circumstances relating to Conflict of Interest must be declared to HIE as soon as an actual or perceived situation arises.

Conflict of interest relates to anyone involved in the management and/or delivery of the requirements including staff and/or sub-contractors. Interests may relate to HIE and/or a HIE client and/or be financial or non-financial. There is a particular risk in respect of financial interests and in this situation there should be a presumption that the interest is material.

It is also worth considering situations when it would be appropriate to declare relevant interests of close family or friends (indirect interests). Close family includes spouse, live-in partner, parent, child, brother, sister and the spouses of any of these.

Bidders are required to be open and transparent about their interests and to always take advice if unsure and if in doubt to err on the side of caution. Recognition must be given to public perception when considering whether an interest is material such as not only whether your organisation will be influenced

but also whether a member of the public, acting reasonably, would think that your organisation might be influenced (the public perception test)

Details of HIEs Conflict of Interest Policy processes are attached which provide guidance on areas we would expect you to consider.

There are no definitive timescales for considering whether an interest remains relevant and these should be considered on a case by case basis of the particular circumstances. HIE's Conflict of Interest Policy includes a general provision of a 12 month cooling off period which can be extended or reduced depending on circumstances. As noted above if bidders are in doubt as to whether a conflict is relevant a cautious approach is recommended including early disclosure and discussion with HIE. It should be noted that the final decision regarding materiality of a conflict rests with HIE.

EVALUATION PROCESS: SELECTION + AWARD

Bidders will be required to pass all sections of the Exclusion and Selection criteria as identified in Part III and IV of the ESPD. Organisations which are unable to meet these criteria will not be evaluated further.

Specifically for this tender exercise, the bidder will be required to:

Part II 2A.3 (not scored)

- Where relevant, bidders are required to insert details of their Companies House (or equivalent) registration number

Part III 3D.12 Conflict of Interest

- Bidders should refer to the "Conflict of Interest" section within this document when responding to this question

Part IV B Economic & Financial Standing

- (4B 5.1-2) hold or commit to obtain prior to the start of the contract the following types and levels of insurances. See <http://www.hse.gov.uk/pubns/hse40.pdf> for more information on Employers Liability.
 - Employers Liability Insurance – minimum £5m for each and every claim
 - Public Liability Insurance - minimum £1m for each and every claim
 - Professional Indemnity Liability Insurance – minimum £1m for each and every claim

Bidders will be required to maintain these insurances throughout the term of the contract and to supply to HIE, upon request, copies of the policies and evidence of premiums paid.

This information must be in terms entirely satisfactory to HIE. HIE reserves the right (but is not obliged) to seek additional clarification and/or supporting information or references

Evidence will be sought prior to Contract Award.

EVALUATION PROCESS: AWARD CRITERIA

Bidders who achieve a Pass in all parts of the Exclusion and Selection Criteria will then be evaluated against the Award criteria using an 80/20 Quality Cost ratio as detailed below:

CRITERIA	Weighting
Quality	
Management & Delivery Methodology	35%
Management & Delivery Team	40%
Challenges & Risks Analysis	5%
Cost	
Price	20%
Total	100%

SCORING METHODOLOGY

The relevant Quality elements of the Award criteria will be marked by the Evaluation Panel using the 0-4 descriptions below.

Score	Criteria
0 Unacceptable	Nil or inadequate response which fails to demonstrate an ability to meet the requirement.
1 Poor	Response is partially relevant but generally poor. It addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
2 Acceptable	Response is relevant and acceptable. It addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
3 Good	Response is relevant and good. It is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
4 Excellent	Response is completely relevant and excellent overall. It is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

They score independently with individual marks averaged to form a single score before a factor is applied to this result. This factor is linked to the weighting of each question and is created by dividing the weighting with the maximum score available. For instance, a weighting of 20, would create a factor of 5 (20/4); a weighting of 15 would create a factor of 3.75 (15/4).

See the following worked examples

	Panel Scores	Average Panel Score	Published weighting	Factor used	Weighted Score
Question 1	3, 3, 4	3.3	20%	5	16.7
Question 2	2,1,2	1.7	15%	3.75	6.3

Scores are calculated in excel so are automatically rounded up or down to 1 decimal point.

The **Price** element will be marked by the Procurement Team and is based on the tendered bid price (total price identified within the pricing proforma).

- The average price of all evaluated bids will be allocated a score of 50.0 points.
- 1 point is deducted from the score of each tender for each percentage point above the average (rounded up or down to the nearest one decimal point); and 1 point is added to the score of each supplier for each percentage point below the average (rounded up or down to the nearest one decimal point).
- A weighting of 20% is then allocated based on these points to obtain the final score.

Scores are capped at a maximum of "20" and minimum of "0".

See the following worked example.

A	B	C	D	E
	Bid Price	Average Bid Price	Calculation $(C - \text{Bid Price}) / C \times 100 + 50$ e.g. $(8667 - 10000) / 8667 \times 100 + 50$	Adjusted for 20% Price weighting D x 20%
Bidder 1	£10,000	£8,667	34.6	6.9
Bidder 2	£9,000		46.2	9.2
Bidder 3	£7,000		69.2	13.8

On completion of the evaluation process, the supplier with the highest score will be selected and awarded the Contract. In the event of these scores being tied, the bidder with the highest quality score will be selected.

INDICATIVE TIMETABLE

	Description	Dates	Time (all times in GMT)
1	Contract Notice Dispatched	28 November 2017	
2	Last date to request clarification	22 December 2017	1200 hrs
3	Last date to request accompanied inspections	22 December 2017	1200hrs
4	Last Clarifications issued	4 January 2018	
5	Tender Deadline	10 January 2018	1200 hrs
6	Clarifications completed by (by email if required)	25 January 2018	
7	Contract Award	6 February 2018	

Bidders should note that, as part of the evaluation process, they may be asked to respond, by email, to requests to clarify their submission.

NOTE: HIE offices are going to be closed between 23rd December 2017 and 2nd January 2018. HIE will respond to any outstanding clarifications requested by the date indicated in the table above.

TENDERING CONDITIONS

This specification should be read in conjunction with the Terms and Conditions (T&C's) issued by HIE. These are the only T&C's that will govern the service and bidders T&C's will not be accepted. Bidders should note that any tender that includes their own T&C's may be regarded as non-compliant. As indicated, queries relating to T&Cs should be raised via PCS in advance of the deadline and by the date indicated in the Indicative Timetable above. Requests for changes to T&Cs will not be considered after this deadline.

Material Changes in Circumstances – Bidders should immediately bring to HIE's notice any material change in: the financial or other circumstances of the Bidder or any member(s) of the Bidder's Consortium; the membership or composition of the Consortium; or any information contained in their response to the Tender since the date of submission. Any change in the membership of the Bidder's Consortium may only be made with prior written agreement of HIE. HIE will not withhold its agreement unreasonably, but such agreement will be subject to the Bidder's Consortium continuing to meet the established qualification criteria set out in the Tender.

Any Material Change in Circumstances shall be evaluated in accordance with the selection criteria set out in the Tender. HIE may at its absolute discretion reject or disqualify a Bidder or Consortium from the tender process in relation to the contract as a result of the Material Change in Circumstances they do not comply with the minimum requirements of the selection criteria set out in the tender or would not have been shortlisted to be invited to take part in the tender process has the Material Change in Circumstances been taken into account in the original evaluation of their response.

Failure by a Bidder to disclose any Material Changes in Circumstances since the date of submission of their tender may at the absolute discretion of HIE result in the Bidder being rejected or disqualified from the tender process.

Non-compliant proposals may be rejected.

HIE is not bound to accept the lowest or any offer and after tender evaluation, recommendations as to the proposed outcome will be presented to the appropriate delegated authority within HIE and any offer

will be dependent on this approval. All tender bids are valid for three months from the deadline for the submission of tenders.

HIE welcomes consortia bids with suitable relationships in place. HIE will contract with the lead member and it will be for members of the consortium to sort out their respective duties and liabilities amongst each other.

Co-operative Development Scotland can advise on how to form a consortium for bidding purposes. www.cdscotland.co.uk

The supplier will be expected to operate in a spirit of mutual trust and co-operation with HIE and this will include open book accounting. This will include details of rates and payments made to third party contractors.

Any interested parties are liable for their own costs relating to the tender process.

FREEDOM OF INFORMATION

Under the Freedom of Information (Scotland) Act 2002, (FOISA) and the Environmental Information (Scotland) Regulations 2004 (EIRs) we may need to disclose and/or publish any information you send us. In addition HIE may consider proactively publishing information about its procurement process and contracts.

For this reason HIE does not accept any express or implied duty of confidentiality as regards any information supplied by any bidder. The words "In Confidence" or any similar such words on documents supplied by a tenderer to HIE shall have no legal force against HIE.

Bidders should note that HIE cannot hold information in confidence unless it is genuinely sensitive in nature and therefore information provided may be subject to release. Even where an exemption applies, it may be subject to the tests of substantial prejudice and/or the public interest.

If you think that any of the information included in your tender is commercially sensitive or confidential please identify it and explain (in broad terms) what harm you think might result from disclosure and/or publication, why disclosure/publication might cause such harm and how long you think it is likely to remain so. Information marked as confidential should be limited to that which is genuinely confidential and which may be exempted from disclosure under FOISA/EIRs. Any information identified as sensitive, should be included in an annex which sets out the reasons for sensitivity and the period of sensitivity.

You should be aware that, even where you have indicated that information is commercially sensitive, confidential and/or restricted, it is entirely at our discretion to decide whether or not we are required to disclose and/or publish it under FOISA or EIRs.

Bidders should also note that the Scottish Information Commissioner does not regard bidders' price structures as being commercially sensitive information. Such information is therefore potentially subject to disclosure by HIE. Information may also be requested under the Data Protection Act 1998 and the Environmental Information (Scotland) Regulations 2004.

In the event of such a request, HIE would undertake to consult with you in advance.

HIE shall not be liable for any loss, damage, harm or other detriment however caused arising from any disclosure of information under FOISA, the EIR or other legislation governing access to information (including guidance notes and codes of practice issued by the Information Commissioner and/or the Scottish Information Commissioner).

Bidders are recommended to take their own independent legal advice regarding the effect of the FOISA and the EIR.

INFORMATION SHARING

In the course of this process HIE will act as a "data controller", holding and processing personal data (for example, personal data of you in the form of contact details or CVs, and any of your company's employees).

You can see full information on how we process personal data by visiting <http://www.hie.co.uk/about-hie/policies-and-publications/privacy-data-protection.html>

In line with the requirements of the Data Protection Act 1998, HIE may hold and process personal data for the following legitimate purposes:

- conducting assessments of tenders submitted
- for legal, regulatory and audit purposes
- for statistical analysis

HIE may share personal data with other bodies and companies in the following situations:

- with representatives from Cairngorm Mountain Limited / UK Great Travel Company Ltd and the Cairngorm Mountain Trust acting as observers at the tender evaluation meetings
- with contractors that HIE employ or work with to perform functions in certain situations on our behalf; and
- with other companies and organisations where we are required by law to share information. For example, we are required to share personal data with Audit Scotland and external auditors or advisors appointed in order to comply with audit requirements. Another example would be where we are required to share information with Police Scotland for the prevention and detection of crime.

HIE will not pass control of the personal data you submit to any third party organisation for generic marketing purposes.

Individuals have the right to ask for a copy their personal data which is held by HIE, in return for which HIE may charge a small fee. Individuals also have the right to request that HIE correct any inaccuracies in such data.

PUBLICITY

Bidders should not release any information regarding this tender to any person or organisation (except as may be necessary for the delivery of the contract) without the prior written consent of HIE. This restriction is also applicable to any advertising copy or promotional brochures for their own purposes or trade publications.

USE FORMS PROVIDED – DO NOT AMEND **ESPD SUBMISSION CHECKLIST**

Part	Section	Description	Completed by			Marks Available	
			Lead Bidder	Other consortia members	Other entities relied upon by main bidder as per Q 2C.1		
I		Info on procurement procedure	√			Info Only	
II	A - D	Info on bidder	√	√	√ (A&B only)	Info Only	
Exclusion Grounds							
III	A	Criminal Convictions	√	√	√	Pass/Fail	
III	B	Taxes & Social Security contributions	√	√	√	Pass/Fail	
III	C	Blacklisting	√	√	√	Pass/Fail	
III	D	Insolvency, Col and Professional misconduct	√	√	√	Pass/Fail	
Selection Criteria							
IV	A	Suitability	NOT USED FOR THIS EXERCISE				
IV	B	Economic & Financial standing	√	√	√ *	Pass/Fail	

IV	C - E	Technical & Professional ability	NOT USED FOR THIS EXERCISE			
V	Reduction on number of qualified candidates		NOT USED FOR THIS EXERCISE			
VI	Concluding statements		√	√	√	Pass/Fail

Note * these organisations should complete the relevant section of Part IV on which they are being used to meet the required criteria. e.g. if they are being used to achieve a “Pass” in Economic & Financial standing, they would complete that section only

OTHER DOCUMENTATION SUBMISSION CHECKLIST (to be completed by the Lead Bidder only)

AWARD CRITERIA TENDER RESPONSE FORM			
1	Management & Delivery Methodology	Max Marks “4”	Weighting of 35%
2	Management & Delivery Team	Max Marks “4”	Weighting of 40%
3	Challenges & Risks Analysis	Max Marks “4”	Weighting of 5%
4	Price	Max Marks “20”	Weighting of 20%
Pricing Proforma			
Forms for Signature (Signed as appropriate)			
<ul style="list-style-type: none"> • Form of Tender • Collusive Tendering 			
Non Scored Questions (for management and reporting purposes):			
<ul style="list-style-type: none"> • Fair Work Practices • Business Pledge • Living Wage 			
Freedom of Information Annex (where appropriate)			