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## Croydon Council

### 1. Project Title

**Strategic Delivery Partner for Croydon's Adult Social Care and Health Directorate**

### 2. Introduction & Background

#### General note

- 2.1. "The Council will need to continue to reduce spending for years to come. That will mean extremely difficult decisions about the services we continue to provide to residents and businesses. **Ultimately the Council has to spend less and, in so doing, will be able to do less.** The Executive Mayor's priority must be to deliver a wholesale transformation of the Council's way of working, so that we balance the budget and change how services are run."
- 2.2. Within the Mayor's Business Plan, the two key outcomes which benefits realised from this procurement will support are:
- The Council balances its books, listens to residents and delivers good sustainable services.
  - People can lead healthier and independent lives for longer.

#### Introduction

- 2.3. Croydon Council requires a suitably qualified SPS Provider to work with its Adult Social Care and Health (ASCH) Directorate to enhance our managing demand transformation programme through a phase 1 diagnostic, and then phase 2 design and implementation.
- 2.4. The vision for the programme is to place the best and most independent outcome for the resident and or carer at the heart of any changes to enable joint improvement of outcomes, staff ways of working and financial performance.
- 2.5. The key objective of the diagnostic is to identify opportunities to deliver a new Target Operating Model (TOM). This TOM will be designed to deliver improved resident and carer outcomes, enhanced ways of working for staff and providers and recurrent annualised financial benefits.
- 2.6. Our ASCH Strategy provides the vision for social care in Croydon. The delivery of the strategy is now in its' third year and has proved successful in managing demand for social care services through a focus on preventing needs arising, reducing the level of needs people have, delaying the point at which people require services and ensuring that assessed needs are met in the most efficient and effective way.
- 2.7. Our Directorate priorities are:
- Develop our Resident Voice and fulfil all our statutory responsibilities ensuring that our adults are supported; and those at risk of abuse or neglect are safe.
  - Deliver a balanced budget, achieving our savings targets, implementing managing demand principles and processes, strong commissioning, and market management; and moving activity and expenditure to the targets in our strategy.

- Ensure health and care integration is successful and proportionate, and that it aligns to the Council's objectives for its budgets and our residents.
- 2.8. **Medium Term Financial Strategy (MTFS) 21-24.** Since November 2020, our Directorate focus has been to move both activity and unit costs to the London average for 18-64 Disabilities, and the England averages for 65+ Older People. As of May 2023, over £29m of budget savings have been validated. The key pillars enabling the savings has been review of packages of care, review of our contracts and a Strategic Managing Demand programme.
- 2.9. **Medium Term Financial Strategy (MTFS) 24-27.** The developing MTFS 24-27 will need to both articulate and implement a new Directorate 'target operating model' in line with our managing demand programme. This will 1) assure alignment to the Council's overarching priorities in the Mayor's Business plan, and 2) align the model to the Directorate's strategic vision.
- 2.10. The Directorate is likely to have a diagnostic evaluation in place focussed on its approach to Care Technology, and a further organisational report of Digital opportunities. The appointed SPS Provider will be expected to work alongside these key reports.
- 2.11. Finally, in order to support Croydon's vision for health and care integration, Croydon is one of six national front runner programmes, focussed on developing a new operating model for hospital discharge. The appointed SPS Provider will be expected to work alongside this programme.

### 3. **Scope of the Contract**

The Council is seeking to appoint a suitably qualified SPS Provider to provide support in managing the demand transformation programme through a Phase 1 Diagnostic, and then Phase 2 Design and Implementation.

- 3.1. The appointed SPS Provider will have:
- A track record of savings and transformation success, with commitment to shared benefits and risk.
  - A commitment to stay until the benefits are delivered.
  - Work alongside the Council, with clear governance on baseline, metric design and benefit realisation.
- 3.2. Through a two-phase process, with a 'go / no go' gateway between phases, they will deliver:
- **Phase 1:** An end to end operating model diagnostic to identify opportunities to further transform our services, significantly improve the outcomes and independence of our residents and deliver annualised financial benefits.
  - **Phase 2:** Design and implement the new Target Operating Model in line with our managing demand programme; including structures, processes and ways of working; enabling delivery of our statutory duties and a sustainable budget.

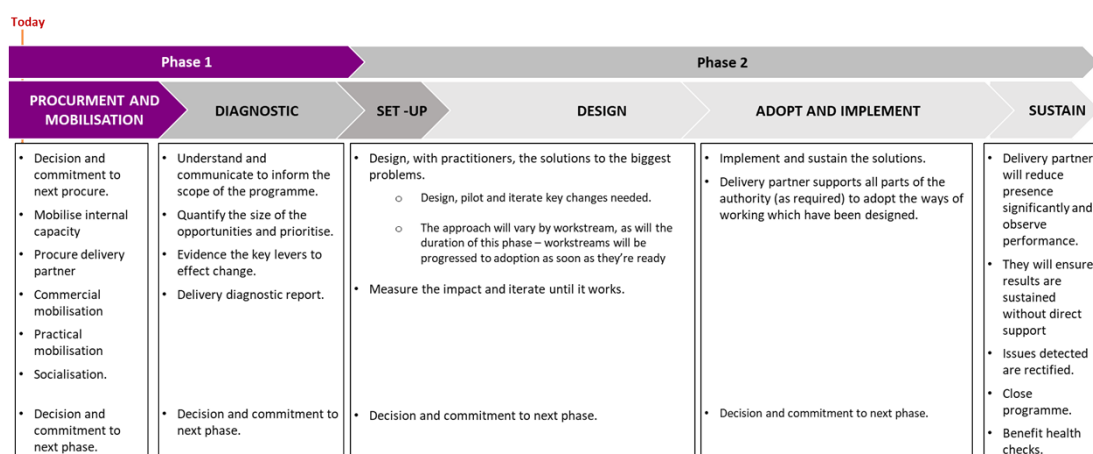
### 4. **Detailed Requirements**

- 4.1. The opportunities to be reviewed within the diagnostic are likely to include, the following areas,

however this will remain open to negotiation with the Corporate Director for Adult Social Care and Health.

- The assessment and reablement offer so that working age adults and older people can become more independent and receive a more consistent offer at the end of the assessment process.
- Across older people / working age adults, of the residents who go onto a long-term package of care; how can individuals be systematically identified and initially referred to short-term packages maximising their independence.
- Across older people and working age adults there is the opportunity to reduce / step down inappropriate residential placements, which is anticipated to substantially enhance their independence.
- Opportunities for improving our provider market and commissioning new services.
- Support and challenge to social care managers and practitioners across children's and adults' services to work together to ensure a smooth and gradual transition for young people into adulthood, with an emphasis on the development of young peoples' independent living skills appropriate to their needs.
- Opportunities with the Housing Directorate.
- Staff ways of working will be improved, reducing duplication and administrative tasks and enabling an increase in productivity and contact time with residents (including alignment with the What Good Looks Like digital framework).
- A legacy of skills transfer and development to encourage the delivery of this and future programmes.

4.2. The indicative structure and road map of the two phases are described below.



4.3. The above outline is not intended to document comprehensively all the improvement areas that may be identified and worked upon. Additional areas within the broad parameters of the programme will be addressed as they are identified. In addition, with agreement from Corporate Director for Adult Social Care and Health, the appointed SPS Provider may from time to time extend the scope of their work into further areas not specifically covered in this Work Order, if required, to achieve the targeted benefits.

### **Mandatory requirements**

- 4.4. **Programme governance** - In order to maximise success and sustainability, the programme will require comprehensive support and resourcing from both the Council and the appointed SPS Provider.
- 4.5. There will be one Programme Board to cover the entire programme. This will meet monthly. The attendees will typically include the Croydon Council programme sponsor; Croydon Council finance business partner and strategic Lead for operating model, performance and transformation; Croydon Council leads for each project stream; appointed SPS Provider project stream leads and the appointed SPS Provider programme lead (in an advisory capacity). Final decisions on improvement actions will be made by Croydon Council.
- 4.6. **Phase 1 diagnostic fee** – The diagnostic fee is fully contingent on receipt of a diagnostic report that meets the standards and scope agreed by the Programme Board and appointed SPS Provider.
- 4.7. **Phase 2 fee guarantee** – The fee guarantee ensures that the fee for this programme is fully contingent on the programme's success. If the programme's recurring annualised financial benefits do not exceed an agreed ratio in excess of the fee, then the fee payable will be reduced until this ratio is achieved. This means the SPS Provider's fee will be directly linked to the actual realised financial results from the programme. Annualised benefits include agreed cashable and quality/cost avoidance improvements which are recurrent.
- 4.8. The SPS Provider's fees must be based on the anticipated time required to deliver a targeted result. The SPS Provider must provide their expenses allowance as part of their tender submission.
- 4.9. Any work performed at the request of Croydon Council beyond the scope of the programme outlined will be charged for separately, and will be the subject of a separate Work Order to be agreed prior to undertaking such work.
- 4.10. **Sustainability** - The intention is that the appointed SPS Provider will design the new Target Operating Model (TOM) following sign off of the phase 1 diagnostic report and in line with our managing demand programme. Once agreed, the appointed SPS Provider will, as Phase 2 of the programme, work in partnership with Croydon Council to implement it. The programme must therefore design and agree a Sustainability Matrix to assess whether the new ways of working set out in the TOM are being achieved and maintained sustainably.
- 4.11. **Results measurement** – As part of the governance, a Benefits Monitoring Board (BMB) will be responsible for tracking the financial and operational results at each stage from identification, implementation, and realisation into Croydon Council's reporting systems.
- 4.12. The programme's results will be measured by recording the financial impact of each improvement change, with the actual results compared to agreed baselines. Where there is a requirement to identify the financial impact to the agreed improvement changes this will be jointly worked on by the Croydon Council's finance business partner and the SPS Provider.
- 4.13. Results will include the benefits to Croydon Council where costs have been shown to have been avoided (whether budgeted or not) due to improvements delivered by the programme.  
**However, the contingent fee will be based on cashable savings.**

- 4.14. Results will be measured on at least a weekly basis during Design, Implementation and Measurement Periods.
- 4.15. A 'Measurement Period' will commence once an area of programme scope is operating at a 'pre-agreed measurement of sustainability'. A Measurement Period will last for 12-weeks and will be used to calculate the "Locked-in" value of annualised benefit that area of Programme Scope will be permanently credited with having achieved. This will count towards the appointed SPS Provider fee guarantee.
- 4.16. The Benefits Monitoring Board will be responsible for defining which areas of Programme Scope are included within a Measurement Period.
- 4.17. The measurement of the programme's impact will require a fair and equitable like for like comparison between the impact of each change and Croydon Council's historical performance (the "baseline" performance).
- 4.18. At the end of this programme (i.e., when the appointed SPS Provider resources are no longer aligned to the programme full time), it is acknowledged that, although the relevant changes will have been agreed and/or made, some workstreams may not yet have delivered their full annualised benefit even though all appropriate input from the appointed SPS Provider will have been provided. For example, this may apply to workstreams where changes are awaiting planned completion (except where this is caused by the appointed SPS Provider failure), such as an establishment change, or future changes in service user settings – where Croydon Council is completing the Implementation phase. Where this is the case, at the end of the programme, the appointed SPS Provider and Croydon Council will agree and sign off a fair valuation of the projected total benefit to be delivered by these workstreams when the relevant changes have been fully completed – based upon operational performance and actual changes to date. The agreed projected total benefit for these workstreams will count as the "Locked-in" values for these workstreams.
- 4.19. If areas of Programme scope do not achieve the 'pre-agreed measurement of sustainability' by the long stop date, then those areas will use the last 12-weeks average performance to count towards the "Locked-in" value of performance. The total of the "Locked-in" values will count towards the appointed SPS Provider contingent fee model at the programme end.
- 4.20. The programme's savings will be signed off monthly by the Benefits Monitoring Board. The Croydon Council strategic lead for operating model, performance and transformation (or an appropriate substitute nominated by Croydon Council) will ensure that all savings presented for approval are signed off in a timely manner and that any supporting information from Croydon Council is similarly provided in a timely manner so as not to delay the reporting of savings and payment of fees.
- 4.21. **Scope of savings measurement** – The appointed SPS Provide will be working across Croydon Council's Adult Social Care and Health Directorate to identify and advise on the delivery of savings. It is undesirable to have a 'them and us' approach to savings and it is recognised that some savings will heavily involve the appointed SPS Provider, others will be very light touch or a result of the general process of identifying and delivering savings. The programme is a collaborative effort of working together to deliver savings. The 'rule of thumb' is that if the appointed SPS Provider is involved in a process of change identified and developed by the appointed SPS Provider and/or identified and developed by the programme generally, then the savings resulting from this change will form part of the programme's savings.

- 4.22. Savings are considered to be outside of the programme if there has been no involvement from the appointed SPS Provider, were pre-planned prior to the programme and have not been influenced in their delivery by the programme. If Croydon Council develops and executes such an improvement without the appointed SPS Provider involvement and/or which lies outside the scope of the programme's influence, then any savings will be outside of the scope of the programme and disregarded for the purposes of calculating the programme's results.
- 4.23. If the value of a saving cannot be determined either at the time or with a high degree of accuracy, a best estimate will be used by the Programme Board for the purposes of recording programme results until a more accurate number is known.
- 4.24. **Final results measurements** - At the final programme review (or at a later date if so agreed) Croydon Council and the appointed SPS Provider will jointly agree the results that have been delivered. The programme's final results will be agreed in line with the principles outlined in above.
- 4.25. **Invoicing schedule and expenses** – will be agreed with the appointed SPS Provider prior to the contract award and commencement of the programme.

## 5. Milestones

- 5.1. The following table sets out the indicative milestones anticipated being applicable to the delivery of the programme of work and when they are expected to be delivered.
- 5.2. SPS Providers are required to provide dates within their Tender Submissions. It is to be noted the Diagnostic must be completed no later than March/April 2024.

Line Item	Description	Completion trigger	Start Date	End Date
<b>Line Item 1</b>	Phase 1 – Diagnostic	Programme Board sign off	Nov 23	Mar 24
<b>Line Item 2</b>	Phase 2 - initiation	Programme Board sign off	Mar 24	Mar 24
<b>Line Item 3</b>	Phase 2 - Set up	Programme Board sign off	Apr 24	Apr 24
<b>Line Item 4</b>	Phase 2 - Design	Programme Board sign off	Feb 24	Aug 24
<b>Line Item 5</b>	Phase 2 - Adopt and implement	Programme Board sign off	Sep 24	Mar 25
<b>Line Item 6</b>	Phase 2 - Sustain	Programme Board sign off	Apr 25	Sep 25

## 6. Service Levels and Key Performance Indicators (KPIs)

- 6.1. The following table sets out the indicative but not exhaustive Key Performance Indicators (KPIs) for this programme anticipated being applicable to the delivery of the programme.
- 6.2. Suppliers are required to provide recommendations as part of their submissions.
- 6.3. Service Levels and Key Performance Indicators will be agreed prior to contract award with the appointed SPS Provider.

	<b>Service Description</b>	<b>Measurement of Service Level</b>	<b>Consequence of Failed Service Level</b>
A	Diagnostic report	Diagnostic report signed off	Terminate contract
B	Programme governance	Governance structure agreed	Terminate contract
C	Sustainability matrix	Matrix agreed	Terminate contract
D	Joint resource plan	Plan agreed	Terminate contract
E	Detailed programme plan	Plan agreed	Terminate contract
F	Invoicing schedule	Schedule agreed	Terminate contract

## **7. Contract Management (measuring success and review)**

- 7.1. A key underlying principle of the engagement is that the programme is a partnership between Croydon Council and the SPS Provider, and that the SPS Provider should not suffer (in relation to the payment of its fee and its fee guarantee) due to circumstances and events outside the programme's scope or in the SPS Provider's control.
- 7.2. The Programme Board will ensure that Croydon Council's management team and key individuals provide all reasonable assistance, resource and engagement to the SPS Provider in respect of delivery of the programme and drive and implement improvement within the required timescales of the programme whilst being supported by the SPS Provider, and that Croydon Council's staff are fully engaged in the programme.
- 7.3. The SPS Provider will raise any concerns (such as the impact from delays, changes in senior Croydon Council management and key personnel, skill gaps, key Croydon Council personnel leaving, the impact of Croydon Council staff sickness etc.) to the Programme Board and if these cannot be addressed such that their impact on the programme's timeline and results is mitigated then the SPS Provider may request to either increase their resourcing and hence programme fees and/or reduce the programme's fee guarantee ratio of fees to results such that the SPS Provider do not suffer from such developments. If any such request is agreed by the Programme Board (acting reasonably), the agreed increase and/or reduction will be put into effect and will be actioned in accordance with Bloom Change Control Procedure.

## **8. Data Protection Schedule**

- 8.1. The successful SPS Provider must comply with any further written instructions with respect to processing by the Data Controller. As part of the contract, there will need to be a substantial data sharing agreement developed with the delivery partner; who would also be expected to completed relevant GDPR, safeguarding and data and case notes system training. Please note the detail of the data privacy impact assessment in the additional documentation.
- 8.2. Any such further instructions shall be incorporated into a Schedule and the Schedule may be amended at any time during the Term by agreement in writing between the Data Controller and the Contractor to ensure that the description and detail set out in the Schedule with regard to the processing of personal data reflects the arrangements between the Parties, is accurate and



is compliant against the Data Protection Legislation.

No.	Description	Details
1	Subject matter of the processing	Names and contact details of individuals involved in the administration of the implementation and the Work Order.
2	Duration of the processing	For the duration of the contract.
3	Nature and purposes of the processing	The nature of the processing includes the collection, recording, organisation storage, retrieval, use, disclosure by transmission, dissemination or otherwise making available, erasure or destruction of data (whether or not by automated means). The purpose of the processing is to enable relevant individuals to contact one another.
4	Type of Personal Data	For the purposes of the contract, the Authority, the SPS Provider and the Delivery Partner will disclose the following information to each other: Contact details for individuals concerned with the management of the Work Order Contact details for individuals concerned with specific projects under the Work Order (Name, email address, postal address, telephone number)
5	Categories of Data Subject	Personal data relating to the staff of the Delivery Partner, the SPS Provider and the Authority (including temporary or agency staff) concerned with the Work Order.
6	Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	In line with the data retention policies of each entity.

## 9. Evaluation

***The Minimum Requirements is a mandatory section and applies to all projects regardless of value.***

***The Further Requirements to be fully completed ONLY if you have answered Yes to any of the Minimum Requirement's questions.***

All proposal submissions will be evaluated as follows:

**Minimum and Further Requirements:** Pass / Fail

**Quality:** 70% (10% of which is Social Value)

**Price:** 30%

## **Minimum and Further Requirements**

**Minimum Requirements:** For information only, where **Yes** is indicated to any of the questions the Further Requirements section **must be** fully completed.

**Further Requirements:** The Authority will assess and consider the information provided in accordance with their policies. Where **Yes** is indicated to any of the questions the Authority **may** consider the bid, in accordance with PPN 01/22.

<b>Minimum Requirements and Further Requirements:</b>		
<b>Minimum Requirements</b>		
<b>Business Dealings within Russia or Belarus</b>	<p>Are any of the following:</p> <ul style="list-style-type: none"> <li>• your Organisation,</li> <li>• any of its Group, Holding, Parent Companies,</li> <li>• your subcontractors (used to deliver the services)</li> </ul> <p>registered in or undertaking business in Russia or Belarus?</p> <p>If <b>Yes</b>, please provide details for consideration to enable the Authority to assess in accordance with their policies:</p>	Yes/No
	<p>Do any of the following:</p> <ul style="list-style-type: none"> <li>• your Organisation,</li> <li>• any of its Group, Holding, Parent Companies,</li> <li>• your subcontractors (used to deliver the services)</li> </ul> <p>have a Person with Significant Control residing or domiciled in Russia or Belarus, or have Russia or Belarus nationality?</p> <p>If <b>Yes</b>, please provide details for consideration to enable the Authority to assess in accordance with their policies:</p>	Yes/No
<b>Further Requirements</b> (to be fully completed <b>ONLY</b> if you have answered <b>Yes</b> to any of the Minimum Requirements questions)		
<b>Business Dealings within Russia or Belarus</b>	<ul style="list-style-type: none"> <li>• Is your organisation (or any member of your supply chain which you rely on to deliver the contract) registered in the UK (or in a country the UK has relevant international agreement with reciprocal rights of access to public procurement)?</li> </ul> <p>If <b>Yes</b>, please provide details for consideration to enable the Authority to assess in accordance with their policies.</p>	Yes/No

	<p><b>Note:</b> The information you provide may include but is not limited to; your (or the supplier you will rely on to deliver the contract) UK's company registration name and company number and / or providing details of the company including but not limited to; the relevant country the company was established in.</p>	
	<ul style="list-style-type: none"> <li>Does your organisation (or any member of your supply chain which you rely on to deliver the contract) have significant operations in the UK (or in a country the UK has relevant international agreement with reciprocal rights of access to public procurement)?</li> </ul> <p>If <b>Yes</b>, please provide details for consideration to enable the Authority to assess in accordance with their policies.</p> <p><b>Note:</b> The information you provide may include but is not limited to; the relevant country where you (or the supplier you will rely on to deliver the contract) has significant operations and a high level description of those substantive business* operations.</p> <p>*Substantive business operations means having a registered office, factory or other permanent base in the relevant country from which meaningful business operations are being conducted. In-Scope Organisations should conduct due diligence to check supplier details with Companies House and other open information sources, or seek verification directly from the supplier.</p>	Yes/No

<b>Qualification Requirements (Pass/Fail)</b>		
<p><b>Data Sharing Agreement</b></p>	<p>Please confirm your acceptance to enter into a Data Sharing Agreement with the Contracting Authority prior to contract mobilisation.</p> <p>Yes = Pass</p> <p>No = Fail</p>	Yes/No
<p><b>GDPR, Safeguarding, And Data And Case Notes System Training</b></p>	<p>Please confirm your acceptance to complete the Contracting Authority's relevant GDPR, safeguarding and data and case notes system training. Detailed in the attached Data Protection Impact Assessment, following contract mobilisation.</p>	Yes/No

	Yes = Pass  No = Fail	
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Quality (70%)		
Quality Area	Evaluation Criteria	(%) Weighting
<b>Overview of the Company Services</b>	<ul style="list-style-type: none"> <li>Please provide an overview of your company and the services you deliver.</li> </ul>	3
<b>Evidence of Delivery Similar Projects</b>	<ul style="list-style-type: none"> <li>Please provide at least two relevant case studies that provide evidence of delivering similar programmes.</li> <li>Please provide the names of 2 reference that can provide assurance of your capability to deliver the requirement.</li> </ul>	10
<b>Understanding the Tasks</b>	<ul style="list-style-type: none"> <li>Please provide your understanding of the Customer requirement.</li> </ul>	9
<b>Ability to Meet the Requirements</b>	<ul style="list-style-type: none"> <li>Please confirm that you can meet all requirements within the required timescales.</li> <li>Please provide a project plan that details how you would deliver the required outcome.</li> </ul>	13
<b>Phase 2 fee guarantee ratio</b>	<ul style="list-style-type: none"> <li>Referring to section 4.7, please provide your phase two fee ratio.</li> <li>For example, if a £5m saving (X) is achieved, the provider would realise Y as payment. The ratio is then X:Y.</li> </ul>	12
<b>Delivery Methodology for the Overall Project</b>	<ul style="list-style-type: none"> <li>Please detail your proposed approach to deliver this programme.</li> <li>Please provide details of your delivery assurance processes.</li> </ul>	25
<b>Resident Voices</b>	<ul style="list-style-type: none"> <li>We want to deliver an adult social care vision in partnership with local people whose insight comes from their lived experience of social care for themselves or their families.  Within the programme of work, how will you enable this; ensuring you listen and have genuine conversations that change the way social care can be imagined and delivered in Croydon?</li> <li>Please provide details of your proposed approach for our Resident Voices group:</li> </ul>	10

	<p><b>1)</b> in an easy read Word document; and</p> <p><b>2)</b> in a video via a link within the easy read document.</p>	
<b>Delivery Team</b>	<ul style="list-style-type: none"> <li>Please provide CVs for your proposed delivery team</li> </ul>	4
<b>Business Continuity</b>	<ul style="list-style-type: none"> <li>Please outline what Business Continuity <b>arrangements</b> that will be in place to ensure consistency of supply, likely to be impacted by (<i>but not limited to</i>): <ul style="list-style-type: none"> <li>Natural disaster</li> <li>Loss of information technology</li> <li>Global pandemics</li> <li>Adverse weather conditions</li> <li>Industrial disputes/staffing shortages</li> <li>Receivership</li> <li>Loss of premises</li> </ul> </li> </ul>	4
<b>Social Value</b>	<ul style="list-style-type: none"> <li>Please demonstrate where your organisation can meet social value considerations referenced below as part of the wider impact of services delivered via this contract, giving specific details of what will be delivered in line with this opportunity: <p><b>Not for Profit Activity</b></p> <ul style="list-style-type: none"> <li>Employee Volunteering Days</li> <li>Charity/Not for Profit Engagement</li> <li>Supporting Local Charities</li> </ul> <p><b>Economic</b></p> <ul style="list-style-type: none"> <li>Local Recruitment</li> <li>Work Experience</li> <li>Apprenticeship Opportunities</li> <li>Local Investment</li> </ul> <p><b>Social</b></p> <ul style="list-style-type: none"> <li>Community Engagement</li> <li>Fair Trade Supply Chain</li> <li>Supporting Local Heritage</li> </ul> <p><b>Employment</b></p> <ul style="list-style-type: none"> <li>Flexible/Agile Working</li> <li>Continuous Professional Development</li> </ul> </li> </ul>	10

	<ul style="list-style-type: none"> <li>○ Wellbeing Benefits</li> </ul> <p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>○ Carbon Reduction</li> <li>○ Utility Reduction</li> <li>○ Sustainability</li> </ul>	
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### Scoring Descriptors

Scoring Grade	Descriptor	Numeric Score	% Score
<b>Unacceptable</b>	Unanswered or failed to adequately address the requirement	0	0
<b>Poor</b>	The information submitted is very limited, <b>inconsistent</b> with the rest of the submission, and / or no supporting documentation has been provided	1	20
<b>Fair</b>	The information submitted is limited, has some <b>inconsistencies</b> with the rest of the submission and / or insufficient supporting documentation has been provided.	2	40
<b>Satisfactory</b>	Satisfactory response to the requirements which provides adequate evidence but contains <b>inconsistencies</b> .	3	60
<b>Good</b>	Good response to the requirements which provides evidence which is clear but has minor inconsistencies.	4	80
<b>Excellent</b>	Excellent response to the requirements which provides detailed evidence which is clear, complete and consistent.	5	100