Invitation to Participate in a Tender Process for CCHA-0290 Digital Transformation Partner Consultancy

FTS Reference Number: 013012-2025

NOTE: This document is being provided in draft form at PSQ stage for information only. Please only respond to this ITP if you have been notified that you have been shortlisted following evaluation of your PSQ response.

This document has been classified as Restricted by the Authority.

Contents

Section 1: Introduction

1.1   Castles and Coasts Housing Association (Authority) is seeking to appoint a provider of transformation management, design and delivery consultancy services as described in the specification set out in Appendix 7 (Specification) further details of which are set out in Section 3 (Project Requirements).

1.2   This invitation to participate (ITP) has been prepared by and is being issued by the Authority.

1.3   This ITP should be completed by parties interested in providing the Project Requirements to the Authority and who have been shortlisted by the Authority following submission and evaluation of PSQ responses (Tenderers).

1.4   This ITP contains information about the procurement process, the Project Requirements and assessment questions for Tenderers to complete. Each Tenderer's response (Tender) should be detailed enough to allow the Authority to make an informed selection of the most appropriate supplier.

1.5   The form of contract that the Authority proposes to use is included as part of the tender documentation (Contract), Tenderers are advised to carefully consider the terms of the Contract. Subject to the appropriate and necessary finalisation and population of gaps, and subject to section 3.12, the Contract may not be adjusted and is non-negotiable.   Any attempt by the Tenderer to amend, replace or qualify the terms of the Contract in any form may (at the Authority's absolute discretion) be construed as a rejection of the terms and conditions of the Contract leading to the disqualification of the Tender.

1.6   The Authority is conducting this procurement using the competitive flexible procedure in accordance with the requirements of the Procurement Act 2023 (Act) for the purpose of procuring the Project Requirements.

1.7   The contents of this ITP and of any other documentation sent to you in relation to this procurement are provided on the basis that they remain the property of the Authority and must be treated as confidential. If you are unable or unwilling to comply with this requirement, you must destroy this ITP and all associated documents immediately and not retain any electronic or paper copies.

1.8   This ITP is to be used by each Tenderer, its professional advisers and other relevant parties essential to tendering for this opportunity. It must not be used for any other purpose.

1.9   This ITP does not purport to be comprehensive or independently verified. No representation, warranty or undertaking, express or implied, is or will be made as to the accuracy or completeness of the information contained in it and any liability or any inaccuracy or incompleteness is therefore expressly disclaimed by the Authority and its officers, employees, servants, agents and advisers.

1.10   It is each Tenderer's responsibility to undertake full and comprehensive due diligence in respect of this contract opportunity.

1.11   The Authority reserves the right to cancel the tendering process at any point. The Authority is not liable for any costs resulting from any cancellation of this tendering process nor for any other costs incurred by any Tenderer.

1.12   The issue of this ITP in no way commits the Authority to enter into a contract with any Tenderer.

1.13   The Authority reserves the right, in its absolute discretion, to disqualify any Tenderer that does not, in the Authority's opinion, comply with the requirements of this ITP and/or any other requirement made known by the Authority during the procurement process or subsequently.

1.14   The Authority reserves the right, in its absolute discretion, to vary this ITP and/or to update any documents contained in this ITP.

1.15   Tenderers are deemed to fully understand the requirements of the Act and must not take any steps to hinder the Authority's full compliance with the Act.

1.16   Data provided by the Authority to Tenderers will be given in good faith but interested parties will have to make their own investigations and interpretation. No liability will be accepted by the Authority for the accuracy or completeness of that data.

1.17   Neither the receipt of this ITP by any person, nor any information contained in it or distributed with it, or subsequently communicated to any interested party or its advisers is, or is to be taken as, constituting the giving of investment advice by the Authority.

1.18   No information contained in this ITP or any other written or verbal information made available to any Tenderer or its advisers shall form the basis for any warranty, representation or term of any contract by the Authority with any party.

1.19   The Authority shall not be responsible for, or reimburse, any expenses incurred by the Tenderer in connection with preparation, submission or any aspect of the Tendering process, including where information is to be sought from third parties (for example, guarantees etc). You may

wish to contact third parties for their agreement to provide a reference prior to including their details in your Tender.

1.20 No publicity regarding the Project Requirements or the award of any Contract will be permitted unless and until the Authority has given express written consent to the relevant communication. For example, no statements may be made to the media regarding the nature of any Tender, its contents or any proposals relating to it without the prior written consent of the Authority.

1.21 Any Tenderer who acts in breach or contravention of the Certificate of Non-Collusion and Non-Canvassing (as set out in Appendix 9) shall (without prejudice to any other civil remedies available to the Authority and without prejudice to any criminal liability which such conduct by a Tenderer may attract) be disqualified from this procurement process.

Section 2: Introduction to the Authority

2.1   At CCHA, we are passionately committed to our social purpose and to providing affordable, safe, good quality homes and communities for people to live and thrive in. Securely funded, we are also a housing developer and are committed to investing more than £10m each year in delivering new homes, as well as creating employment and skills opportunities in our local communities. Our core purpose is 'providing affordable homes and sustainable communities with pride, passion, principles and partnership.' Colleagues live by our organisational values of ownership, ambition and respect.

2.2   Our aims as a housing provider are:

- Customer – we will be a truly customer-drive housing provider, which puts our residents' voice at the heart of everything we do

- Our homes and communities – we will offer residents a safe, high-quality home that is affordable, in a place they are proud to live. We will invest our resources wisely to achieve this

- Our people – we will empower, engage with and invest in our colleagues. They will be proud to work for us and work collaboratively to develop and deliver our services

- Growth and environmental sustainability – we are committed to developing new, high quality affordable homes across the North of England and Borderland areas and will actively work towards a net zero future

- Innovation – we will be commercial, innovative and ambitious, continually looking at ways we can improve our services, ensuring everything we do comes back to our social purpose.

2.3   We provide people with homes and support, owning and managing more than 7,400 properties in rural and urban communities across the North of England and Borderland areas. Around 75% of our homes are in Cumbria, and we have offices in Carlisle, Newcastle-upon-Tyne and Workington.

2.4   In November 2024, we maintained the highest possible ratings of G1 and V1, following what is known as a 'stability check' by the Regulator of Social Housing (RSH). The RSH judgement is that CCHA meets its governance requirements (G1) and meets its viability requirements and has the financial capacity to deal with a wide range of adverse scenarios (V1).

2.5   As well as homes for rent, we help residents get onto the property ladder through shared ownership and rent to buy.

2.6   We offer homes specifically designed for people over 55, within our independent living schemes and an extra care scheme. The schemes offer safe, happy environments where residents have the best of both worlds; the privacy of their own home coupled with the option of socialising with others, knowing that there's support available if needed.

2.7   We aim to fully understand and meet the diverse needs of all our residents, making sure there are no barriers to accessing our services. We're committed to making sure we put our residents' voice at the heart of everything we do, encouraging feedback about our services, and using this to make improvements.

2.8   We employ over 290 dedicated colleagues, all committed to making a difference to our residents and communities. We empower, engage and invest in our colleagues to help them feel proud to work for us, so they can be themselves at work and are positive role models and advocates for the values of CCHA.

Section 3: Project Requirements

Programme Background

3.1 Organisations in our sector are operating in a dynamic and evolving environment, presenting valuable opportunities for growth and innovation. Factors such as ongoing regulatory and legislative developments, shifting supply costs, evolving workforce needs, and rising resident expectations—particularly around accessible, high-quality services—are driving change. This backdrop encourages us to continually adapt, enhance our services, and explore new ways to deliver value.

3.2 In addition, aligned to our values of Ownership, Ambition and Respect, we've listened to the voice of our colleagues, as well as our residents, coupled with an assessment of our service provision, current technology enablement, and future needs, and devised our vision for an improved customer and colleague experience::

> *"Our processes and technology place our Residents at the heart of their design, empowering our people to efficiently and effectively focus on the delivery of services, and the provision of a great experience to our residents.*
>
> *Advancing technologies are embraced, and our residents can self-serve. Ease of use, field-work, and real-time updates are a feature of the way we work, and our workforce is optimised to deliver services which truly incorporate Resident choice and need."*

3.3 As an organisation, we're driven to deliver our vision for our people and our residents. We've begun laying the foundations for our transformation programme through appointing to several senior roles, with further recruitment to follow.

3.4 We recognise that true transformation involves cultural, people, process and technology related evolution – we're committed to working with a Transformation Partner who will support us in delivering our vision.

3.5 Tenderers are also directed to the Specification for the Project Requirements, as set out in Appendix 7 (Specification)

Value of the Contract

3.6   The anticipated value of the Project Requirements could be up to £600,000 comprising the defined packages of work, and scope yet to be fully defined following Blueprint and Requirements Gathering stages. However, it is recognised that scope and cost may change as business requirements are further understood during the course of the project execution.

3.7   Details of potential future expenditure are given by the Authority in good faith as a guide to current planning to assist Tenderers in submitting Tenders. They should not be interpreted as an undertaking to purchase any goods or services to any particular value and do not form part of the Contract.

3.8   The Authority reserves the right to disqualify any Tender which exceeds its maximum budget for the Contract.

Contract term

3.9   The Authority proposes to enter into a Contract with the successful Tenderer for a maximum period of 42 months (subject to exercise of options by the Authority).

3.10   The anticipated Contract commencement date is as detailed in Section 4: Procurement Timetable.

Terms and conditions of Contract

3.11   By submitting an Initial Tender, Tenderers are agreeing to be bound by the terms of this ITP and the Contract without further negotiation or amendment.

3.12   If any of the terms of the Contract render the proposals in the Tenderer's Initial Tender unworkable, the Tenderer should submit a clarification in accordance with paragraphs 5.8-5.10 and the Authority will consider whether amendment to the Contract is required. Any amendments shall be published as detailed in paragraph 5.9 and shall apply to all Tenderers. Any amendments which are proposed by a Tenderer but not approved by the Authority through this process will not be acceptable and, if any such amendment is repeated in a Tenderer's Initial Tender, that amendment will not be acceptable and may (at the Authority's absolute discretion) be construed as a rejection of the terms and conditions of the Contract leading to the disqualification of the Tender.

3.13   The following documents shall form part of the contract between the Authority and the successful Tenderer (**Contract**):

3.13.1 Contract and its schedules;

3.13.2 Specification (which will be inserted into the Contract at schedule 1);

3.13.3 responses to Questions and Requests for Information (which will be inserted into the Contract at schedule 2);

3.14 [Pricing Model][Rate Card].

Consortia and subcontractors

3.15 The Authority requires all Tenderers to identify whether any sub-contracting or consortium arrangements apply in the case of their Tender. In such instances, Tenderers must in their Tender specify the share of the Contract it intends to sub-contract, any proposed sub-contractors and precisely which entity they propose to enter into the Contract with the Authority.

Section 4: Procurement Timetable

4.1   The key dates for this procurement (**Timetable**) are currently anticipated to be as follows:

Stage in Procurement Process	Date (Assume 17:00 British Summer Time for deadlines)
Issue of Tender Notice in FTS	01/07/2025
Deadline for clarification questions on the PSQ	16/07/2025
Authority will respond to PSQ clarification questions by	21/07/2025
Deadline for Procurement Specific Questionnaire submission	28/07/2025
Notification of shortlisting results **and** instruction for shortlisted Tenderers to complete ITP	08/08/2025
Deadline for submission of Tenderer questions or requests for clarification or for further information	20/08/2025
Target date for Authority responses to questions or requests for clarification or for further information	22/08/2025
Deadline for submission of Initial Tenders	03/09/2025
The Authority completes evaluation of Initial Tenders and shortlists three (3) Tenderers to continue in the process	19/09/2025
Notify three (3) shortlisted Tenderers to continue in the process	22/09/2025
Interviews/ assessments **take** place	29/09/2025-3/10/2025
Notification of evaluation results and issue of Assessment Summaries	08/10/2025
Publication of Contract Award notice and start of Standstill period	08/10/2025
Standstill period ends	20/10/2025
Confirm Contract award	27/10/2025
Contract execution	27/10/2025
Target Contract start date	31/10/2025

4.2   The Authority reserves the right, at its absolute discretion, to amend the Timetable at any time.

Any changes to the Timetable shall be notified to all Tenderers as soon as practicable.

4.3   The Timetable must be strictly adhered to by each Tenderer.

The Competitive Flexible Procedure

4.4   Only those Tenderers who have been confirmed as being shortlisted following evaluation of Selection questionnaires should respond to this ITP.

4.5   This Procurement process is following the Competitive Flexible Procedure under the Procurement Act 2023.

4.6   The Authority has pre-qualified a short list of five (5) Tenderers who were successful at the PSQ stage of this procurement and those Tenderers are now invited to participate in the next stage of the process.

4.7   The Tender will follow a 3-stage process. Following the PSQ (stage 1), Tenders will be invited to submit an Initial Tender (stage 2).

4.8   Initial Tenders will be evaluated and (subject to section 4.13 and section 6) three (3) Tenderers will be shortlisted to proceed to stage 3 of the process. Should a tie break occur at the end of stage 2 for third ranking, then the Authority shall select the lowest price option from the tied bids to allow three (3) suppliers to be carried forward to stage 3.

4.9   Stage 3 of the process will comprise an assessment and interview which will be scored in accordance with section 6.

4.10   Scores from stage 2 will be carried over to stage 3 with an additional score being awarded for the assessment and interview.

4.11   The Contract will be awarded to the highest scoring Tenderer following stage 3.

Initial Tenders (stage 2)

4.12   Tenderers are required to prepare and submit an Initial Tender response to this ITP in accordance with all instructions set out in this document.

4.13   Initial Tenders will be evaluated by the Authority and the Authority may at its discretion choose to award the Contract to the Tenderer who has submitted the highest scoring Initial Tender without further stages of the process. The Authority therefore reserves the right to award the contract on the basis of Initial Tenders only, without proceeding to the stage 3 of the process, should it conclude that no further interview, assessment and evaluation is required because it is able to identify a tender which meets its needs, ranks highest in the evaluation of Initial Tenders and is acceptable in accordance with the provisions of the ITP. Unless the Authority

has selected this course of action, the Authority will select the three (3) highest scoring Initial Tenders to proceed to the subsequent stage of the process.

4.14   Tenderers must continue in the process on the basis of their Initial Tenders and may not substantively re-write or change the basis of their Initial Tenders at any stage throughout the process unless otherwise agreed by the Authority.

Interview and assessment (stage 3)

4.15   Tenderers will be invited to an interview and assessment . The interview and assessment will be conducted via MS Teams. Tenderers should be available to attend the dates set out in the procurement timetable.

4.16   Advance notice will be provided to Tenders of the assessment topic, which will include a presentation. A digital copy of the presentation should also be provided to the Authority at a time to be advised at the time of making the appointment.

4.17   An interview will also take place with Authority covering questions to assess the Tenderer's proposals for delivery of the specification.

4.18   The Tenderer who scores the highest over stages 2 and 3 as explained in section 4.10 will be awarded the contract. In the event of a tie break for the Most Advantageous Tender at stage 3, the Tenderer with the lowest overall price will be successful and awarded the contract.

Section 5: Instructions for submission of Initial Tender

Please ensure that you submit your Initial Tender in accordance with these instructions. It is important that you provide all the information asked for in the format and order specified. If you don't, this may invalidate your Initial Tender and you may be excluded from the procurement process.

General Information

5.1   Read **ALL** the instructions and information included within this ITP; preparation is the key, so understand fully what is being asked of you.

5.2   Respond in the required format. You must not alter the format of any of the documents. If the space on the form is insufficient, attach additional sheets but where specified, the format must be followed. Clearly mark any additional sheets with your organisation's name and the question number.

5.3   Don't use your Initial Tender as a vehicle to issue marketing brochures for your organisation – if not specifically requested then they will not be considered as part of the evaluation.

5.4   The Authority is committed to conducting a fair and transparent procurement process. As part of this commitment, we will endeavour to provide clear, accurate, and comprehensive information about our requirements throughout the tender process.

5.5   Tenderers are expected to adopt the same level of transparency by submitting honest, complete, and unambiguous proposals. All costs, assumptions, dependencies, and potential exclusions must be clearly stated. Proposals that are found to contain hidden costs or material omissions may be excluded from further consideration.

5.6   Tenderers must notify the Authority promptly, in writing, of any changes at any time during the procurement process in the information that was submitted as part of your PSQ. The Authority retains the right to evaluate, in accordance with the specified PSQ requirements, any changes to the information either notified to the Authority by a Tenderer or of which the Authority becomes aware. Such re-evaluation may lead to a Tenderer being disqualified from the procurement process where they no longer meet the specified requirements.

5.7   The Authority reserves the right to disqualify a Tenderer at any point during the procurement process if it is found that such Tenderer has not informed the Authority of a change in the information submitted or if the Tenderer has submitted false or misleading information. In addition, the Authority may disqualify a Tenderer if the changes in information may lead to a significant disruption to the procurement timetable and process; the Authority will endeavour to maintain a competitive process and will use its discretion when making any such decision.

Clarifications about the Project Requirements or the ITP

5.8   If a Tenderer has any questions or requests for clarification or further information regarding anything in this ITP, please issue a clarification question in writing via the Proactis ProContract portal no later than the clarification deadline detailed in section 4 (Procurement Timetable).

5.9   Subject to section 5.10 below, all questions and requests for clarification or further information and the responses to such questions and requests will be made available to all Tenderers via the Proactis ProContract portal.

5.10   In the event that any Tenderer wishes to raise a question or request for clarification or further information and such question or request is genuinely confidential or commercially sensitive,

such question or request should be marked "Confidential/commercially sensitive". The Authority, acting at its absolute discretion, shall determine whether it is able to respond to such a request privately. If the Authority determines that it is unable to respond to the question or request on a private basis, the Authority shall inform the Tenderer. In such instance, the Tenderer is required to inform the Authority as soon as reasonably practicable whether the question or request is to be withdrawn or treated as not confidential/commercially sensitive and the Authority shall not be required to respond further to such question or request until the Tenderer notifies the Authority accordingly.

5.11   Tenderers are advised not to rely on communications from the Authority in respect of the Project Requirements or ITP unless they are made in accordance with these instructions.

Responses to questions and information requests

5.12   Tenderers are required to submit proposals responding to the questions and requests for information set out in Appendix 1 (Questions and Requests for Information).

5.13   If more than one organisation will be involved in the delivery of the Contract (for example, through a consortia arrangement), full details should be provided of how the arrangements will operate to meet the Authority's requirements.

5.14   We are looking for evidence of your organisation's ability to meet the Authority's basic requirements and for us to understand as much as possible about your organisation and how you operate. It is important, therefore, that in your responses to the questions, you provide specific evidence of your ability to meet the requirements. Information and detail which forms part of general company literature or promotional brochures etc., or information contained within a web-link, should not be submitted and will not be considered as part of the evaluation process.

Contract Price and Payment

5.15   You must calculate the full costs of providing the service, works or goods for which you are Tendering, including both the direct and non-direct costs.

5.16   All prices must be in Sterling exclusive of VAT

5.17   Pricing should be submitted exclusive of VAT within Appendix 2 (Pricing Model) and also show the value inclusive of VAT. This is because the Authority does NOT reclaim VAT. Should

the prevailing rate of VAT change during the lifetime of the Contract, the total price paid shall be adjusted accordingly.

Submission of Initial Tender

5.18   You must submit your Initial Tender via the Proactis ProContract portal by the time and date detailed in section 4 (Procurement Timetable), allowing adequate time to upload documents onto the system. The Authority reserves the right to reject any Initial Tenders submitted after the deadline detailed in section 4 (Procurement Timetable). It is your responsibility to ensure that your Initial Tender is received on time.

5.19   Each Initial Tender must comprise the following documents:

5.19.1   response to Questions and Requests for Information (Appendix 1);

5.19.2   completed Pricing Model/ Rate Cards (Appendix 2);

5.19.3   signed Certificate of Non-Collusion and Non-Canvassing (Appendix 9); and

5.19.4   signed Form of Tender (Appendix 10).

Tenderers are directed to use Appendix 11 (Tender Checklist) as a checklist of information and documents which must be included in their Initial Tender.

5.20   Initial Tenders must be in English, typed in Arial font size 10 and must not exceed any stipulated word allowances. Line spacing must be double or more.

5.21   Any additional pre-existing material which is necessary to support the Tender should be included as scheduled with cross-references to this material in the main body of the Tender. Cross-references to this ITP should also be included in the Tender whenever this is relevant.

5.22   Where documents are embedded within other documents, Tenderers must upload separate copies of the embedded documents.

5.23   . Suppliers are permitted to include images associated with the context of their response to the questions.

5.24   Signatures, where required on the ITP forms, should be made electronically; these could either be digital signatures or scanned images of hand written signatures. Please note that you may be required to provide a hand-written signature on any resulting contractual documents although our preferred method is via Docusign.

5.25   Make sure that the information you put into your Initial Tender is correct and check that all the information you need to submit is included before you send it in. the Authority reserves the

right, at its absolute discretion, not to consider any information submitted once the Initial Tender submission deadline detailed in section 4 (Procurement Timetable) has passed, including any amendments to your Initial Tender.

5.26 Suppliers must answer all Initial Tender questions with a direct and explicit answer which is as accurate and concise as possible in the same order and format as the questions are presented. Information submitted should be comprehensive as this will be the single source of information on which responses are evaluated, and expectations on meeting word counts observed. Referring to a document in an answer to a question is not acceptable, unless specified that a document is required. Where a question is not relevant to the supplier's organisation, or cannot be answered fully, this should be indicated, with an explanation where appropriate. Tenderers should submit only such information as is necessary to respond effectively to this ITP. Initial Tenders will be evaluated on the basis of the information submitted by the Initial Tender submission deadline set out in section 4 (Procurement Timetable).

5.27 The Authority reserves the right, at its absolute discretion, to exclude a Tenderer from the procurement if its Initial Tender contains any ambiguities, requires further qualification or if it is subject to any caveat or assumption or the provision of further information.

5.28 All Initial Tender submissions should be on the basis of the information detailed in this ITP, including the Specification and the terms and conditions of the Contract, unless expressly amended in writing by the Authority.

5.29 Your Initial Tender should be open for acceptance for a period of 120 days. The Authority reserves the right to reject, at its absolute discretion, any Tender which is non-compliant with any of the requirements of this ITP.

Variant Bids

5.30 Variant bids will not be accepted; all bids must be fully compliant with the Specification and on the terms and conditions of the Contract.

Clarifications about the contents of the Tender

5.31 The Authority reserves the right, at its absolute discretion, to seek to clarify any element of any Initial Tender following submission of Initial Tenders for the purposes of carrying out a fair evaluation. Tenderers are asked to respond to such requests promptly.

5.32 Please note that any clarification sought pursuant to section 5.31 is not an opportunity to change elements of a Tender. It is important that you submit your best and final offer at the Tender stage and do not seek to revise a Tender following the Tender submission deadline.

5.33 The Authority reserves the right to disqualify any Tenderer who makes any changes to any aspect of its Tender after the deadline.

Contract Award

5.34 The Authority may at its discretion elect to award a Contract on the basis of an Initial Tender submitted in accordance with the requirements of and instructions set out in this ITP.

5.35 Once the Authority has reached a decision in respect of Contract award, it will notify all Tenderers of that decision and provide for a standstill period pursuant to the Act before entering into the Contract.

5.36 Contract award is subject to the formal approval process of the Authority. Until all necessary approvals are obtained and the standstill period completed, no Contract will be entered into.

5.37 Following the standstill period, we will ask the successful Tenderer to sign a contract, which will comprise the draft Contract (including any and all schedule(s)) together with the Specification, the Questions and Requests for Information and the Pricing Model/ Rate cards.

5.38 Until a Contract is executed by the Authority and the successful Tenderer, there will be no binding agreement between the Authority and any Tenderer in relation to the Project Requirements.

Section 6: Evaluation of Initial Tender

6.1 Any Contract awarded as a result of this procurement will be awarded on the basis of the offer that is the most advantageous to the Authority.

6.2 An evaluation panel made up of Authority representatives will carry out the evaluation of Initial Tenders in accordance with the award criteria set out in this ITP by way of a two-stage process as follows:

6.2.1 The individual members of the evaluation panel (Evaluators) will first each separately evaluate the Initial Tenders.

6.2.2 A group consensus marking exercise will then take place. This will be a meeting of all of the Evaluators, chaired by a procurement specialist (who is familiar with the ITP, the award criteria and the scoring methodology but who is not themselves an Evaluator). The chair will facilitate discussion amongst the Evaluators until the majority of the Evaluators reach a consensus regarding the score that should be attributed to each Tenderer's Initial Tender in accordance with section 6.3.

6.3 The Authority shall only evaluate the information supplied by Tenderers as part of their Initial Tender. Evaluators must not rely on, and Tenderers must not assume, the Authority's prior knowledge of that Tenderer, where prior knowledge exists.

6.4 In the event that any part of an Initial Tender is not complete and/or not compliant, the Authority may, at its absolute discretion, exclude the relevant Tenderer from this procurement process without any further consideration of its Initial Tender.

6.5 The award criteria for Initial Tenders are as follows:

Award criterion	Stage 2 - ITP Response Overall Weighting (%)
Quality	40% - please note an additional weighting of 10% will be added to stage 3 for those suppliers who are shortlisted to participate in this stage
Price	50%

6.6 The award criteria for Initial Tenders are divided into sub-criteria as follows:

No	Question Description	Area Weight (%)
Part 1: Quality		
A1	Contract Delivery	12.5%
A2	Relationship Management	5%
A3	Performance	5%
A4	Risk management	5%
A5	Technology Implementation	10%
A6	Social Value	2.5%
Part 2: Price		

B1	Price	50%
TOTAL		90%

Evaluation Process – Quality

6.7   The scoring methodology which will be applied to allocate a score to numbers A1-A6 of Appendix 2 (Quality Questions and Requests for Information) in the Initial Tender is as set out in the following table:

Score	Classification	Explanation
5	Excellent	Meets most or all the requirements of the question completely – an excellent response to the highest standard and relevance, supported by relevant detail and examples, that provides the evaluators with an excellent level of confidence that the supplier will be able to fulfil the requirements of the contract in full.
4	Good	Meets most or all of the requirements of the question completely – a comprehensive response in terms of information, understanding and relevance to the question which provides the evaluators with good confidence that the supplier will be able to fulfil the requirements of the contract.
3	Satisfactory	Meets many of the requirements of the question to a good degree – a satisfactory response with an acceptable level of information, understanding and relevance to the question which satisfies the evaluators that the supplier will be able to fulfil many of the requirements of the contract, and although there may be weaknesses there are no significant concerns.
2	Weak	Meets many of the requirements of the question to a degree but information is limited in places and in some areas only a limited understanding has been demonstrated. The response provides evaluators with some concerns as to the supplier's ability to fulfil the requirements of the contract.
1	Unsatisfactory	Fails to meet the requirements of the question in many aspects (although it might meet some) – a response that demonstrates minimal understanding and relevance to the question and/or provides the evaluators with significant concerns as to whether the supplier will be able to fulfil many of the requirements of the contract.
0	Failed	Does not meet the question requirements at all—no response provided, or a wholly inadequate answer showing no relevance to the question

Evaluation Process – Price

6.8   The response to question B1 of the Initial Tender will be scored on a comparative basis with the lowest price receiving 100% of the available marks for the Price section. All other Tenders will be awarded a score by applying the following formula:

(Lowest price / price being evaluated) and the resulting score will be rounded to 2 decimal places. This score will be multiplied by the relevant percentage weighting of 50% (rounded to 2 decimal places) to give an overall total Pricing weighted score for the Initial Tender.

Overall score for Initial Tender

6.9   The maximum score available for the Initial Tender is 90%.

6.10   Total Weighted Score = total Quality weighted score + total Price weighted score.

6.11   The Total Weighted Score will be calculated to two (2) decimal places. The third decimal place will be rounded to the nearest second decimal. Where the third decimal is a 5 it will be rounded up.

6.12   The three (3) Tenderers with the highest Total Weighted Score will be invited to the next stage of the process. In the event of a tie for third place, Tenderers will be selected in accordance with section 4.8.

Section 7: Evaluation of Interview and Assessment

7.1 Following the review and evaluation of the Initial Tenders the Authority will invite three (3) Tenderers to the final stage of the process. Suppliers will be invited to an interview and an assessment to be conducted via MS Teams on the dates specified in section 4.

7.2 The interview part of the process will invite the Tenderers to respond to questions relating to the specification contained in Appendix 7.

7.3 The Authority will invite shortlisted Tenderers to present on a topic advised in advance after the shortlisting stage.

7.4 The Authority will follow the same evaluation process as contained in 6.2 for both initial Tenders and the Evaluation of Interviews and Assessments.

7.5 The Authority will follow the scoring mechanism set out in 6.7 and carry forward the marks awarded from stage 2.

7.6 An additional Quality score will be available as follows at stage 3 as described below:

No.	Question Description	Interview / Assessment Relative Weighting %	Contribution to Overall Combined Stage 2 and 3 Quality Score %
A7	Assessment	50%	5%
A8	Interview	50%	5%

7.7 The evaluation process for Price will carry through directly from the stage 2 evaluation into the stage 3 scoring as calculated in section 6.8.

7.8 The Stage 3 Total Weighted score will be calculated as described in sections 6.10 and 6.11.

Appendix 1: Questions and Requests for Information

Instructions for Completion

1. You are required (unless expressly stated otherwise) to submit a response in writing to each of the requests for information detailed in this Appendix 1 (Questions and Requests for Information).

    1.1 Tenderers are required to focus on the relevant question.

    1.2 Responses will be scored in accordance with the scoring methodology set out in section 6

    1.3 Written responses to all Questions and Requests for Information set out in the table below will form part of the successful Tenderer's Tender for the purposes of the Contract.

Part 1: Quality

No.	Question	Response requirements	Evaluation weighting (%)
A1	Please explain how you will deliver the requirements outlined in our Transformation Partner specification. Where relevant, you may include evidence by way of examples from the past five years where you have successfully fulfilled a Transformation Partner role within digital transformation programmes. Please explain how you will positively impact organisational culture, customer and colleague experience, guided by the design and delivery of a new blueprint, and enabled by redesigned processes and technology change.	Answers should include (but not limited to): - Tenderers are required to demonstrate that they understand and have proposals which will deliver the requirements of our specification - Proposals as to how you will meet the requirements of the example contracts to a high standard of quality, supported by detailed and relevant examples. - Examples of how you will add value by proposing solutions, innovative ideas, or identifying previously unforeseen risks and issues for the Authority.	12.5%
	Response		

No.	Question	Response requirements	Evaluation weighting (%)
A2	Describe how you will build and sustain positive, productive, and collaborative relationships, underpinned by trust. Where relevant please include evidence from previous client relationships to substantiate your response.	• Your approach to building and sustaining relationships • How you will approach engaging and managing internal and external stakeholders • Examples of healthy conflict management associated outcomes	5%
	Response		

No.	Question	Response requirements	Evaluation weighting (%)
A3	Please describe how your organisation will ensure strong performance across key delivery metrics throughout the programme.	Your response should explain your approach to achieving high standards and consistency in the following areas, and must be supported by relevant examples from previous contracts: • **Delivery (to time, cost, quality)** Describe your approach to planning, monitoring, and managing the delivery of work packages to ensure outputs are delivered on time,	5%

| | | within budget, and to the agreed standard | |
| | | • **Outcomes and Benefits Realisation** Explain how you track and contribute to the realisation of benefits associated with deliverables, recognising that benefits may emerge over time. Where applicable, outline how you have tracked, evidenced, and realised transformational benefits in previous engagements. | |

| **Response** | | | |
| | | | |

No.	**Question**	**Response requirements**	**Evaluation weighting**
A4	Please describe how you will manage programme risks in collaboration with the Authority, with reference to risks associated with delivery timelines, resource availability, and cost control.	Answers should include (but not limited to): • The mechanisms you will have in place to rapidly scale support during programme delivery in the event it is required • Your overall approach to identifying,	5%

| | | assessing, and mitigating risk
• How you will ensure the Authority remains fully informed and in control of programme costs throughout the engagement | |

Response

| | | | |

No.	Question	Response requirements	Evaluation weighting (%)
A5	Please describe your proposed approach to planning and delivering technology integration, migration, and implementation activities as part of a transformation programme.	In your response, please address: • How you will ensure a structured and low-risk approach to integrating new technology into existing environments • Your methodology for managing data and/or system migration, including validation, testing, continuity of service, and minimising disruption to business operations • How you will work with the Authority to implement new technologies effectively — including stakeholder engagement, change readiness,	10%

		and post-go-live support	
		• Any lessons learned from past programmes and how these have shaped your approach	
		Please support your response with examples from previous transformation programmes, where applicable, where your organisation played a key role in successful technology integration, migration, and/or system implementation.	
	Response		

No.	Question	Response requirements	Evaluation weighting %
A6	Please describe to us how you could deliver social value through your engagement with the Authority, via this contract.	Please align your response to one or more of the following, which are our focus areas where social value is concerned, examples from previous engagements or from within your own organisation are welcome to evidence your commitment to social value: • Sense of community – projects that bring people from across a community together • Training and Employability – projects and activities that	2.5%

		support residents to gain employment or develop their skills • Health and well-being – projects and activities that support residents to engage in health and well-being activities in their community • Improving communities – projects and activities that aim to reduce anti-social behaviour within communities • Financial and digital – projects and activities that support residents to access financial and digital inclusion services within the community	
	Response		
No.	**Question**	**Response requirements**	**Evaluation weighting %**
	Response		

Part 2: Price

No.	Question	Response criteria	Evaluation weighting (%)
B1	Please complete rate cards 1-3 contained in Appendix 2 Please use the response box below if required to provide any additional information to support completed rate cards in Appendix 2 (Pricing Model)	Completion of rate cards 1-3).	50%
	Response		

Appendix 2: Pricing Model

Tenderers are asked to complete rate cards 1-3 set out below. The Authority will consider pricing through a blended approach of fixed pricing where work packages have been defined and where deliverables for future stages are less certain, pricing will be considered through a day rate approach. Tenderers are also requested to complete rate card 3 which accounts for additional expenses that will be occurred, enabling the Authority to establish a more accurate overall cost.

The 'Total Cost' will be combined from rate card 1-3 to enable a total score to be assigned for tender evaluation purposes. Rate Card 1 relates to the Work Packages that have been defined by the Authority. Detailed information in respect of the outlined work packages are contained within Appendices 3, 4 and 5 for your review.

Tenderers must provide a 'fixed price' for each Work package both with and without VAT

The base location for travel and expenses purpose will be our Carlisle office (5 Paternoster Row, Carlisle, CA3 8TT). The Work Packages must be inclusive of all costs including resources, travel, accommodation and subsistence.

Rate Card 1: Fixed fee packages

Work Package Name	Onsite expectations	Fixed Cost excluding VAT	Fixed Cost including VAT (calculated at 20%)
Blueprint (See Appendix 3)	3 days per week	£[insert here]	£[insert here]
Change Management Strategy (see Appendix 4)	Delivered remotely	£[insert here]	£[insert here]
Process Redesign and requirements elicitation (see Appendix 5)	3 days per week	£[insert here]	£[insert here]
	Total Cost	£[insert here]	£[insert here]

Tenderers are requested to complete Rate Card 2 below. The Authority has identified an indicative set of roles likely to be required for the programme – this isn't intended to be exhaustive. The Authority has provided an indicative quantity (i.e., number of days) alongside the specified roles in table 2.1. Please note that the quantity figures are for tender evaluation purposes only and do not represent the final contractual commitments.

You are welcome to propose additional roles that you believe the Authority may require for the Contract and state associated day rates and indicative quantity – any additional roles you include will not be utilised for evaluation comparison but will serve as an information reference point for the Authority and day rates will be applied to any Contract arising from this Tender.

The stated day rate figures will be used for contractual purposes. The agreed 'Day Rate' will remain fixed throughout the duration of the call-off contract, with annual adjustments aligned to the Consumer Prices Index (CPI), as outlined in the contract terms. It is anticipated that, as standard practice, the Authority and the Supplier will jointly develop and agree upon work packages with associated fixed fees. The Authority expects to refer to the rate card pricing when resources are required at short notice or for specific time periods outside of agreed work packages.

Tenderers should complete the Role and Day Rate columns.

Tenderers must provide a 'Total' by multiplying the 'Day Rate' by the Quantity.

Tenderers must then provide a 'Total Cost for Evaluation Purposes' by adding each Total.

Rate Card 2.1 : Standard Day Rates

Role	Day Rate excluding VAT	Day Rate including VAT (calculated at 20%	Quantity (days)	Total Cost excluding VAT	Total including VAT (calculated at 20%)
Business Architect	£[insert here]	£[insert here]	15	£[insert here]	£[insert here]
Solution Architect	£[insert here]	£[insert here]	90	£[insert here]	£[insert here]
Change Manager	£[insert here]	£[insert here]	50	£[insert here]	£[insert here]
Data Architect	£[insert here]	£[insert here]	40	£[insert here]	£[insert here]
Procurement Specialist	£[insert here]	£[insert here]	30	£[insert here]	£[insert here]
Learning and Development Specialist	£[insert here]	£[insert here]	20	£[insert here]	£[insert here]
Senior Management Consultant	£[insert here]	£[insert here]	230	£[insert here]	£[insert here]
Programme Manager	£[insert here]	£[insert here]	30		
Project Manager	£[insert here]	£[insert here]	30	£[insert here]	£[insert here]
Business Analyst	£[insert here]	£[insert here]	30	£[insert here]	£[insert here]
[Insert additional role(s) here]	£[insert here]	£[insert here]	[insert here]	£[insert here]	£[insert here]
			Total Cost for Evaluation Purposes	£[insert here]	£[insert here]

Discounted Day Rates – Rate Card 2.2

- Tenderers are required to clearly specify any discounted Day Rates that will apply to ad hoc work purchased over an extended period. Please state:
  - The percentage discount applied.
  - The minimum number of consecutive/cumulative days that must be met for the discount to be triggered.
  - The roles to which the discount applies.

    Example:
  - A **5% discount** applies when the same resource is engaged for **6 or more days** (i.e., discount applies from **Day 6** onwards).
  - A **10% discount** applies when the same resource is engaged for **16 or more days** (i.e., discount applies from **Day 16** onwards).
  - Complete the table below (Rate Card 2.2), specifying:
  - The standard Day Rate (taken from the third column of Rate Card 2.1).
  - The percentage discount.
  - The resulting Discounted Day Rate (Inc. VAT).
  - The number of days at which the discount is triggered.

Rate Card 2.2 Discounted Day Rates

Role	Day Rate Inc VAT (from 3rd column in Rate Card from table 2.1 above)	Rate of Discount Applied %	Discounted Day Rate Inc VAT	Rate of Discount Applied %	Discounted Day Rate inc VAT
		[INSERT PERIOD DISCOUNT APPLIES TO]	[INSERT PERIOD DISCOUNT APPLIES TO]		
Business Architect					
Solution Architect					
Change Manager					
Data Architect					
Procurement Specialist					
Learning and Development Specialist					
Senior Management Consultant					
Programme Manager					
Project Manager					
Business Analyst					
Other [Please specify]					

Tenderers are asked to complete the below rate card detailing Travel, Accommodation and Subsistence costs they would expect to be incurred travelling to our Carlisle office. The Authority has provided a 'quantity' I.e number of days the resource will be required in addition to the three work packages listed above, note this is indicative for tender evaluation purposes and does not reflect actual volume expectations under the contract.

Costs can be reclaimed in-line with the Authorities expenses policy which typically covers the following:

- Maximum £110 for evening accommodation
- 0.45p per mile where own car is used or the cost of alternative transport, but consideration should be given to the most efficient and cost-effective method of transport
- £8.50 for breakfast or the cost of a standard hotel breakfast, lunch a maximum of £7.00 dinner, including a drink – Maximum £25.00 or, when staying in a hotel, the reasonable cost of a two-course dinner, and drink, at your overnight hotel.

Rate Card 3: Additional expenses

Item	Cost excluding VAT	Cost including Vat	Quantity	Total Cost excluding VAT	Total including VAT

		(calculated at 20%)			(calculated at 20%)
Travel	£[insert here]	£[insert here]	350 days on site	£[insert here]	£[insert here]
Accommodation	£[insert here]	£[insert here]	**40 nights accommodation**	£[insert here]	£[insert here]
Subsistence	£[insert here]	£[insert here]	**40 days subsistence**	£[insert here]	£[insert here]
			Total Cost for Evaluation Purposes	£[insert here]	£[insert here]

Appendix 3: Blueprint Work Package

Work Package Description

Facilitate and deliver a vision-led blueprint, developed in close collaboration with our Leadership Team, that clearly defines the future target state, desired ways of working, and customer experience. This blueprint will guide the detailed design phase and serve as a source of inspiration, helping to engage and motivate our people to turn the target state into reality.

Product Descriptions

A high-quality, comprehensive Blueprint that addresses the key architectural layers—business, application, data, and infrastructure (where applicable) —to illustrate the future ways of working and serve as a guiding framework for future design and delivery activity.

The top-level blueprint will be a highly visual representation of the CCHA target state. Supporting documentation will be provided in Microsoft Word format, with any corresponding diagrams produced in standard Microsoft applications and shared with CCHA in an editable format.

The blueprint must be developed with comprehensive input from our Leadership Team and will be approved by our Senior Responsible Owner (SRO) for the Programme.

The blueprint will be anchored to the CCHA programme vision statement.

To assist with the initial activities, several supporting documents will be available, including:
- Programme Definition Document
- Business Case
- Outline process catalogue and process architecture
- Existing application infrastructure and integration diagrams
- Organisation Structure
- Induction pack
- Corporate 5-year Strategy

Techniques/Methods

A series of workshops with the Senior Leadership Team will be arrangedduring December 2025 and January 2026.

The Transformation Partner is expected to apply their own proven methodologies, tools, and techniques to gather the necessary information, at the necessary levels of detail, ensuring active engagement and support from all relevant stakeholders throughout the process.

The CCHA Programme Manager will aid with scheduling of additional workshops as required. CCHA colleagues will provide input during and between workshops to support the production of the Blueprint.

Agreed Tolerances

The Blueprint should be drafted by 13th Feb 2026, enabling SLT to review and approve by 20th Feb 2026, and shared with the Programme Board 23rd Feb 2026 for approval 27th Feb. Challenges should be addressed during the creation of the Blueprint, enabling the final review and approval dates to be achieved.

Date of Agreement
The Agreement shall be dated upon counter-signature by the Authority.

Reporting Arrangements
Status reports are to be compiled at the end of each week and shared with the Programme Manager.

Quality Criteria
The Blueprint should be compiled to a professional high standard, providing the relevant level of detail and technical insights. The Blueprint will:

- Be anchored in the organisation's strategic vision, objectives and values
- Clearly define the desired outcomes for customers, staff, and stakeholders.
- Be informed by current state assessments, benchmarking, and data analysis (where applicable/available).
- Be aspirational, whilst allowing room for adaptation should external conditions or internal capabilities / constraints evolve.
- Grounded in feasibility—ambitious but achievable within available resources and constraints.
- Will guide the vision for processes and services (including digital self service for residents, and other access channels) during the process redesign and requirements elicitation phase
- Answers the question: "What does success look like?

The Blueprint will cover all relevant domains, ensuring that they are aligned to support the future state:

- Customer experience, including digital self-service
- Organisation
- Culture and people capabilities
- Operating model (processes, people, governance)
- Technology capabilities (and the relationship between future and current capabilities)
- Data and analytics capabilities (Describes how data will be collected, governed, shared, and leveraged - supporting real-time insights, predictive analytics, and performance measurement)
- Locations

The Blueprint will set out a clear view of the target state providing a strategic description of:

- Future capabilities the organisation will need
- Key processes and how they will operate characteristically (setting a vision for processes/services to guide detailed design phase activity)
- Roles and responsibilities
- Technology landscape

The Blueprint will include high-level diagrams, models, journeys (colleague/customer), and service maps to aid visualisation of the end state.

The Blueprint output will include a set of guiding design principles and criteria to inform decision making during design and implementation, to ensure consistent alignment with the Blueprint.

The Blueprint will be roadmap-ready helping to inform phased delivery via a programme project dossier, serving as a foundation for the development of the programme delivery plan and the business case.

The Blueprint will be customer-centric, prioritising customer experience, colleague experience, and efficiency gain. The Blueprint will therefore:

- Focus on enhancing customer experience, ease of service access, convenience, and personalisation.
- Focus on the colleague experience, allowing colleagues to focus on the activity that really matters, and spend more time providing and/or delivering services directly to, or for, our customers.
- Outline digital channels (with a key focus on digital self-service), journeys, and touchpoints that prioritise value and customer satisfaction
- Include mechanisms for continuous customer feedback, insight, leading to iteration and continuous improvement once the target state is live

The Blueprint will account for digital risks, cybersecurity, and regulatory compliance (e.g., GDPR/Data Protection), fostering a privacy-by-design and security-by-design mindset.

The blueprint will align to, and help to inform, measurable **business objectives**, such as:

- Return on investment / Reduce the cost to serve
- Improved customer and colleague experience
- Enable more efficient and effective service delivery
- Enable residents to self-serve
- Enable the organisation to grow with confidence

The blueprint will inform the next level of detail for the benefits realisation plan and the next stage of the business case.

Quality Control
The Transformation Partner is accountable for the Blueprint delivery and quality of content. Early review of drafts by the Internal Senior Supplier and Programme Manager will enable feedback to be obtained on the quality, breadth and depth of content.

Constraints
CCHA will be accountable for ensuring required internal resources are made available to the Transformation Partner in delivering the Blueprint. The CCHA Programme Manager will be the first point of escalation should escalation be required during Blueprint delivery.

Stakeholder Interfaces
The Senior Leadership Team, Internal Senior Supplier and Programme Manager will be consulted throughout. The Programme Board members will be informed of progress via Status Reports.

Requirements for Configuration Management
Effective configuration management is essential to ensure the integrity, traceability, and governance of the Digital Transformation Blueprint throughout its lifecycle. Key considerations include:

- Version Control: Each iteration of the Blueprint and associated documentation must be version-controlled, clearly labelled, and tracked to ensure changes are transparent and reversible.
- Document Storage and Access: The Blueprint will be securely stored in a controlled repository (the CCHA Programme SharePoint site), with access restricted based on role and responsibility.
- Standards Compliance: All documents must comply to a high standard, including naming conventions, data classification, and formatting requirements.
- Change Management: Updates to the Blueprint must follow a structured change control process, with approvals documented and change impacts assessed.

- Baseline Management: Once approved, the Blueprint should be baselined (e.g., as Version 1.0) to serve as the official reference point for ongoing evolutions through detailed design and implementation.
- Auditability: All changes, approvals, and versions should be fully auditable to support governance, assurance, and potential external scrutiny.

Joint Agreements

The Transformation Partner will forecast and provide the relevant resources to deliver the Blueprint. It is anticipated that a role holder akin to Business Architect will lead this activity, however, CCHA will be guided by the expertise of the Transformation Partner in fulfilling the needs of this work package and the resources required to deliver it.

The Transformation Partner will set out expectations of CCHA in ensuring the required contribution and commitment to enable delivery of the Blueprint to time, cost and quality.

Appendix 4: Change Management Strategy Work Package

Work Package Description

Delivery of a Change Management Strategy that is supported by the Head of People, Internal Senior Supplier, Programme Manager and approved by the Senior Responsible Owner (SRO).

Product Descriptions

A comprehensive Change Management Strategy to effectively prepare the organisation for transformational change. The strategy should incorporate established best practice methodologies to support the designated Business Change Managers, and Leadership Team, to facilitate successful change management and adoption organisation-wide.

The document will be provided in Microsoft Word format, with any corresponding diagrams or supporting information produced in standard Microsoft applications and shared with CCHA in an editable format.

Techniques/Methods

The Transformation Partner is expected to apply their own methodologies, tools, and techniques to gather the necessary information, ensuring active engagement and support from all relevant stakeholders throughout the process.

Agreed Tolerances

The Change Management Strategy should be prepared and submitted to the Programme Board by early Feb 2026, with final approval to be obtained from the Senior Responsible Owner (SRO) no later than 20th Feb 2026. Any challenges or issues will be addressed during the development phase to ensure an efficient final review and approval process.

Date of Agreement

The Agreement shall be dated upon counter-signature by the Authority.

Reporting Arrangements

Status reports to be compiled at the end of each week and shared with the Programme Manager.

Quality Criteria

The Change Management Strategy should be compiled to a high standard and will:

- Clearly align with the vision and blueprint
- Promote the right culture and mindset shift
- Empower and equip leaders and BCM's (Business Change Managers) with the tools to drive advocacy and change adoption, with clear guidance provided for CCHA's BCM's in readying

the organisation for change, including impact assessing change (change impact assessments)
- Help to foster a culture of innovation, engagement, a positive mindset and resilience by incorporating mechanisms to identify the root causes of resistance, with strategies to address them through empathetic leadership and coaching.
- Recognise and celebrate advocates, early adopters, and successes to reinforce and sustain the desired behavioural change.
- Inform the Communications Plan, Training Strategy, Benefits Realisation Framework, and Business Readiness Plans.
- Describe the strategy for training and capability development, including how skills and knowledge gaps are identified and addressed
- Describe the approach to gauging and measuring adoption rates, user/colleague satisfaction, training effectiveness, and change/business outcomes
- Include recommendations for implementation, including key ownership roles, sequencing of activities, and an outline of ongoing activity required for embedding

Quality Control

The Transformation Partner is accountable for producing the Change Management Strategy and therefore, the quality of its content. Early review of drafts by the Head of People, Internal Senior Supplier, and Programme Manager, will enable feedback to be obtained on the quality, breadth and depth of content.

The Change Management Strategy will:

- Be approved on time with no more than two revision cycles by the SRO
- Receive positive feedback from BCMs and leaders on strategy clarity and usability
- Demonstrate explicit linkage to the work package quality criteria

Constraints
The Transformation Partner should proactively identify and escalate risks to the Programme Manager pertaining to timely delivery, including resource constraints or stakeholder disengagement.

Stakeholder Interfaces
The Head of People, Internal Senior Supplier and Programme Manager will be consulted throughout. The Programme Board members will be informed of progress via Status reports.

In preparing and delivering the Change Management Strategy, the Transformation Partner *may* also wish to incorporate:

- Stakeholder discovery sessions
- A maturity assessment (change readiness)
- Current state analysis (e.g., culture, capability gaps)
- Discussions with Business Change Managers (BCMs) to inform a manageable approach for CCHA
- Involvement of stakeholders in iterative strategy co-design sessions/workshops

Requirements for Configuration Management
Effective configuration management is essential to ensure the integrity, traceability, and governance of the Digital Transformation Change Management Strategy throughout its lifecycle.

Configuration management will comply with:

- Version Control: Each iteration of the Change Management Strategy and associated documentation must be version-controlled, clearly labelled, and tracked to ensure changes are transparent and reversible.

- Document Storage and Access: The Change Management Strategy and associated documentation will be securely stored in a controlled repository (the CCHA Programme SharePoint site), with access restricted based on role and responsibility.
- Standards Compliance: All documents must comply to a high standard, including naming conventions, data classification, and formatting requirements.
- Change Management: Updates to the Change Management Strategy must follow a structured change control process, with approvals documented and change impacts assessed.
- Baseline Management: Once approved, the Change Management Strategy will be baselined (e.g., as Version 1.0) to serve as the official reference point for ongoing evolutions.
- Auditability: All changes, approvals, and versions should be fully auditable to support governance, assurance, and potential external scrutiny.

Appendix 5: Process Re-Design and Requirements Elicitation Work Package

Work Package Description

The Transformation Partner will be accountable for defining and supporting the execution of a robust, fit-for-purpose approach to process re-engineering, aligned to the overarching transformation blueprint and programme objectives.

This will include:

- Producing the methodology for process discovery, process redesign/re-engineering (aligned to CCHA's Customer Experience/Journey mapping methodology), functional/non-functional requirements elicitation, and associated benefits identification, including practical tools, templates, and guidance to enable consistent application of the methodology, and clear definition of outputs – which are procurement specification ready.
- Coaching and supporting internal teams (including Business Change Managers, Business Analysts and Process Owners) to apply the methodology confidently and effectively.
- Assuring alignment with the target blueprint, target capabilities, outcomes and benefits, including end-to-end customer experience goals.

The Transformation Partner will also play a key role in assuring quality and continuity throughout the process design lifecycle. All re-designed processes will be reviewed and approved by the relevant Process Owners, the Internal Senior Supplier, and the Senior Responsible Owner (SRO).

The CCHA process catalogue and process architecture diagram will be updated throughout delivery of the process re-engineering phase.

Product Descriptions

Methodology Provision

The Transformation Partner will be required to define, deliver, and embed a structured, best-practice methodology for process re-engineering that aligns with CCHA's transformation blueprint, Customer Journey/Experience methodology, and target programme objectives.

The scope of this work package includes the design and provision of a fit-for-purpose approach to process discovery, redesign, benefits identification, and requirements elicitation. The methodology must be scalable and repeatable, and suitable for application across a range of service and operational processes.

The Transformation Partner will:

- Document the process redesign / re-engineering methodology, including supporting tools, templates, and guidance
- Document the approach to requirements elicitation, capture and storage with requirements indexed clearly against processes, and specific process activity
- Provide hands-on coaching, support, and quality assurance to internal teams—including Business Change Managers (BCMs), process owners, and functional leads—throughout the design and execution of process re-engineering activities.
- Ensure the re-designed processes are aligned with required digital capabilities (including opportunities for automation), enable desired service outcomes, and are anchored to customer, colleague, and organisational needs.
- Support the identification and articulation of benefits and business requirements (functional / non-functional) as a core component of process design.
- Promote knowledge transfer and capability uplift, equipping internal teams to independently apply the methodology both during and post-engagement.

All re-designed processes will be subject to structured review and must be approved by the respective Process Owner(s), the Internal Senior Supplier, and the Senior Responsible Owner (SRO).

The Transformation Partner will be expected to work collaboratively, applying a transparent and inclusive approach, and ensuring full alignment with programme governance, reporting, and configuration management protocols.

Process Reengineering and Redesign (Execution)

Following agreement of the approach to process redesign and requirements elicitation. Each process will be designed through a structured approach combining desktop research, data-driven analysis, and a series of collaborative workshops. This methodology will ensure that design decisions are evidence-based, aligned to CCHA's transformation blueprint, and grounded in operational and customer realities.

Workshops and supporting activities will be timeboxed in alignment with the classification of each process and will seek to:

- Explore and surface innovation opportunities (art of the possible - including the use of AI, rules driven automation and high volume / low complexity tasks for automation), including through the lens of service redesign, resident self-service and digital enablement
- Confirm or refine process scope, validating the intended coverage (clearly defined process start, end, inputs, outputs, guides and enablers) and identifying interfaces with adjacent processes or services
- Establish the current state, where necessary, leveraging available operational data to identify bottlenecks, repetitive administrative tasks, high-volume/low-complexity activities (as potential candidates for automation or semi-automation), points of failure, and known inefficiencies
- Facilitate collaborative redesign, incorporating insights from customer journey mapping and aligned to CCHA's target operating model and design principles, exploiting opportunities for service enhancement, self-service provision for residents, and technological innovation
- Capture benefit profiles and outline benefit realisation plans for each of the processes redesigned, aligned to programme goals and business case expectations
- Elicit and document, in a centralised and indexed repository, both functional and non-functional requirements, which will directly inform the definition of technical specifications required for future procurement activities and for the delivery and implementation phases
- Undertake capability and requirements assessments, to inform a structured capability gap analysis and identify any skills, knowledge, systems, or other shortfalls relevant to operating the redesigned process

The Transformation Partner will be expected to:
- Facilitate and guide (where specified) all aspects of the above activity, bringing best-practice process re-engineering expertise and sector-relevant insight
- Ensure that design sessions promote innovation, encourage creative thinking, and consideration of the 'art of the possible', particularly in relation to enabling technologies such as AI, rules-based automation, and other digital tools
- Identify and promote creative thinking and solutions that optimise efficiency, reduce failure demand, and enhance the customer and colleague experience
- All outputs will be provided in Microsoft Word format, with supporting artefacts (such as process maps, requirements documents, and diagrams) produced using standard Microsoft Office applications (e.g. Word, Visio, Excel, PowerPoint). All materials must be delivered in an editable format to enable future reuse and iteration.

Additional Information

To support the effective delivery of this work package, a comprehensive suite of documentation and organisational resources will be made available to the appointed Transformation Partner. These

materials are intended to accelerate onboarding, provide contextual clarity, and ensure alignment with CCHA's strategic objectives and programme vision.

Key Documentation Available

The following artefacts will be accessible upon contract mobilisation:
- **Programme Definition Document** – outlining programme scope, governance, and objectives
- **Approved Business Case** – including strategic drivers, financial case, and expected benefits
- **Target State Blueprint and Design Principles** – developed during the preceding phase to guide future-state alignment
- **Process Catalogue and Process Architecture** – including classification by type, ownership, and priority
- **Infrastructure and Integration Diagrams** – illustrating current technical landscape and interdependencies
- **Organisational Structure Charts** – to support stakeholder mapping and resource planning
- **CCHA Corporate Strategy (5-Year Plan)** – providing the overarching strategic context

Programme Resourcing and Governance

The transformation programme is structured in alignment with **Managing Successful Programmes (MSP)** best practice and is supported by a blend of dedicated, seconded, and part-time resources from across the organisation.

The following roles and resources are in place to support delivery:

- Senior Responsible Owner (SRO): Director of Housing Services / CEO
- Senior Supplier (Internal): Head of Transformation
- Transformation Programme Manager
- Up to 7 Business Change Managers (BCMs): Subject Matter Experts (SMEs) seconded from operational teams
- 3 Delivery Leads – overseeing key thematic or workstream areas
- Technical Engineer – providing input on infrastructure and systems
- Communications Specialist
- HR Partner
- Finance Partner
- 3 Business Analysts
- PMO Analyst
- Data/Business Intelligence Specialist

The team includes individuals with significant experience in the social housing sector and relevant expertise in transformation, technology, and service design. Some programme resources have been newly recruited to support the programme.

Tenant Engagement and Co-Design

CCHA is committed to inclusive design and service improvement through resident involvement. The appointed Transformation Partner will have the opportunity to engage with tenants (in collaboration with members of the programme team) during facilitated workshops, to inform customer journey mapping, capture insights, and support the co-design of future-state processes and experiences.

Process Framework and Planning

CCHA has developed a draft process catalogue and supporting architecture, which provides a structured foundation for planning and prioritising redesign activity across the transformation programme.

Each process has been classified according to a set of agreed criteria that reflect its strategic importance, complexity, contribution to programme benefits, and impact on resident and colleague experience (or safety, where applicable). This classification framework enables a proportionate

approach to redesign, ensuring appropriate time, resource, and focus is applied based on anticipated value.

Process Classifications

Gold Classification

Characteristics	Estimated Effort	Scope
High complexity Critical to achieving core business objectives Expected to deliver substantial programme benefits (e.g., efficiency gains, cost reduction) Strong linkage to resident or colleague experience (and/or safety, where applicable)	**8 to 12 weeks** per process	Full process re-engineering In-depth requirements elicitation Close stakeholder engagement and assurance Likely to involve multi-functional design input and advanced technology considerations

Silver Classification

Characteristics	Estimated Effort	Scope
Moderate complexity Provides some benefit contribution (e.g. process efficiencies or cost savings) Important to business performance, though not critical to strategic outcomes	**4 to 8 weeks** per process	Targeted process redesign Focused workshops and requirements capture Typically narrower in stakeholder reach and technology dependency

Bronze Classification

Characteristics	Estimated Effort	Scope
Low complexity / low demand Minimal direct benefit in terms of efficiency, cost reduction or resident experience Limited linkage or risk to safety outcomes	**1 to 4 weeks** per process	Re-engineered primarily for **digital enablement purposes** Designed to improve process control, auditability, and integration (e.g., to support a 360-degree view of customer and property) Assumed to require minimal redesign effort, but important for ensuring consistency across the operating model

This classification approach will guide the prioritisation, timeboxing, and sequencing of the redesign effort. The Transformation Partner will be expected to align delivery activity with these classifications and tailor the methodology accordingly.

As a guide to the classification alignment:

Classification	Quantity of processes
Gold : (Assumed 8w-12w duration)	5
Silver : (Assumed 4w-8w duration)	20
Bronze : (Assumed 1w-4w duration)	20
TOTAL	**45**

Each process within the scope of the programme has an identified **Process Owner**, and aligned cross-functional CCHA resources comprising:

- An assigned **Business Change Manager (BCM)** with subject matter expertise
- A dedicated **Business Analyst**
- An assigned **Delivery Lead (Project Manager – Workstream)**

Process redesign, benefits identification, and requirements elicitation will be undertaken in parallel across multiple workstreams, aligned to agreed priorities. This activity will be **timeboxed to a maximum nine-month period**, with the final 3 months running parallel with the beginning of the procurement exercise .

The **Transformation Partner** is expected to provide appropriate expertise to support this phase, flexing input levels as needed. Roles *may* include (but are not limited to nor mandated):

- **Business Architect**
- **Process Architect / Analyst / Specialist**
- **Business Analyst**

The final deliverables from this phase will be formally approved by the Senior Responsible Owner (SRO), and the designated Process Owner(s).

Techniques/Methods

The Transformation Partner will be responsible for defining and supporting the delivery of a robust and fit-for-purpose process re-engineering approach, ensuring clear alignment with the overarching transformation blueprint and programme objectives.

To support this activity, a series of collaborative workshops will be scheduled across CCHA locations, including Carlisle, Newcastle, and/or Workington.

The Transformation Partner is expected to apply a structured, evidence-based methodology to process re-engineering. The approach must demonstrate alignment with the programme's design principles and be capable of delivering tangible outcomes. Specifically:

- Facilitate the redesign of prioritised processes
- Elicit functional and non-functional requirements
- Capture and articulate anticipated process-oriented benefits
- Assess current capabilities and identify gaps

All re-designed processes must be fully endorsed by the designated Process Owners and formally approved by the Senior Responsible Owner (SRO).

Agreed Tolerances

This work package phase is scheduled to commence in early March 2026 and must be completed within a maximum of nine months following tranche approval, with an expected end date of September November 2026.

If delivery timelines are at risk, or if expected efficiencies and benefits cannot be demonstrated, these issues must be promptly escalated to the Programme Manager for resolution. Early identification and mitigation of risks will be essential to maintaining overall programme momentum.

To support efficient and timely approval, all process redesign outputs—including benefit profiles and requirements—must be reviewed and signed off through a maximum of two formal iterations. Any significant concerns should be surfaced and resolved during the workshop phase, with proactive engagement from key stakeholders to enable smooth progression and avoid delays in endorsement.

Date of Agreement
The Agreement shall be dated upon counter-signature by the Authority.

Reporting Arrangements

Status reports to be compiled at the end of each week and shared with the Programme Manager.

Quality Criteria

Each deliverable will be assessed against the following criteria:

- Methodology is clear, structured, and repeatable
- Design artefacts are of professional quality and in editable formats
- Outputs are aligned to CCHA's transformation blueprint and design principles
- Innovation is evident in future-state process designs (e.g. through automation, digital integration), or has evidently been considered
- Requirements are specific, unambiguous, and procurement-ready
- Stakeholder engagement is embedded in the process, with evidence of co-design
- CCHA capability gaps are clearly identified, with actionable recommendations
- Benefits are realistic, measurable, and clearly linked to business outcomes

Quality Control
The Transformation Partner is responsible for guiding and supporting the process re-designs, requirements elicitation, benefit profiles and capability analysis.

Early review of draft outputs by the process owners, Internal Senior Supplier and Programme Manager will enable feedback to be obtained, and approvals efficiently progressed.

Constraints
The Transformation Partner must operate within the constraints of programme timelines, resource availability, and stakeholder engagement. They are expected to proactively identify and escalate any risks to timely delivery—such as resourcing challenges or disengagement from key stakeholders—to the Programme Manager.

In addition, where anticipated benefits appear unlikely to be realised based on emerging insights or process analysis, this must also be escalated for review and action.

Stakeholder Interfaces
The following stakeholders will play a key role throughout the delivery of this work package:

- Process Owners (members of the Senior Leadership Team),
- Business Analysts,
- Delivery Leads,
- Internal Senior Supplier, and
- Programme Manager.

These stakeholders will be actively consulted during the development of outputs to ensure alignment with business needs and strategic objectives.

All outputs will be reviewed and endorsed by the Internal Senior Supplier, Programme Manager, and relevant Process Owners, with formal approval provided by the Senior Responsible Owner (SRO).

The Programme Manager will receive regular status reports to monitor progress, and the Transformation Partner will provide summary updates at the monthly Programme Board meetings.

CCHA-assigned resources will take the lead(Delivery Leads) in delivery activities, with the Transformation Partner providing guidance, coaching, and subject matter expertise as required and in line with agreed roles and responsibilities.

Requirements for Configuration Management

Effective configuration management is essential to ensure the integrity, traceability, and governance of documents throughout its lifecycle. The Transformation Partner will ensure any documents they compile during this tranche adhere to this standard.

The compiled documents will comply with:

- Version Control: Each iteration of the deliverables and associated documentation must be version-controlled, clearly labelled, and tracked to ensure changes are transparent and reversible.
- Document Storage and Access: The deliverables and associated documentation will be securely stored in a controlled repository (the CCHA Programme SharePoint site), with access restricted based on role and responsibility.
- Standards Compliance: All documents must comply to a high standard, including naming conventions, data classification, and formatting requirements.
- Change Management: Updates to the deliverables must follow a structured change control process, with approvals documented and change impacts assessed.
- Baseline Management: Once approved, the deliverables will be baselined (e.g., as Version 1.0) to serve as the official reference point for ongoing evolutions.
- Auditability: All changes, approvals, and versions should be fully auditable to support governance, assurance, and potential external scrutiny.

Joint Agreements

The Transformation Partner will forecast and provide the relevant resources to deliver this work package. CCHA will be guided by the expertise of the Transformation Partner in fulfilling the needs of this work package and the resources required to deliver it.

The Transformation Partner will set out expectations of CCHA in ensuring the required contribution and commitment to enable delivery to time, cost and quality.

Appendix 6: Additional Programme information

Additional supplementary information is provided to Tenderers to assist with bid development and submission.

Governance Arrangements

Several governance groups have been established with corresponding Terms of Reference defined. These include a Programme Sponsoring Group, Programme Board and Programme Risk Reviews.

The Group Board are in full support of the transformation programme.
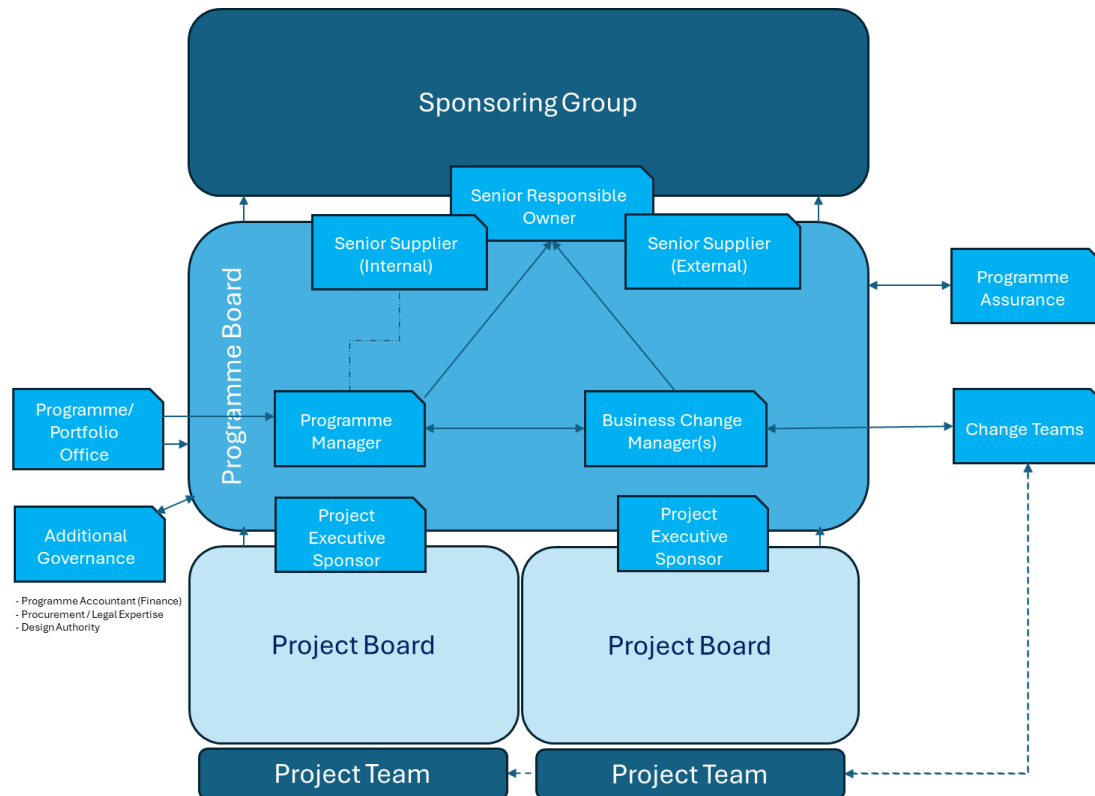
Documents

There are a variety of documents available to support the induction of a partner and assist in knowledge sharing.

Many programme controls, standards, templates, methodology and strategies have been compiled. Several key artefacts include:

- Programme Definition Document
- Business Case
- Programme Plan
- Programme Methodology and Governance
- Detailed risk register
- Process catalogue and process architecture
- Communications Strategy
- People Strategy
- Data Strategy

- IT Strategy
- Process Design Strategy
- Corporate 5-year Strategy
- Induction pack

Programme resources

The programme structure follows the MSP best practice, supported by various business and technical roles. Several resources are seconded from the business, whilst others have an agreed % assignment other resources were recruited on a FTC. Resources are skilled in their role and experienced within the Social Housing sector. These roles include the following:

- SRO (Director of Housing Services / CEO)
- Senior Supplier (Head of Transformation)
- Transformation Programme Manager (recent recruitment)
- Up to 8x Business Change Managers (seconded from business areas)
- 2-3x Delivery Leads
- Technical Engineer
- Comms Specialist
- HR Partner
- Finance Partner
- 1-3x Business Analysts
- PMO Analyst
- Data Intelligence Specialist

Appetite for co-design

The business is keen to be involved and co-design solutions. Business Change Managers will be seconded to the Programme to assist in this co-design approach. Residents have historically being engaged to help us co-design processes and we anticipate that this approach will continue and is fully supported up to Board level.

Appendix 7: Specification

CCHA are seeking an experienced Digital Transformation Partner to provide transformation management design and delivery consultancy service. The successful Digital Transformation Partner will possess significant experience and expertise in partnering with organisations, in both a strategic and hands-on capacity, to successfully deliver Digital Transformation Programme benefits and outcomes, within a set budget and agreed timeframes.

The Digital Transformation Partner will have demonstrable experience in designing and delivering complex transformational change, underpinned by advancing technologies, in areas such as Property Maintenance, Housing & Tenancy Management, Customer Experience, Digital Self-Service, Workforce Optimisation and Income Management.

In addition, the successful Digital Transformation Partner will demonstrate an in-depth understanding of the legislative, regulatory and financial landscape for the sector.

We anticipate our digital transformation programme taking between 2-3 years to complete. The graphic below sets out the indicative phases of the Programme, with key decision points at the end of each stage:
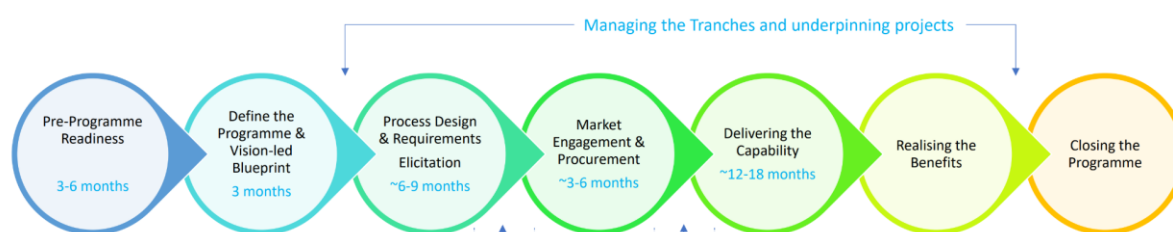
Whilst we have greater certainty regarding the initial phases of the Programme, the detailed requirements will determine what capabilities require delivering. We also anticipate that there may be an additional Programme of work which may require the support of the transformation partner, this is yet to be fully determined and the Transformation partner would be consulted prior to the commencement of work to understand if this undertaking is possible.

It is envisaged the Transformation Partner will provide the following services throughout the delivery period;

Specification

Governance and Leadership
- The Transformation Partner will appoint an experienced representative to the contract to act as the Senior Consultant, and the uppermost escalation point for you, and our programme team, during the life time of the contract.
- The Senior Consultant will demonstrate strong leadership capabilities, the ability to influence based on evidence, data, or experiential rationale, and act as a positive visible promoter and ambassador of both The Digital Transformation Programme and CCHA.
- The senior-most representative will be a mandatory attendee at the cyclical Digital Transformation Programme Board, and will take accountability for the performance and deliverables assigned to the Transformation Partner
- The senior-most representative may also be required to attend Programme Sponsoring Group meetings quarterly, or ad-hoc as required.
- The Transformation Partner will co-design and assure CCHA's approach to programme delivery. This may include the following (but is not limited to) key strategies and themes for the Transformation Programme:
- Programme Governance
- Customer experience research and journey mapping
- Blueprint design and delivery
- Process modelling and design, service design, and requirements elicitation and management

- Communications Strategy
- Change Management Strategy and Methodology
- Resource Management and Deployment
- Risk and Issue Management
- Quality and Assurance
- Leadership and Stakeholder Engagement
- Benefits Realisation and Management
- Planning, Monitoring and Control of programme and project delivery.
- The Transformation Partner will comply with reporting cadence and provision of comprehensive status and progress updates to the Programme Board from the Transformation Partner ('External' Senior Supplier) perspective
- As required, the Transformation Partner will assign a representative to designated project boards, in pursuit of project delivery aligned to programme and project time, cost, and quality parameters
- The Transformation Partner will attend Design Authority sessions, independently assessing and providing assurance of detailed designs and their alignment and fit with the target blueprint
- Acting as a critical friend, the Transformation Partner will provide guidance and advice, conducive to the successful achievement of programme milestones, to the SRO, and the supporting Programme Leadership Group
- The Digital Transformation Programme will be regularly audited from both an internal and external perspective, requiring the Transformation Partner to fully engage with CCHA audit requirements
- The Digital Transformation Partner will comply with all agreed Transformation Programme design and delivery methodologies, processes, and standards for Transformation Partner specific and supported deliverables

Blueprint Design and Delivery
- The Transformation Partner will provide specialist resource(s) to lead on the development of the approach to the design and delivery of the CCHA future state blueprint, which will be approved by the CCHA Programme Board
- The Transformation Partner will provide specialist resource(s) who will execute the agreed blueprint design approach to deliver the CCHA future state blueprint, facilitating its production in collaboration with key CCHA stakeholders
- The Transformation Partner will ensure that design and delivery proposals adhere to both legal and regulatory requirements, whilst being achievable from business, technical and delivery perspectives
- The blueprint will encompass key architecture layers such as business, application, data, integration, and infrastructure
- The blueprint will incorporate the future service delivery model and the identification of organisational development considerations
- The blueprint will incorporate customer engagement for the purpose of establishing an understanding of the desired customer experience, including customer journey mapping
- The Transformation Partner will co-design, support the mobilisation of, and participate in, the CCHA Design Authority, contributing to CCHA Design Authority assessments in aid of ensuring the integrity of the blueprint is maintained, and deviations highlighted to Programme Board
- The target timeframe for delivery and sign-off of the CCHA Transformation Blueprint is December 2025.

Planning, Monitoring and Control

The Transformation Partner will:
- Contribute to the development of programme & project plans in collaboration with the CCHA Programme Team, using past experience of digital transformations to ensure the plans are robust, realistic, and appropriately developed
- Contribute to the identification of projects for the project dossier, and provide expert input to the planning of the tranches including identification of key dependencies

- Collaboration with the programme team in contributing to the development of work packages, including resource requirements, timeframes, and quality criteria, for agreement and sign-off
- Take accountability for Transformation Partner led work packages or initiatives, through to completion
- Development, assurance, and agreement of resource forecasts in line with the programme plan, supporting CCHA to identify the type of resources required and when
- Ensure programme plans and work packages are monitored, with any deviations being communicated and controlled in line with programme governance

Programme resourcing

As our Transformation Parner you will provide required resources to the Programme in line with programme plans and resource forecasts. This will typically include the following types of resources, although not limited to:

Architectural and Technical Capability

During design and delivery, we will require skills, knowledge and experience covering the following architectural domains – Business (including process, organisation), Application, Solutions, Data, Integration and Infrastructure.

Change Management Capability

Change being effectively managed will be fundamental for CCHA in achieving target outcomes. The Transformation Partner will have extensive experience of developing and implementing change management strategies, methodologies, tools and techniques, in ensuring a smooth transition to new ways of working, including adoption of new technologies.

The Transformation Partner will be able to provide experienced resource within this domain. Operational colleagues will be seconded to the programme in the role of Business Change Managers (BCM's) and play a key role in designing future processes, providing functional/non-functional requirements, acting as a conduit between the programme and their operational colleagues, and supporting the operational teams through the transformation programme and implementation of its deliverables.

There will be a requirement of the Transformation Partner to provide an initial training induction to the BCM'S, upskilling them in change management methodology, tools and techniques, followed by periodical support, and coaching where required.

Learning & Development Capability

The development and execution of a programme specific learning and development strategy and plan, underpinned by a robust methodology will be key to achieving target outcomes.

The Transformation Partner will be in a position to provide both the strategic expertise, and the hands-on capability to execute the agreed methodology and plan.

in pursuit of developing the overall approach to staff training and development (specific to the programme, its deliverables, and target outcomes), and executing the delivery of the agreed approach. aligned to new ways of working including use of new technologies, and this may include:

- Devising a tailored approach to training for CCHA staff
- Conducting training needs analysis
- Developing and delivering training collateral and providing coaching to colleagues.

Programme & Project Management Capability

CCHA is developing its internal programme and project capability in order to control and deliver the Digital Transformation Programme. This core programme team will consist of a Head of Transformation, Portfolio, and Projects, a Digital Transformation Programme Manager, several Project Managers and Business Analysts.

As the programme and its project dossier develops, the Transformation partner will be able to provide Programme and Project Management resource(s) to support the delivery of discrete projects, as agreed within .

For the purposes of resilience, there may also be a requirement at various junctures of the programme for the Transformation Partner to deploy resources to enable continuity of the programme and its constituent projects.

<u>Business Analysis, Process Analysis & Requirements Gathering</u>

CCHA is in the process of recruiting to its in-house business analysis, process design and requirements gathering contingent. The Transformation Partner, for the purposes of resilience and delivering volume, will be in a position to provide resource(s) to supplement the in-house contingent, in guiding and delivering the target CCHA process architecture, models and maps - accompanied by the requisite business analysis and requirements to inform options and achieve benefits alignment.

<u>Test Expertise</u>

As we enter into the testing period(s) of the Programme we anticipate requiring specialist test expertise to advise and design a robust approach and methodology for the purposes of testing technologies and future ways of working, encompassing the following:
- Test planning
- Test case/scenario design & execution
- Load, stress, performance and endurance testing
- API and integration testing
- Security testing
- Defect classification, tracking and management
- Test reporting
- Overall test phase management

Risk & Issue Management
- The Transformation Partner will utilise experience to provide foresight of potential risks to the programme, and appropriate insight on how stated risks can be mitigated and controlled
- Support the SRO and the Programme/Projects Teams in resolving escalated issues, with a focus on safeguarding the integrity of the overall target outcomes and benefits
- Advise and support, where required, with the resolution of External Supplier (Technology) issues and priority conflicts in pursuit of safeguarding the interests of the CCHA account, the integrity of the Programme, and the Transformation Partners assigned resources and work packages
- Identify dependencies across the Programme and CCHA's portfolio, ensuring they are appropriately managed

Stakeholder Engagement & Management
- Identify key stakeholders and work with CCHA to conduct stakeholder analysis
- Develop a stakeholder engagement plan based on best practice and techniques
- The Transformation Partner will build effective relationships with colleagues across CCHA, representing the Programme in a positive light, acting with integrity and modelling positive change behaviors
- The Transformation Partner will ensure relationships with 3rd parties, who will also support the delivery of the Programme, are effectively managed and maintained, and will foster our culture of collaborative working to ensure the best outcomes for CCHA
- The Transformation Partner will provide input to the Programme Communications Strategy and plan, and where required, deliver communications to the organisation directly.

Business Case Development, Benefits Realisation & Management

- Provide direct input to the multi-staged CCHA Digital Transformation Business Case
- Deliver independent periodic reviews of the business case at the end of each stage/tranche, providing an assurance assessment for the SRO

- Act as a critical friend, providing independent support and advice to the SRO, and the programme leadership team regarding ongoing viability, strategic alignment, and ROI/payback periods of the Programme
- Provide advice on the Programmes approach to benefits identification, qualification, measuring, tracking and monitoring methodologies, practices and documented content
- Ensure design and delivery activity (Blueprint design, process modelling and re-engineering, technical configurations and deployments) is evidentially aligned to the target outcomes and benefits

Technical

The Transformation Partner will:

- Provide the skills, knowledge and experience to perform a range of technical activities to ensure a successful outcome spanning the entire design and delivery cycle.
- Advise on the selection of appropriate technical solutions, utilising a wealth of past experience and knowledge in selecting technologies for the housing sector and/or in meeting similar requirements to CCHA's
- Conduct thorough assessments of the organisation's current technical architecture and its composition, including the determination of specific technical transitionary requirements (Analysing existing systems, data, and workflows to understand important migration-oriented requirements, where required)
- Analysing target business architecture, processes, and underpinning requirements, carrying out gap analysis, and producing or assuring technical specifications, including that of integration
- In collaboration with CCHA technical resource (IT Team), develop detailed technical specifications for new technologies, including hardware, software, network, and security related requirements
- Inform the definition of acceptance criteria for future technologies
- During the procurement process, evaluate prospective technology solutions based on requirements fit, technical specifications, performance, integration capability, scalability, security, and overall alignment with CCHA's target state
- Provide an informed expert assessment with regard to the viability of prospective solutions (including integration evaluation), through deployment of resource which possess the necessary skills, knowledge, and experience to make such an assessment
- Participate in technical demonstrations and proof-of-concepts for assessment and evaluation purposes.
- Assess overall vendor capabilities, technical expertise and support services
- Evaluate vendor proposals including technical documentation
- Developing detailed technical design documents, including system architecture, data architecture, infrastructure architecture (where required) and accompanying integration and implementation plans
- Provide support, as required, configuring procured solutions
- Provide expertise to inform the planning and execution of data migration and system integration, as required
- Provide data expertise to inform target data architecture, data models, and evolution of the CCHA data platform in readiness for transition to new technologies
- Provide machine learning and AI expertise, to ensure CCHA is able to exploit the opportunities the capabilities can provide in automating activity, or enabling our data to work for us
- Provide specialist test expertise to devise and deliver a tailroed test strategy and methodology, including but not limited to unit testing, integration testing, user acceptance testing, destructive and stress testing, ensuring the technology meets performance, functionality, security, resilience, and reliability standards and requirements
- Support the planning and execution of the technology deployment(s), data migration(s), and go-live cutover phase(s)
- Support the management of technical risks and issues during delivery & deployment
- Facilitating knowledge transfer to CCHA colleagues and knowledge bases throughout, supporting the ongoing development of CCHA colleagues and the longer-term sustainability of CCHA's implementations and target outcomes

Procurement and Contracting
- Support the procurement and onboarding of additional partners and solutions. This will include market research, advice on the procurement strategy and evaluation process followed by the eventual onboarding of suppliers and solutions
- Inform the development of contracts with the chosen vendor(s)
- Support CCHA with supplier relationship management activity and advise, where appropriate, performance management and dispute resolution

General Experience, skills, Knowledge and attributes the Transformation Partner will possess:
- Proven track record of delivering customer focused transformation programmes whilst acting in a Transformation Partner capacity, within and outside the housing sector
- Proven track record of delivering programmes whilst working with and managing multiple external suppliers
- Knowledge of the housing sector including common systems, processes, and practices. Whilst also having good awareness of success and failures of transformation programmes within the sector
- An extensive network of contacts across the sector with organisations who have completed or are underway with a transformation programme and therefore able to encourage sharing of lessons learnt and collaborative thinking between CCHA and those organisations
- A range of highly skilled resources available at your disposal to support CCHA in plugging skills gaps required to deliver the Programme. This may include supplying ad-hoc resources that are unique in nature, in line with requirements of the programme plan, and also providing additional resilience for CCHA's existing resource pool with more resources that are typically standard in nature
- Demonstrable experience and capability to engage with a clients customer base and develop Customer Journey's/ experience as the desired outcome
- Experience of developing blueprints and target operating model designs
- Experience of process innovation, redesign and identification of candidates for automation opportunities
- Whilst not a technical expert in respect of prospective technical solution(s), have a solid background of software implementation and delivery
- Knowledge and Awareness of new technologies such as, but not limited to, RPA and AI

Appendix 8: Summary of Pre-Market Engagement

Summary of Pre-Market Engagement
Castles and Coasts conducted a Pre-Market Engagement (PME) activity during April 2025 whereby prospective suppliers were asked to complete a questionnaire answering a number of questions in respect of the tender and the tender process, CCHA stipulated that we may then request to meet with a number of suppliers to discuss their responses further. Upon reviewing the responses received CCHA decided that the comprehensiveness of the responses meant that meetings with individual suppliers were not required but we could use the information contained within the questionnaire responses to inform our approach to the tender process.

Should suppliers wish to review the PME activity further the PME notice can be found here CCHA-0290 Digital Transformation Partner Consultancy - Find a Tender.

The PME questionnaire suppliers were asked to complete can be found here:

Pre-Market%20Enga
gement%20Questionr

Summary of Questionnaire Responses

There were a number of themes identified following the review and analysis of the questionnaire responses we received.

Q1) Pricing –Suppliers suggested they would price using a combination of fixed pricing where deliverables were known via Work Packages and Rate cards where deliverables are less certain. There was a general ask that the percentage of expected travel was defined so that suppliers could include this in their costs. CCHA have actioned this feedback by basing costs on both fixed price and a day rate model and including further information in respect of travel/ on-site expectations

Q2) Information required to structure the bid – CCHA identified that there were some requirements from suppliers that had not been adequately covered in the draft specification. This included governance arrangements, internal programme resources and appetite for co-design, information on the current technology landscape and procurement and contractual preferences. Accordingly, the tender and specification have been drafted to ensure adequate information is provided in these areas for suppliers to accurately compile their bid and submission.

Q3) Tender Spilt into Lots
Suppliers generally recommended that the tender should not be split into Lots. CCHA took this feedback onboard and accordingly the tender is formulated as one Lot.

Q4) Heads of Terms – Suppliers were asked to review the suggested heads of terms and provide feedback. Suppliers asked for CCHA to provide clarity on working onsite expectations and when break clauses would be available within the contract. Working on site expectations have been outlined in Appendix 2 so that suppliers have this information when looking to provide costs. Break clauses and the points during the contract when they will take place have been outlined within the contract. Suppliers also suggested that we review the insurance levels, these have been reviewed and adjusted accordingly. In addition to this, suppliers helpfully suggested that CCHA may want to consider a number of additional clauses relating to intellectual property, Data and GPDR, exclusivity and non-competition, and exit and knowledge transfer. These suggestions have been reviewed and incorporated into the contract where appropriate.

Q5) Performance and KPI's – Suppliers suggested they would expect performance to be managed as part of the contract and suggested KPI's would typically relate to the Programme vision, delivery of milestones and adherence to Programme governance. Both performance and KPI's aligned to

suppliers' expectations have been incorporated into the contract and are included in the tender so that suppliers can review in advance.

Q6) Time to prepare bid – Suppliers suggested they would generally need 3-4 weeks to prepare a bid. CCHA have planned 3 weeks for suppliers to prepare the bid and are also sharing the ITP in advance of the tender period so that suppliers can begin to familiarise themselves with the contents.

Clarification questions and responses

CCHA received a number of clarification questions during the Pre-Market Engagement exercise and suppliers who engaged in the activity received a response. Questions and responses are outlined below :

1) We have experience of Digital Transformation within the Housing Sector but also have good examples of digital transformation within other Sectors (Education / Charity / Finance etc), would you be happy if we referenced this wider experience in our answers. *Yes, reference to wider experience is acceptable*

2) The Services that the partner is expected to perform and resource are wide ranging. We would expect a consultancy team including but not limited to a Technical Lead, Senior Service Designer, Business Analyst, Product Owner and Delivery Manager. You mention that our work would be *strategic and hands on.* How *hands on* would you see the partner being in migration and design assurance. Would the expectation be we consult on the migration plan, or that our developers get involved in physical migrations of your digital estates.
Advice and assurance would be required to ensure designs (blueprints and service designs) would achieve target benefits and outcomes.
Technical consultancy/expertise would be required to ensure the plans and methods proposed for the migration are robust (providing migration becomes a requirement), migration activity and delivery is expected to be undertaken by the third party software provider(s) and our internal I.T Team.

3) Related to this; what team members from Castles and Coasts would be pivotal in the Partnership?
The following roles will be pivotal, although not limited to, Senior Responsible Owner (Executive level), Head of Transformation, Digital Programme Manager, Business Change Managers, and Heads of Service.

4) Would you see us as consultants or as an extension of your team?
The party chosen for the contract will serve as our Transformation Partner, enhancing, supporting, and bolstering the delivery capacity and capability of the existing CCHA Programme Team. Achieved through collaboration and via the provision of individuals with the appropriate expertise, skills, and knowledge in the specified areas.

5) Is the budget fixed for the 3 years across this work? Sometimes in Stage 1 & 2 our work may uncover something that needs more focus; if this was the case, is there the possibility to secure more budget, or would we move around the existing budget based on priorities to make it work.
There is a set budget for the programme in which CCHA and the programme team are committed to operating within. Should there be a compelling and justifiable need for additional budget, there are processes in place within CCHA to enable consideration, and rejection or approval of such request.

6) We are a full-service digital agency and have designed and built custom solutions for housing associations. Would being your consultancy partner rule us out of going for any associated design and build tenders to help realise your transformation.
Any subsequent tender arising from the project would be advertised according to the governing procurement rules applicable to the route taken at the time. At this moment in time, there is no reason to suggest that a consultancy partner would be ruled out of subsequent tenders by virtue of the role they have undertaken. We would point out however that any information gained as a result of being our consultancy partner would be shared in order that all suppliers are given fair and equal treatment in any subsequent tender. Should any advantage be given to the consultancy partner by virtue of this

role, they would need to be ruled out of any subsequent tender. The role of the consultancy partner would be to be impartial in their support of our review of digital solutions. Furthermore, the consultancy partner would be required to take steps to demonstrate that the software solution would be deliverable by more than a single software supplier in the market in order to demonstrate value for money.

7) Can you confirm where the completed questionnaire should be sent.
Yes, it should be sent to katie.scott@castlesandcoasts.co.uk

8) Can images be embedded in the first question, noting the 1,000 word limit?
 Yes, they can.

9) Can you confirm the first question that appears to be incomplete '**Please describe your experience in these 3 are as below (***1,000-w***'**
This should read ' Please describe your experience in these 3 areas below (1,000 word limit)'
The ask is to describe your experience in relation to the 3 bullet pointed attributes listed above.

Appendix 9: Certificate of Non-Collusion and Non-Canvassing

TO: Castles & Coasts Housing Association **(Authority)**

For the attention of: Procurement Delivery Lead

Dear Sir/Madam,

1.   I/We certify that this is a bona fide tender, and that I/we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other person. I/We also certify that I/we have not done, and I/we undertake that I/we will not do at any time before the date fixed for submission of this tender, any of the following acts:

1.1   Communicate to a person other than the person calling for those tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premiums required for the preparation of the tender.

1.2   Enter into any agreement or arrangement with any other person that they shall refrain from quoting or as to the amount of any tender to be submitted.

1.3   Offer or pay or give or agree to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to any other tender or proposed tender for the said work any act or thing of the sort described above.

2.   I/We further certify that the principles described in paragraph 1 above have been, or will be, brought to the attention of all sub-contractors, suppliers and associate companies providing services or materials connected with the tender, and any contract entered into with the sub-contractors, suppliers or associated companies will be made on the basis of compliance with the above principles by all parties.

3.   I/We further certify that no attempt has been made directly or indirectly to canvass or solicit any member, officer or employee of the Client concerning the award of the contract which is the subject of this tender.

4.	In this certificate, the word "person" includes any persons and any association or body, corporate or otherwise; and "any agreement or arrangement" includes any such transaction, formal or informal, and whether legally binding or not.

5.	I/We confirm that I/we accept any breach of the conditions of this Non-Collusion/Canvassing Declaration will inevitably lead to the termination of any contract arising from my/our tender.

Signed for and on behalf of the Tenderer:	
Signed:	
Position/Status:	
Company Name:	
Address:	
Date:	

<div align="center">**Appendix 10: Form of Tender**</div>

Where the Tenderer is a company, this Form of Tender must be signed by a duly authorised representative of that company.

Where the Tenderer is a consortium, the Tender must be signed by the lead authorised representative of the consortium, which organisation shall be responsible for the performance of the Contract.

In the case of a partnership, all the partners should sign or, alternatively, one only may sign, in which case he must have and should state that he has authority to sign on behalf of the other partner(s). The names of all the partners should be given in full together with the trading name of the partnership.

In the case of a sole trader, s/he should sign and give his/her name in full together with the name under which s/he is trading.

In relation to the procurement of a contract for CCHA-290 Digital Transformation Partner Consultancy (FTS reference number 013012-2025) **(Contract):**

TO: Castles & Coasts Housing Association **(Authority)**

For the attention of: Procurement Delivery Lead

Dear Sir/Madam,

TENDER FOR THE CONTRACT

6.   We hereby tender to enter into the Contract with the Authority for the provision of Digital Transformation Partner Consultancy Services (Services) pursuant to the procurement documents supplied to us by the Authority for the purpose of tendering for the provision of the Services (Procurement Documents).

7.   Having considered the Procurement Documents (including, without limitation, the terms and conditions of the Contract and the Specification) we confirm that we are fully satisfied as to our experience and ability to deliver the Services in all respects in accordance with the requirements of the Procurement Documents.

8.   Attached to this Form of Tender is our tender for the Contract (Tender).

9.   We acknowledge and accept the terms and requirements of the Procurement Documents and confirm that we have complied with all the requirements of the Procurement Documents.

10.   We confirm that we accept the terms of the Contract as issued with the Procurement Documents and acknowledge that any insertion by us of any conditions qualifying our Tender or any unauthorised alteration to any of the terms and conditions of the Contract made by us may result in the rejection of this Tender.

11.   We understand that the Authority is not bound to accept the lowest or any tender it may receive.

12.   We certify that this is a bona fide tender.

13.   We confirm that this Tender will remain valid for 120 days from the date of this Form of Tender.

14.   We confirm that the undersigned is authorised to submit this Tender in accordance with and on the terms of the Procurement Documents.

Signed for and on behalf of the Tenderer:	
Signed:	
Position/Status:	
Company Name:	
Address:	
Date:	

Appendix 11: Tender Checklist

You must submit all the tender documentation listed, duly completed, as your Initial Tender submission; use the checklist, below, to make sure you have included all the required information:

Requirement	Location	Attached (Y/N)?
Response to Questions and Requests for Information	Appendix 1	
Completed Pricing Model	Appendix 2	
Signed Certificate of Non-Collusion and Non-Canvassing	Appendix 9	
Signed Form of Tender	Appendix 10	