INVITATION TO QUOTE FOR THE PROVISION OF Glasgow International 2024 Marketing and Communications Manager

QUOTATION REFERENCE: CSG0/GI/2023/2
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1 INTRODUCTION

1.1 Glasgow Life Overview

Culture and Sport Glasgow (CSG) is a charity (SC037844) established on 1 April 2007 (formerly Cultural and Leisure Services within Glasgow Life) to deliver cultural, leisure and outdoor recreation services on behalf of Glasgow City Council.

CSG is governed by a Board of Directors comprising five Elected Members, six Independent Directors and the Chief Executive of Culture and Sport Glasgow. In terms of the Articles of Association of CSG, the power to appoint all Directors (other than the Executive Director, who is appointed by the board) is vested solely in The Company.

Glasgow Life is one of Scotland’s largest charities and our mission is to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport. We believe everyone deserves a great Glasgow Life and we find innovative ways to make this happen across the city’s diverse communities. Employing approximately 2,400 staff across the city, our programmes, experiences and events range from grassroots community activities to large-scale cultural, artistic and sporting events which present Glasgow on an international stage. Our work is designed to promote inclusion, happiness and health, as well as support the city’s visitor economy, in order to enhance Glasgow’s mental, physical and economic wellbeing.

These services include Arts and Museums, Libraries and Community Facilities, Area based Services, Services for Young people and Sports and Events. High profile and well known venues and events include Kelvingrove Art Gallery and Museum, the Mitchell, The Burrell Collection, The Glasgow Club, Tramway and events such as the Celtic Connections, Aye Write and The World Pipe Band Championships.

From 21 June 2010 Culture & Sport Glasgow changed its operating name to Glasgow Life. The main reason for this is to allow us to communicate more effectively with our customers, partners and stakeholders.

Culture and Sport Trading CIC Community Trading CIC (Community Interest Company) (CSG Trading) is registered in Scotland (No SC313850). The company is responsible for commercial development activities such as retail and venue hire. All profit from this trading is gift aided to the charitable company.

Glasgow Life is the sole member of Glasgow Life CSG Trading is wholly owned by Glasgow Life.

Glasgow Life and CSG Trading are classed as a “Contracting Authority” in terms of and therefore they require complying with the Procurement Regulations. Glasgow Life and CSG Trading will jointly be referred to in the remainder of this document as “The Company”

1.2 Introduction to Quote

Glasgow Life invites bids for:

- **Contract Title:** Glasgow International 2024 Marketing and Communications Manager
- **Contract Reference:** CSG0/GI/2023/2
- **Contract Duration:** August 2023 – September 2024

1.3 Format of Quote

The Company will be conducting the Invitation to Quote via email.

The completed Invitation to Quote response must be attached to your email response by the quotation closing date.

*Failure to return the Quotation on time may result in the quotation being rejected.*
Note that the Bidder is responsible for allowing sufficient time to complete and email the response to The Company, including the completion of any questionnaires or documentation, required attachments or additional information. It is highly recommended that Bidders do NOT leave responding until near the quotation closing date since late responses may not be accepted.

If any part of this Invitation to Quote is unclear, contradictory or contains provisions that mitigate against efficient and effective provision of the supply of the Services described in the brief, then the Bidder shall contact The Company to clarify or resolve any such issues immediately and no later than two (2) days before the invitation to quote closing date stated.

Please include the title and reference of this Invitation to quote in all correspondence.

If resolution requires specific clarification re interpretation of, or modification to, the text of the Invitation to Quote, then The Company shall provide the same information to all Bidders without disclosing the name of the Bidder who initiated the query.

Any unauthorised contact made directly with any other employee of The Company regarding this Invitation to Quote is a violation of its terms and may be cause for disqualifying a Bidder at The Company’s sole discretion.

1.4 Disclaimer

While information provided within, or at any time in connection with, this Invitation to Quote ("Information Provided") has been prepared in good faith, it does not purport to be comprehensive or to have been verified independently. Neither The Company nor any of its agents or advisers accepts any liability or responsibility for the accuracy, adequacy or completeness of any of the Information provided or any opinions contained in this Invitation to quote or of any other information made available during the quotation process. No representation or warranty, express or implied, is or will be given by The Company or any of its agents or advisers with respect to such Information provided or opinion. Any liability is therefore hereby expressly disclaimed.

Nothing in this Invitation to Quote, or Information Provided, is, or should be, relied upon as a promise or representation as to The Company’s ultimate decisions in relation to the services required. Neither The Company nor its advisers have carried out verification of the Information Provided. Neither The Company nor its advisers shall be liable or responsible for negligence or failure to exercise any degree of skill or care in connection with the production of the Information Provided or for any action taken by you as a result of the Information Provided.

Neither The Company nor its advisers shall be liable or responsible for any statement, opinion or conclusion contained in, or any omission from, the Information Provided or in respect of any other written or oral communication, transmitted or otherwise, made available to you, and no representation or warranty is made in respect of such statements, opinions or conclusions. Bidders must rely on their own enquiries and on the terms and conditions contained in any agreement, when and if finally executed, subject to such limitations and restrictions as may be specified therein.

The submission of a bid will imply acceptance of the foregoing provisions by the relevant Bidder without qualification. Any attempt to qualify any of the foregoing provision in this “Disclaimer” section, either expressly or impliedly, may result in a Bidder being disqualified.

1.5 Firm Offer

All Bid prices and / or rates will be regarded as “Firm Price Offers” for the whole of the period of the services. The Invitation to quote shall remain open for acceptance until the key date for the commencement of the works within the Contract Data.

Any extensions to this period may be made after agreement in writing.
1.6 **Nett Price**

Any new prices quoted on the quotation must be strictly net prices. The Bidder will be deemed to have satisfied himself that the nett prices submitted on the Bid includes an allowance for all matters in respect of safety, health and welfare and the conditions of employment of work people and all insurances or other matters necessary for the satisfactory execution of the services required (e.g. supply of media, standard printing costs).

1.7 **Incurred Tender & Other Expenses**

The Company shall not be responsible for, or pay any costs and expenses which may be incurred by the Bidder in connection with the preparation and submission of their quotation, including the attendance at any pre or post bid meetings, site visits, negotiations etc.

1.8 **Sufficiency and Accuracy of Bid**

Bidders will be deemed to have examined all the elements of the Invitation to Quote, and by their own independent observations and enquiries will be held to have fully informed themselves as to the nature and extent of the requirements. Bidders are cautioned to check the accuracy of their quotation prior to submission. If a quotation is found to contain clerical errors or omissions, The Company may, at its sole discretion, seek clarification of the relevant text from the Bidder. Under no circumstances may the quotation be amended after submission. The Company reserves the right to disqualify incomplete quotations.

1.9 **Sub Consultants and/or Specialist Contractors**

Where any Bidder intends to employ the services of any sub-consultant and/or any specialist contractor to deliver the services or works contained under any project within this Invitation to Quote, it is expected that the Bidder will assume the role of lead Bidder for this project and will act as the point of contact for The Company. The lead Bidder will deal with all issues and take responsibility for ensuring that the project is delivered to the satisfaction of The Company.

1.10 **Acceptance of Tender**

The Company does not undertake to accept the lowest quotation offer, or part, or all of any quotation offer and the acknowledgement of receipt of any submitted quotation offer shall not constitute any actual or implied agreement between The Company and the Bidder. The Company reserves the right to accept any part, or all of any quotation offer or quotation offers at its sole discretion.

1.11 **Copyright**

Copyright of all reports, drawings and other materials or information provided to the bidder forming part of this appointment remains the property of The Company and may not be reproduced in whole or in part by the bidder or by any third party without the written agreement of The Company.

1.12 **Data Protection Law**

All Bidders must comply with Data Protection Law. This means the law relating to data protection and privacy in force from time to time in the UK, including:

(a) The Data Protection Act 2018 (and any regulations made thereunder);

(b) (UK GDPR); and

(c) The Privacy and Electronic Communications Regulations 2003 (SI 2003/2426) (as amended).
1.13 Insurance Requirements

The Company’s insurance requirements are:

- The Bidder shall take out and maintain throughout the period of their services Employer’s Liability insurance to the value of at least TEN MILLION (£10,000,000) POUNDS STERLING in respect of any one claim and unlimited in the period.

- The Bidder shall take out and maintain throughout the period of their services Public Liability insurance to the value of at least FIVE MILLION (£5,000,000) POUNDS STERLING in respect of any one claim and unlimited in the period.

- The Bidder shall take out and maintain throughout the period of their services Products Liability insurance to the value of at least FIVE MILLION (£5,000,000) POUNDS STERLING in respect of any one claim and in the aggregate.

The Company also requires that the successful bidder will retain a sufficient level of Professional Indemnity Insurance required to cover any services to be performed within the scope of the contract.

The standard requirement for The Company is:

- Bidder shall take out and maintain throughout the period of their services Professional Indemnity insurance to the value of at least FIVE MILLION POUNDS STERLING (£5,000,000) in respect of any one event and in the aggregate.
2 SCOPE OF REQUIREMENTS

2.1 Introduction

Glasgow International is seeking a Communications Manager to deliver the overall communications strategy for Glasgow International 2024 taking place from Friday 7 – Sunday 23 June 2024, with a preview day on Thursday 6 June.

The contractor will be responsible for leading on all Marketing and Communications for Glasgow International as detailed under the Scope of Services below, and is an exciting opportunity to work with the festival to ensure its artistic and curatorial vision reaches a broad and diverse audience.

The contract period will run from September 2023 to September 2024

Applications are sought in the format of a written proposal outlining how the brief would be achieved, in response to the questions in section 3.1 below. Please include a CV outlining recent relevant experience.

2.2 Background

Glasgow International was founded in 2005, with its tenth edition taking place from 7-23 June 2024.

GI 2024 is also significant as it is the first festival under the new direction of Festival Director Richard Birkett, with the 2024 programme, structure and framing marking important shifts in how the festival is developed and delivered. GI 2024 will place a renewed emphasis on GI as a collective endeavour, generated by the unique energies of the visual art ecology in Glasgow. It will celebrate the depth and diversity of artistic and curatorial practices in Glasgow, and their connections with art discourse and practice occurring globally; and it will generate new platforms for exchange and collaboration between international artists and organisers and the work of practitioners and organisations in Scotland and Glasgow.

GI 2024 marks a longer-term commitment to the festival’s embedding in and responsiveness to the year-round visual art ecology in Glasgow. GI is engaged in an ongoing consultation process with artists, audiences, funders and arts organisations, shaping the future of the festival in exciting and transitional ways. Key to this process is an understanding of how GI best supports Glasgow-based artists and practitioners in ways that sustain, builds new opportunities, and makes visible the dynamism of visual art produced in the city.

2.3 Objectives

a. Scope of Services:

- To reach local, national and international audiences, working towards GI2024 KPIs*
- To increase participation and attendance by non-art audiences based in Glasgow and elsewhere
- To communicate the depth and diversity across all levels of the festival programme, generating positive energy, excitement, and discourse around the work of contributing artists and organisations
- To ensure communication and marketing around the festival is reflective of the values, concerns, and critical interests of artists – both those participating in the festival, and the broader artistic community of Glasgow, Scotland, the UK and internationally
b. Outputs and Milestones

- To ensure that GI’s values and mission are communicated both to those who can come, and those who can’t
- To improve accessibility of GI’s communications, considering visual and aural impairments, neurodiversity, and language barriers

b. Outputs and Milestones

- Produce a marketing and communications strategy, campaign and timeline for Glasgow International 2024.
- The strategy and timeline must incorporate marketing and communications across PR (in conjunction with a separate PR agent), digital, web, print and advertising
- Work with the GI Director, Festival Manager and key stakeholders as appropriate (Glasgow Life, Event Scotland and Creative Scotland) to define campaign goals and aspirations including key audience segments and targets (KPIs), including local, national and international audiences
- Work with GI team to ensure that all marketing and communications are developed and delivered in line with GI’s commitment to Anti-Racism, equalities, diversity and inclusion
- Work with the GI team to ensure that all marketing and communications are developed in line with GI’s commitment to environmental sustainability and net zero
- Work with Festival Director and curatorial team alongside commissioned artists to develop bespoke comms campaigns for specific projects, ensuring integration into the overall campaign
- Work with Festival Director, Open Programme Convenor alongside GI partner organisations and Open Programme project organisers to develop bespoke comms campaigns for specific projects, ensuring integration into the overall campaign
- To be the principle point of contact for the broader marketing and communications team, ensuring that they deliver on time and budget. The principle roles within the communications team will be:
  - PR contract
  - Graphic Identity and designer commission**
  - Website and digital assistance
  - Web development contract (Glasgow Life Digital / external web development agency)
  - Copy editor
- Work with Festival Director and Festival Manager, with support from GL Marketing Business Partner to ascertain best use of limited marketing and communications budget to reach specific audience groups and segments
- Devise and deliver an online communications strategy for web, social media and digital aligned with GI’s resources and artist-led ethos with some support from a web and digital assistant
- Work with GI Director, Festival Manager and team as appropriate to develop and manage design brief and its application across print and online
• Work with GI Director, Festival Manager and PR agencies to input into the PR strategy, to ensure opportunities between media partnerships, advertising and PR are maximised

• Managing the development, coordination and production of any printed materials, including the festival’s printed programme guide, with input and support from the GI team as appropriate

• Managing the development and production of the festival website, with input and support from the GI team as appropriate

• Work with the Festival Director, Festival Manager and PR Agencies to develop and define key messaging to be used on principle marketing and communications materials

• In dialogue with Festival Director and Festival Manager, manage marketing and communications budget

• With Festival Director and Festival Manager, identify, agree and work to marketing objectives taking on board the artistic community, partners and sponsors so as to achieve maximum and focused delivery of the Festival’s marketing campaign, in particular exploiting opportunities with partners to distribute Festival print/e-communications at specialist arts events and tourism industry events.

• Document and archive related marketing publications relevant to the Festival

• Assess and report back to Glasgow International on marketing at key stages in the run-up to and during Glasgow International. At the end of the Festival, provide a report on marketing, to include detailed quantitative and qualitative analysis.

• Ensure data on digital engagement is captured throughout the campaign, in line with GDPR and data capture to date, so that comparative analysis can be undertaken.

• Support the GI team to develop a festival evaluation framework

*Those planning a bid should contact info@glasgowinternational.org to obtain KPIs and planned timeline

**This is a larger commission already in place with an artist and graphic designer, with applications beyond the marketing and communications remit.

c. Fee and costs

The fee for this contract is £15,000 (ex VAT). It is expected that the work will take approx. 50 days spread over contract duration.

Rates and prices shall be deemed inclusive of all additional expenses howsoever incurred.

The role will be paid in 5 instalments on receipt of a valid undisputed invoice. It is the responsibility of the supplier to pay any relevant income tax and national insurance relating to this contract.

Any additional expenses must be agreed in advance in writing with the Festival Manager.

Please ensure all materials or services are paid through the following procedure: completed invoice including a unique invoice no, job description, bank details and unique tax reference number. Successful suppliers will be issued with a Vendor Header Template to complete and submit with their first invoice. All invoices need to be addressed to: Glasgow Life, 38 Albion Street, Glasgow G1 1LH

Rates and prices shall be deemed inclusive of all additional expenses howsoever incurred.
2.4 Additional Information
Glasgow International is part of Glasgow Life, and is funded in partnership between Glasgow Life, Glasgow City Council via Glasgow Event Board, Creative Scotland, Event Scotland and Scottish Government via EXPO Funding Programme.

Key contract contacts:
Festival Manager: Diana Stevenson diana.stevenson@glasgowinternational.org
Festival Director: Richard Birkett richard.birkett@glasgowinternational.org

2.5 Health and Safety
In the UK it is a criminal offence to break health and safety laws, for which the penalties can be a significant fine or imprisonment. UK law places strict duties on employers, the self-employed, people in charge of work premises, and employees/workers.

Therefore, the Bidder has a legal duty to take care of their own safety and the safety of those affected by their operations and work activities, and to comply with any health and safety procedures of an employer and of any venue they are working with and/or within.

The Bidder will be bound to the requirements of all applicable UK legislation, including, but not limited to: Health and Safety at Work, etc. Act 1974, the Management of Health and Safety at Work Regulations 1999.

The Bidder shall establish its own Health and Safety (H&S) policy and procedures to support the delivery of the service.

It is a mandatory requirement that Tendering Organisations with more than 5 employees have in place a Health and Safety Policy which is approved at a senior level within the Organisation and is reviewed regularly. Where a Bidder does not have a Health and Safety Policy and is required to do so, The Company may exclude the Bidder from the competition.

2.6 Sustainability
This Contract should contribute towards the achievement of The Company’s environmental and sustainable objectives. Securing sustainable development is a strategic objective for The Company.

It is a mandatory requirement that the Supplier and their personnel make every effort to minimise the impact of the delivery of this contract on the environment. The Supplier shall use their best endeavours to deliver this contract in line with Glasgow Life’s Environmental policy, and Glasgow International Environmental plan. Documents will be made available to the contract holder once contract is agreed.

2.7 Invitation to Quote Timetable
- Invitation to Quote Issued Friday 30 June 2023
- Invitation to Quote Return Date (by 12:00 noon) Monday 24 July 2023
- Interviews for all bidders w/c 31 July 2023 (tbc)
- Decision re Successful Bidder (target date) w/c 31 July 2023 (tbc)
- Contract Start Date (target date) 21 August 2023 (tbc)

The dates above are subject to change at The Company’s discretion.
3 SCORING METHODOLOGY / AWARD CRITERIA

The contract will be awarded to the quotation which is proved to be most economically advantageous.

3.1 Award Criteria, Questions and Scoring Guidance

The Company will evaluate the most economically advantageous quotation by scoring each submission against the award criteria described below.

Fig 1

<table>
<thead>
<tr>
<th>Award Criteria</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>90%</td>
</tr>
<tr>
<td>Price</td>
<td>10%</td>
</tr>
<tr>
<td>Total Section</td>
<td>100%</td>
</tr>
</tbody>
</table>

The score for each criterion will be weighted by multiplying it by the weighting factor described below and the sum of the weighted scores used to calculate the overall economically advantageous score for each Bidder bidding.

Fig 2

<table>
<thead>
<tr>
<th>GENERIC SCORING GUIDANCE</th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response is provided to the question</td>
<td>0</td>
</tr>
<tr>
<td>Response provided but not acceptable, not relevant or contains minimal information or, where relevant to the nature of the question, unacceptable or minimal expertise</td>
<td>20</td>
</tr>
<tr>
<td>Response fails to satisfactorily answer the entire remit of the question or, where relevant to the nature of the question provides limited relevant information or limited expertise</td>
<td>40</td>
</tr>
<tr>
<td>Response answers the remit of the question and contains satisfactory information or, where relevant to the nature of the question satisfactory expertise but could be enhanced in multiple aspects</td>
<td>60</td>
</tr>
<tr>
<td>Response satisfactorily answers the question and contains good information or, where relevant to the nature of the question, good expertise but could be enhanced in one aspect</td>
<td>80</td>
</tr>
<tr>
<td>Fully detailed response and contains excellent information or, where relevant to the nature of the question excellent expertise answering the entire remit of the question</td>
<td>100</td>
</tr>
</tbody>
</table>

The above table (Fig 2) shows the 6 key descriptive terms which will be used to distinguish the quality of the response received. When an evaluator has made a decision on the quality of the response to any given question, he will allocate a score from 0-100 marks to the response.

This, in conjunction with the Score Calculator Evaluation Spreadsheet which takes into account the comparative weighting of the question being assessed, and is provided in the table below (Fig 3), leads to a score being awarded for each question.
<table>
<thead>
<tr>
<th>Q1.</th>
<th>Quality Weighting 20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please outline your experience in planning, managing and delivering large scale marketing and communications campaigns in the area of contemporary visual art and how you have co-ordinated and interacted with both organisations and artists in the development and delivery of these.</td>
<td></td>
</tr>
</tbody>
</table>

Your response is limited to 1 A4 pages, Calibri font size 11.

<table>
<thead>
<tr>
<th>Q2.</th>
<th>Quality Weighting 20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please provide examples of specific innovations you have developed in marketing and communications that have led to new and/or diverse audiences engaging with the project.</td>
<td></td>
</tr>
</tbody>
</table>

Your response is limited to 1 A4 pages, Calibri font size 11.

<table>
<thead>
<tr>
<th>Q3.</th>
<th>Quality Weighting 15%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please provide examples of how previous projects which will inform your working methodologies with GI and its diverse stakeholders (including independent artists and organisations).</td>
<td></td>
</tr>
</tbody>
</table>

Your response is limited to ½ A4 pages, Calibri font size 11.
## Q4. Sustainability/The Environment

<table>
<thead>
<tr>
<th>Quality Weighting 10%</th>
</tr>
</thead>
</table>

Please provide a statement which details either your, or your organisation’s, approach to sustainability and demonstrate how you or your organisation proposes to minimise the impact on the environment, whilst not reducing the quality of service. Your response must demonstrate your or your organisation’s awareness of environmental and sustainable practices in your industry.

Your response must also include but is not limited to:
- The reduction of emissions / energy usage
- The minimisation of waste
- Innovative measures
- Sustainable production processes

Your response is limited to 1 A4 pages, Calibri font size 11.

## Q5. Fair Work First

<table>
<thead>
<tr>
<th>Quality Weighting 5%</th>
</tr>
</thead>
</table>

Please describe how you will commit to Fair Work First practices for workers (including any agency or subcontractor workers) engaged in the delivery of this contract.

Your response is limited to 750 words, Calibri font size 11.

## Q6. Interview

<table>
<thead>
<tr>
<th>Quality Weighting 20%</th>
</tr>
</thead>
</table>

All bidders will be invited to interview, which will take place via Microsoft Teams. As part of the interview, bidders will be asked to present a presentation (10 mins) giving an overview of the key factors they would consider in bringing together a Marketing and Communications strategy for GI and their approach to implementation. This will be followed by a series of questions. Each bidder will be asked the same questions. The purpose of the interviews is to enable GI to establish best fit for the contract. The full interview (including the presentation) will not last more than 45 mins. The interviews will be held during week commencing 31 July (tbc) and we will contact each bidder to arrange an exact time.
Bidders are asked to note the following:

The above table lists the Quality Section. This section will be worth 90% of the total score available. The questions within this section are given individual scores that total to 90% of the overall quality weighting of 90%.

The white boxes detail the relevant question posed by The Company, which is being evaluated. Listed beside these are the **individual scores for each question**.

For example:

If a question carries a weighting of 10% of the 70% quality total and if a bidder were to score full 100 marks for this question, they would achieve a score of 10%.

However, if the evaluator decides (using the criteria stated in Fig 2) that the bidder has answered this question but could have enhanced their response in one aspect, they would allocate a score of 80 marks which would equate to a quality score of 8%

### 4 FAIR WORK FIRST

The Company is committed to the delivery of high-quality public services and recognises that this is critically dependent on a healthy and productive workforce which is well-rewarded, well-motivated, well-led, has access to appropriate opportunities for training and development, is diverse and inclusive and reflective of the citizens of our City, and can influence decision making. These factors are also important for workforce recruitment and retention, and thus continuity of service delivery.

To help ensure best value in the performance and delivery of this contract The Company expects to contract with an employer who can demonstrate commitment to maintaining a well-managed, motivated and properly remunerated workforce by promoting fair work practices.

Fair Work First is the Scottish Government’s policy for driving good quality and fair work in Scotland. Through this approach, the Scottish Government, and The Company are asking bidders to describe how they are committed to adopting Fair Work First:

- appropriate channels for effective voice, such as trade union recognition
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- providing fair pay for workers (for example, payment of the real Living Wage/Glasgow Living Wage)
- offer flexible and family friendly working practices for all workers
- oppose the use of fire and rehire practices

In order to ensure the highest standards of service quality we encourage suppliers to commit to adopting Fair Work First in the delivery of this contract as part of a fair and equitable employment and reward package as a route to progressing towards wider fair work practices set out in the Fair Work Framework.

Fair Work First (5%)
Q - Please demonstrate how you will commit to adopting Fair Work First for workers (including any agency or subcontractor workers) engaged in the delivery of this contract. (Word count maximum 750 words, arial font 11)

**Response Guidance**

Your response should include current, planned actions and associated timelines that show how your organisation will embed these practices during the lifetime of this contract. Answers should include tangible and measurable examples which describe how you will report and demonstrate progress, to The Company during the lifetime of the contract.

Good answers will reassure evaluators that your organisation is committed to adopting Fair Work First and to progressing towards wider fair work practices set out in the Fair Work Framework for the workers engaged in the delivery of this contract and those in the supply chain working on this contract.

In addition, and in line with the updated Fair Work First Guidance, contractors that have committed to adopting Fair work First in the delivery of the contract should include a short statement on your own website highlighting your commitment to Fair Work First for those workers engaged in the delivery of the contract. The statement should be agreed jointly with an appropriate workplace representative.

Your response will be included in your Contract with The Company and shall be considered a contractual commitment which will be monitored during the lifetime of the Contract.

**Further Question Guidance:**

In your response you may wish to extract some of your employment policies, highlight practices and provide some relevant examples to the extent that they apply to the delivery of this contract that will evidence that you adopt a positive approach in respect of maintaining a well-managed, motivated and properly remunerated workforce (e.g. by demonstrating your commitment to paying staff the Glasgow living wage (currently £9.90 per hour), that you do not exploit staff through the inappropriate use of zero hours contracts, have opportunities for pay progression, robust recruitment procedures, buddyng and mentoring schemes, and the ability to allow staff to have a voice within your organisation, demonstrated by openness, transparency, dialogue, tolerance of different views, flexible and family friendly work practices and oppose the use of fire and rehire practices. Your response need not be limited to or reflect any of the examples given above.

**Pricing Evaluation 10%**

The cost pricing element of evaluation will be based on the proportion to best price method, where by all will be rated against each other on total price (excluding VAT).

The method compares all bids received to the lowest cost received. Bids equal to the lowest cost receive 100% of the Top Score (i.e. Price top score is 10% a maximum score of 10%). Higher prices receive proportionately lower scores i.e. if double the value you will receive half of the available score.

**Price Score = (Lowest Overall price/suppliers submitted Cost) x 100) x 10%**
For example:

<table>
<thead>
<tr>
<th>Company</th>
<th>Price</th>
<th>Calculation</th>
<th>Final Weighted Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>£100 (Best Price)</td>
<td>Maximum score</td>
<td>10%</td>
</tr>
<tr>
<td>B</td>
<td>£125</td>
<td>(£100/£125)*100 x 10%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Overall Score (out of 100%)
Overall score is the sum of Quality Evaluation score and Price evaluation score.

5. PRICING SUBMISSION

The company will award this quotation to the bidder who submits the most economically advantageous quotation.

Pricing should be provided within the Pricing Document supplied; any omitted costs will NOT be considered by The Company post contract award and may result in contract termination.

The quotation prices submitted will be deemed fixed for the contract duration. No claims for any additional costs will be considered where the bidder has failed to carry out sufficient investigations into conditions, which affect this Quotation.

For the avoidance of doubt, all pricing submitted must include all associated costs including the following: - Pricing submitted shall be fully inclusive of labour, fitting, transport, materials, overheads, call-out charges, mileage charges and non-productive overtime rates.

**Total Cost (Excluding VAT): £……………………………..**

Please provide a detailed breakdown of costs detailed within the Pricing Schedule Document, Attachment [insert] which make up the total cost. The breakdown report that you submit is for information only. The pricing evaluation will be carried out on the total cost you submit.