



Customer Needs

RM6063 – Standby and Portable Generators Dynamic Purchasing System Agreement



Contents

- 1. Introduction.....3**
- 1.1 Customer Needs Statement.....3**
- 1.2 The Opportunity.....3**
- 1.3 The current situation.....6**
- 2. Specification (Schedule 2 Part A Goods and/or Services).....7**
- 2.1 Our priorities.....7**
- 2.2 Scope.....7**
- 3. Mandatory Service Requirements:.....7**

1. Introduction

1.1 Customer Needs Statement

Crown Commercial Service (CCS) is seeking to establish a Dynamic Purchasing Agreement (DPS) for the provision of Standby and Portable Generators for all UK central government departments, wider public sector organisations and charities as listed in the OJEU Contract Notice for RM6063 – Standby and Portable Generators DPS.

This RM6063 Standby and Portable Generators DPS Agreement will be managed by CCS and any contract(s) awarded under this DPS Agreement will be managed by individual Customers.

The intended duration period of the RM6063 DPS Agreement is for 4 years (48 months). In the event that the RM6063 DPS Agreement is terminated, CCS shall give the Supplier no less than three (3) Months written notice. CCS acknowledges that RM6063 DPS Agreement will not be terminated within the initial first six (6) months from the commencement date.

CCS may extend the duration of this RM6063 DPS Agreement for any period or periods up to a maximum of 1 year (12 months) in total from the expiry of the Initial RM6063 DPS Agreement period by giving the Supplier no less than three (3) Months' written notice.

Customers may enter into a contract with you for a period of their determining, up to a maximum of sixty (60) months, which may exceed the duration of the RM6063 DPS Agreement. Where the Contract Initial Period is less than sixty (60) months a customer may elect to extend. The contract extension period cannot be more than twenty four (24) months) and must not take the contract period beyond the sixty (60) months in total.

The flexibility of the contracting period allows the customer to determine appropriate contracting timelines required in order that the supplier can meet the needs of the customer for large and complex projects.

1.2 The Opportunity

The RM6063 Standby and Portable Generators DPS Agreement will provide central government and wider public sector departments with the opportunity to procure and hire an extensive range of Standby and Portable Generator services via a comprehensive number of suppliers.

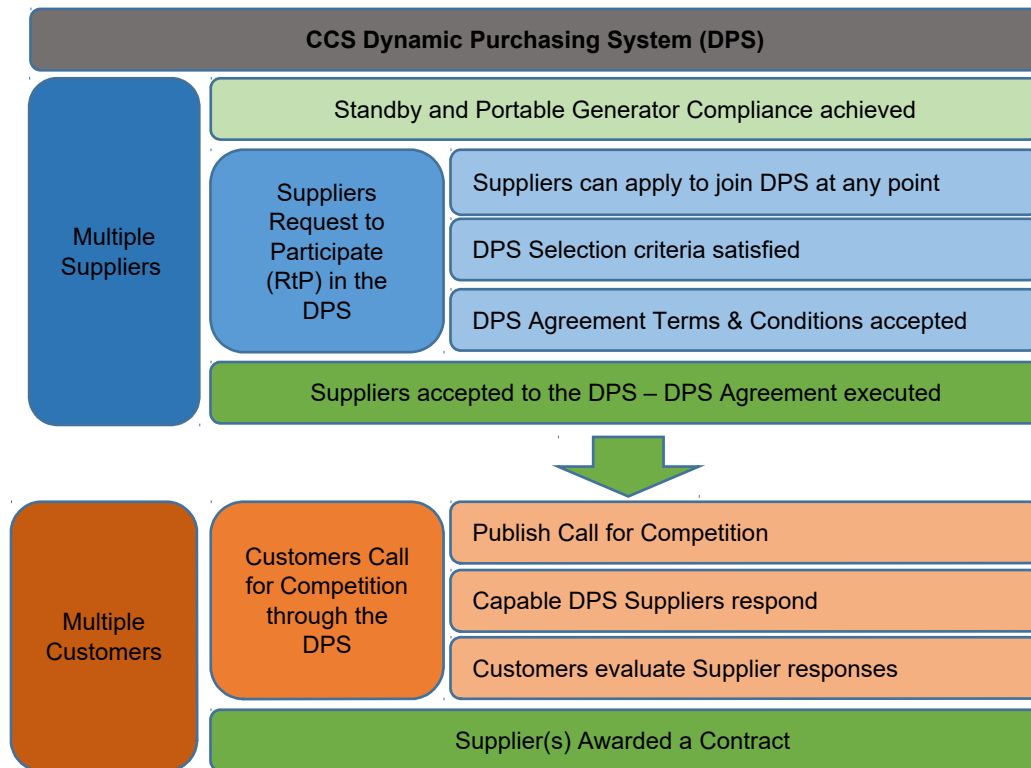
Upon application to join the RM6063 DPS Agreement, bidders are required to indicate which categories and services they are able to bid for. It is therefore essential that bidders select the exact elements relevant to their service offering in order to be invited to the relevant competitions.

Customers will use the product and service element filters as detailed in Product and Services Matrix of DPS Schedule 2 (Key Performance Indicators and Services of the

RM6063 Standby and Portable Generators DPS Agreement, to short list appointed suppliers offering their service requirements and invite to competition.

What is a Dynamic Purchasing System (DPS)?

A DPS is a public sector sourcing tool for common goods and services under regulation 34 (Dynamic Purchasing Systems) of the [PCR 2015](#). Bidders can apply to join at any point and don't require any special IT equipment as a DPS eliminates unnecessary activity for the bidder, up front:



How will the services within the DPS for RM6063 Standby and Portable Generators be organised?

The RM6063 DPS will be organised into distinct categories so:

Bidders can indicate all elements relevant to their service offering, and

Customers can filter the elements to produce a shortlist of appointed suppliers to invite to a competition.

The four (4) distinct categories comprise of:

- Location (Overseas & National)
- Location (Other)
- Service Types

- Product(s)

Full details of the four (4) distinct categories and the Part A sub-categories can be found at Product and Services Matrix of DPS Schedule 2 (Key Performance Indicators and Services) of the RM6063 Standby and Portable Generators DPS Agreement.

Who are the Customers of the RM6063 Standby and Portable Generators DPS Agreement?

The RM6063 Standby and Portable Generators DPS Agreement will be available to all central government and wider public sector customers as listed in the OJEU notice, including but not limited to the following:

Central government:

- Environment
- Defence
- Other Central Government

Wider Public Sector:

- Education
- Fire and Rescue
- Health
- Local Government
- Not for Profit (Charitable)
- Police
- Housing Association

Other Wider Public Sector

The RM6063 DPS Agreement is expected to see growth from both customers who use a current public sector Standby and Portable Generators Agreement and also new customers who choose to purchase Standby and Portable Generator services via this DPS route.

What are the benefits of the RM6063 Standby and Portable Generators DPS Agreement?

- Simpler, quicker process – accessible for both SMEs and other suppliers seeking opportunities to provide services to the public sector.
- Automated, electronic process – streamlined electronic process.
- Flexible - new bidders can apply to join at any point.
- Choice - increased scope/scale of service offerings and access to public sector business.
- Filtering of supplier offering - ensures suppliers receive notifications of competitions that are relevant to their service offering.
- Dynamic – Customers can create bespoke specifications, competitions and contracts.
- Supports localism and Social Value - enabling appointed suppliers to bid for business either locally, regionally or nationally.
- Savings – drives savings through the ‘Call for Competition’ procedure.
- Efficiencies – reduces Customers costs and process cycle time

What is the estimated value of the RM6063 Standby and Portable Generators DPS Agreement?

The estimated value is £3million (excluding VAT) in the first year, growing to £12.5 million (excluding VAT) in year two, £12.5 million (excluding VAT) in year three and £12.5 million (excluding VAT) in year four in line with targeted growth strategies. This will comprise multiple contracts with multiple suppliers, however there is no guarantee of work or spend under this RM6063 DPS Agreement.

1.3 The current situation

This RM6063 Standby and Portable Generators DPS Agreement is a new offering from CCS. At present CCS does not have any commercial offerings associated with the provision of standby and portable generators.

2. Specification (Schedule 2 Part A Goods and/or Services)

2.1 Our priorities

Crown Commercial Service (CCS) key priorities are to support visibility of Standby and Portable Generators products and services whole life costs and to influence efficiencies through:

- Offering valued solutions to meet customers individual requirements;
- Build and increase capacity of high quality products and services;
- Provide greater opportunity for aggregation; and
- Develop a dynamic commercial model for access to products and services.

2.2 Scope

The Supplier shall provide products and services as detailed in the Product and Services Matrix of DPS Schedule 2 (Key Performance Indicators and Services) of RM6063 DPS Agreement.

The core requirement of RM6063 Standby and Portable Generators shall include but not be limited to:

Generator service filters four (4) distinct categories:

- Location (Overseas and National)
- Location (Other)
- Service Types
- Product Type

Other key elements:

- Rental
- Pre-delivery and installation
- Delivery
- Maintenance
- Training
- Warranty and aftersales
- Standards

3. Mandatory Service Requirements:

This section provides details of the mandatory requirements that all Suppliers shall be expected to fulfil to deliver the RM6063 Standby and Portable Generators DPS Agreement.

3.1. Standby and Portable Generator Goods and Services

3.1.1. The Supplier shall offer either one or a combination of the products and/or Services as detailed in the Product and Services Matrix of DPS Schedule 2 (Key Performance Indicators and Services), which shall include but not be limited to the four (4) distinct categories and sub-categories:

3.1.2. Location:

- Overseas
- National

3.1.3. Other (UK) Location

- East Midlands
- East of England
- London
- North East, England
- North West, England
- Northern Ireland
- Scotland
- South East, England
- South West, England
- Wales
- West Midlands
- Yorkshire and the Humber

3.1.4. Service Types:

- Supply only
- Supply and delivery
- Supply, deliver installation and commissioning
- Rental

3.1.5. Product Types:

- Generators

3.2. Standards

Suppliers shall be expected to comply with the appropriate standards (or equivalent) as updated and as applicable for the supply, installation and commissioning of standby and portable generators. This is to include:-

2006/42/EC	Machinery Directive
2014/35/EU	Low Voltage Directive
2014/30/EU	EMC Directive
2000/14/EC	Noise Directive. Noise certification is only applicable to products with sound attenuating canopies rated at up to 400kW

3.2.1. Applicable Standards: Electrical Machines

BS EN 60034-1:2010	Rotating electrical machines. Rating and performance
BS EN 60034-5:2001	Rotating electrical machines. Degree of protection provided by the integral design of rotating machines (IP code) Classification.
BS EN 60034-14:2004	Rotating electrical machines. Mechanical vibration of certain machines with shaft heights of 56mm and higher. Measurements, evaluation and limits of vibration severity.
BS EN 60034-22:2009	Rotating electrical machines. AC generators for reciprocating internal combustion (RIC) engine driven generating sets.
BS 4999-140:1987	General requirements for rotating electrical machines Specification for voltage regulation and parallel operation of a.c synchronous generators

3.2.2. Applicable Standards: Engines

BS ISO 3046-1:2002	Reciprocating internal combustion engines. Performance declarations of power, fuel and lubricating oil consumptions and test methods. Additional requirements for engines for general use
------------------------------------	---

3.2.3. Applicable Standards: Generating sets

BS ISO 8528-1:2018	Reciprocating internal combustion engine driven
------------------------------------	---

	alternating current generating sets. Application, ratings and performance.
BS ISO 8528-2:2018	Reciprocating internal combustion engine driven alternating current generating sets. Engines
BS ISO 8528-3:2005	Reciprocating internal combustion engine driven alternating current generating sets. Alternating current generators for generating sets.
BS ISO 8528-4:2005	Reciprocating internal combustion engine driven alternating current generating sets. Control gear and switchgear.
BS ISO 8528-5:2013	Reciprocating internal combustion engine driven alternating current generating sets. Generating sets.
BS ISO 8528-6:2005	Reciprocating internal combustion engine driven alternating current generating sets. Test methods.
BS ISO 8528-9:2017	Reciprocating internal combustion engine driven alternating current generating sets. Measurement and evaluation of mechanical vibrations.
BS ISO 8528-10:1998	Reciprocating internal combustion engine driven alternating current generating sets. Measurement of airborne noise by the enveloping surface method.

3.2.4. General standards

ISO 12100:2010	Safety of machinery. General principles for design, risk assessment and risk reduction.
BS EN 60529:1992 + A2:2013	Degrees of protection provided by enclosures (IP code)

3.2.5. CE Marked products

The Supplier shall comply with the following CE marked products, which are designed to comply with the requirements of Machinery Safety Directive (2006/42/EC), Low Voltage Directive (2014/35/EU). SA canopied sets (rated at up to 400kW) are also to be designed to comply with the Noise Directive for Equipment Used Outdoors (2000/14/EC). Such compliance is based on the following harmonised standards:

BS EN ISO 8528-13:2016	Reciprocating internal combustion engine driven alternating current generating sets. Safety
BS EN 60204-1:2006+A1:2009	Safety of machinery. Electrical equipment of machines. General requirements.
BS EN 61000-6-4:2007+A1:2011	Industrial, scientific and medical equipment. Radio-frequency disturbance characteristics. Limits and methods of measurement.
BS EN 61000-6-2:2005	Electromagnetic compatibility (EMC). Generic standards. Immunity standard for industrial environments.

3.2.6. Management systems

BS EN ISO 9001:2015	Quality management systems. Requirements
BS EN ISO 14001:2015	Environmental management systems. Requirements with guidance for use.
BS OHSAS 18001:2007	Occupational health and safety management systems. Requirements

3.2.7. Building information modelling (BIM) and Government Soft Landings (GSL)

The Supplier shall comply with BIM and GSL requirements across the industry, which can be viewed on the BIM Task Group web links below:

<http://www.bimtaskgroup.org/wp-content/uploads/2013/02/The-Government-Soft-Landings-Policy-18022013.pdf>

The Supplier shall comply with BIM standards throughout the lifetime of the DPS. BIM levels may be amended from time to time by the Customer at call for competition stage.

3.2.8. BREAAAM (Building Research Establishment Environmental Assessment Method)

The Supplier shall ensure that the delivery of the Service Disciplines is fully compliant with the relevant BREEAM standard where specified within the Customer Scope at call for competition stage.

3.2.9. Health and Safety

The Supplier shall meet all of the relevant health and safety legislation in accordance with the [Health and Safety at Work Act 1974](#) in discharging their duties under this DPS Agreement.

The Supplier shall ensure all of the staff concerned with CCS and Customer requirements are suitably trained and comply with all relevant health and safety legislation throughout the duration of the DPS Agreement and any contract awarded.

3.3. Rental

The Supplier shall provide rental options for Standby and Portable Generators in accordance with the ranges specified in Attachment 1 – Standby and Portable Generators Products and Services Matrix.

The Supplier shall not be permitted to use any other form of Rental Agreement other than the DPS Schedule 4 – Annex 3 – Template Contract Order Form (Rental Terms).

The Supplier shall ensure that all Contract Rental Agreements terms are tax fixed. The maximum rental period shall not exceed twelve (12) months.

The Supplier shall make available the option for Customers to extend the Rental Agreement in the event that the initial rental period does not exceed twelve (months).

The Supplier shall ensure that Rental Agreements terminate automatically at the end of the maximum rental period unless Customers explicitly state in advance and in writing that it wishes to enter into a secondary lease period, not exceeding the maximum rental period of twelve (12) months.

The Supplier acknowledges and agrees that Customers will not be required to provide notice for termination on expiry of the rental period(s).

3.3.1. Expiry of Rental Agreement

The Supplier shall provide Customers with one (1) months written notice in advance of the expiry of each Rental Agreement.

The Supplier shall ensure that all equipment shall be considered ready for removal and that all Rental Agreement charges shall cease on the expiry date of the Contract Rental Agreement.

The Supplier shall be responsible and remove all equipment within five (5) working days of the expiry date, as agreed with Customers.

The Supplier shall ensure the removal of equipment will be at no additional cost to Customers.

3.3.2. Short Term Rental

The Supplier shall provide equipment on a short term Rental Agreement which is restricted to shorter fixed periods/length of time in the event of an emergency, as specified by Customers at Contract stage.

3.3.3. Non-Fixed Period Commitment

The Supplier shall provide a short term Rental Agreement which is restricted to shorter fixed periods where required by the Customer. CCS recognises that this type of requirement differs from the standard Rental Agreement period and therefore expects the Supplier to ensure that Customers fully understand the structure of this type of agreement when it is specified.

3.3.4. Settlement and Flexibility

The Supplier shall ensure where a settlement charge is payable due to early termination of a contract by Customer; that this will be in accordance with the provisions as set out within the DPS Schedule 4 – Annex 3 – Template Contract Order Form (Rental Terms).

3.4. Pre-Delivery and Installation

The Supplier shall ensure that all relevant information is obtained from Customers prior to the installation of any product.

The Supplier shall ensure that the Generator supplied is fully functional at the point of installation.

The Supplier shall ensure that all equipment is delivered to the agreed point of delivery by Customers.

The Supplier shall ensure that all equipment, parts and consumables meet all applicable UK and EU legislation at the time of installation.

3.5. Delivery

The Supplier shall ensure delivery obligations are in accordance with the Customer requirements as communicated at contract stage.

The Supplier shall include delivery costs in prices at competition stage.

Unless agreed by the Customer at competition stage, part delivery will not be acceptable.

The Supplier shall, in the pursuit of general sustainability good practice, endeavour directly and through sub contractors and other partners, utilise the most carbon efficient means of transporting goods to site from their source, in an effort to reduce the carbon impact of transportation.

The Supplier shall ensure that delivery times are flexible to avoid any disruption to Customers during core operational hours (e.g. schools). Customers reserve the right to specify delivery times to be agreed with the Supplier in advance.

The Supplier shall ensure the Generator is delivered to the agreed delivery point.

The Supplier shall remove all packaging from the Customers premises at the time of installation.

The Supplier shall ensure where Customers do not require an installation service that the Generator will arrive complete with all materials and instructions necessary for self-installation.

The Supplier shall ensure that delivery advice notes are supplied to Customers upon delivery of the Generator.

3.6. Disposal

The Supplier shall be responsible for the removal and disposal of any obsolete generators at the request of the customer at the Call for Competition stage.

The Supplier shall be responsible for the removal and disposal of any replacement parts fitted to the Generator, if requested by the Customer. The Supplier shall ensure that all replacement parts fitted to Generators shall be new Original Equipment Manufacturer (OED) parts.

3.7. Maintenance

The Supplier shall ensure that post order maintenance services, where required, are provided to Customers where equipment is rented.

The Supplier shall ensure that post order maintenance and support is made available to Customers, where required, where equipment is purchased outright.

The Supplier shall ensure that all parts and consumables are available for each Generator supplied at least seven (7) years after manufacture of the Generator terminates.

3.8. Warranty and aftersales

The Supplier shall ensure that all products supplied will be covered by a warranty for a minimum of 12 months.

The Supplier may be requested to provide additional Warranty Periods which shall be agreed between the Supplier and the Customer at the Call for Competition stage.

3.9. Training

The Supplier shall be responsible for the provision of training for all Generators supplied through this DPS agreement. The Supplier shall specify the minimum training requirements to Customers prior to Generator delivery and installation.

The Supplier shall ensure that training for all Generators is available to customer users on-site at the point of installation. Where this is not possible, the Supplier shall provide training within one (1) working day of Generator installation unless otherwise specified by the Customer.

The Supplier shall be required to deliver focussed training upon request by the Customer, on-site at Customer premises where the Customer shall organise suitable user groups.

3.10. Security

The Supplier shall be required to have their own security operating procedures that shall be made available to the CCS and/or Customers to provide assurance of data security.

The Supplier shall ensure that Customers' information and data (electronic and physical) shall be collected, held and maintained in a secure and confidential manner and in accordance with the Terms of the RM6063 DPS Agreement for any individual contracts awarded.

The Supplier shall ensure that all Supplier Personnel involved in the performance of any individual contracts awarded under this RM6063 DPS Agreement shall comply with all customer data security and confidentiality requirements.

The Supplier shall ensure appropriate security standards, controls and measures in place such as access to customer premises.

The Supplier shall provide secure premises for all individual contracts awarded under the RM6063 DPS Agreement which meet Customer individual security protocols.

The Supplier shall ensure that any suspected or actual security breaches are reported to the Customers' representative immediately.

The Supplier shall provide details of their personnel security procedures and upon request by Customers, details of all personnel that they intend to use in the delivery of the Services.

The Supplier shall ensure that Customers information and data is secured in a manner that complies with the Government Security Classification Policy rating. The Supplier shall ensure that the Government Security Classification Policy rating is also applied when information and data is transmitted across all applicable networks and/or in line with the Customers' requirements.

For further information, the Government Security Classification 2014 may be accessed here:

<https://www.gov.uk/government/publications/government-security-classifications>

3.11. Vetting

The Supplier shall, where applicable, provide details of its Supplier Personnel security procedures to customers and contact details of all Supplier Personnel who will be involved in the delivery of the Products and Services, when requested by customers.

The Supplier shall ensure that all Supplier Personnel, including but not limited to engineers and/or technicians, have been security vetted and approved to Disclosure and Barring Service (DBS) relevant standards and/or Disclosure Scotland relevant standards where appropriate. The Supplier shall ensure this is completed prior to the involvement of Supplier Personnel in the delivery of the Generator.

The Supplier shall ensure that all Supplier Personnel have appropriate security clearance and comply with any additional security requirements specified by Customers at the Call for Competition stage.

The Supplier shall ensure that its Supplier Personnel involved in the delivery of the Generators have the relevant security clearance.

3.12. Sustainability

The Supplier shall ensure that it adheres to Government guidance and best practice as set out in the Greening Government Commitments, and also in associated and supporting documentation and publications such as the Common Minimum Standards, the Government Construction Strategy 2016 - 2020 and the Construction Strategy 2025. The UK Government is committed to sustainability and places great importance on working with Suppliers to deliver contracts with sustainability incorporated.

The Supplier shall provide support to a number of strategic priorities related to the environment within wider government policy, which include, but are not limited to:

- a) Reducing greenhouse gas emissions across the government estate by 50% by 2025 and by 80% by 2050, as per the Green Construction Board policy;
- b) Reducing the amount of waste (including construction waste) generated and diverting waste from landfill;
- c) Reducing water consumption, particularly in areas subject to water stress, while increasing water recycling;
- d) Adopting a whole life cost approach to design cost and carbon and water reduction in the built environment, and assisting individual Customers in meeting departmental targets arising from the Climate Change Act 2008;
- e) Increasing liquidity in the supply chain through initiatives such as Supply Chain Finance, Project Bank Accounts (PBAs), and the Enterprise Finance Guarantee;
- f) Ensuring that government (through its Suppliers) purchases more sustainable and efficient products;
- g) Ensuring that redundant ICT (Information and Communications Technology) equipment is re-used (within government, the public sector or wider society) or responsibly recycled;
- h) Using sustainable urban drainage systems where appropriate;
- i) Promoting, conserving and enhancing biodiversity, including use of Biodiversity Action Plans or equivalent and the management of Sites of Special Scientific Interest;
- j) Avoiding flooding and helping recovery in the event of flooding and other weather-related hazards;
- k) Adopting the application of BRE's Environmental Assessment Methodology (BREEAM);
- l) Promoting well-being;

- m) Encouraging volunteering;
- n) Delivering apprenticeships;
- o) Supporting sustainable skills development through major construction and infrastructure projects, in accordance with Procurement Policy Note (PPN) 06/15;
- p) Compliance with the Public Equality Duty to promote diversity, to assist sector capacity and increase the employment of protected groups;
- q) Following the principles of the Green Public Procurement (GPP) voluntary instrument;
- r) Compliance with Procurement Policy Note (PPN) 16/15 for procuring steel in major projects;
- s) Compliance with the Timber Procurement Policy dated 20th October 2014;
- t) Compliance with Digital Built Britain, including Building Information Modelling (BIM);
- u) Embedding Government Buying Standards in departmental and centralised procurement contracts, where appropriate;
- v) Improving and publishing data on government supply chain impacts;
- w) Leadership in whole-life approaches and climate change adaptation;
- x) Supporting “green” economic growth by encouraging “green” technologies, promoting innovation, working with small businesses and protecting the environment, whilst also delivering value for money; and
- y) The Armed Forces Covenant enacted under the Armed Forces Act 2011

The Supplier shall ensure that Customer targets for carbon reduction, waste reduction and water consumption are achieved.

The Supplier shall comply with the legislative requirements as prescribed in Article 6 of the Energy Efficiency Directive 2012/27/EU (EED), and shall ensure that any goods required by the Supplier to fulfil the Service delivery requirements are compliant with the Directive.

3.13. Packaging

The Supplier shall take all steps to ensure that all packaging should be minimised, recycled and recyclable where applicable. The Customer will be seeking Suppliers to continuously improve on the packaging materials used over the duration of the Dynamic Purchasing Agreement.

The Supplier must provide all packaging in conformance with the Packaging Directive 94/62/EC and the Department for Business Energy and Industrial Strategy Packaging (Essential Requirements) Regulations

<https://www.gov.uk/government/publications/packaging-essential-requirements-regulations-guidance-notes>

as further amended. Information with regards to the Packaging Regulations can be found at:

<https://www.gov.uk/environmental-regulations>.

3.14. Call for Competition

The Supplier shall comply with the Service Levels as specified by the Customer at the Call for Competition stage. The performing monitoring system put in place by the Supplier shall include, Supplier contacts, management processes, Management Reports, escalation procedures and associated severity ratings to support the Suppliers compliance with Customer Service levels.

The Supplier shall where requested by the Customer at Call for Competition stage, work with a CAT A and/ or CAT B Developer(s) to deliver the required service requirements.

3.15. Social Value

The Supplier shall complete annual Corporate Social Responsibility (CSR) assessments upon request from Customers.

The Supplier shall identify [Social Value](#) options which are appropriate to Customers at Call for Competition stage. Any Social Value options selected by Customer shall be in accordance with the Government's Social Values which are current at that point in time.

ANNEX A – Glossary

Term	Definition
CAT A Developer	<p>Category A Developer fit out refers to a basic landlord / developer fit out. This kind of fit out includes, for example, the installation of the building’s mechanical and electrical services – such as lighting sockets and air conditioning ducts – as well as the building’s toilets raised access floors, suspended ceilings and basic fire detection systems, and finishes to the internal walls, reception areas and lift lobbies. In a Category A space, then, you would see a shiny raised floor, painted perimeter walls, and a grid ceiling with fitted lights. In other words, the Category A fit out is the blank canvas.</p>
CAT B Developer	<p>Category B developer fit out is including the installation of, for example:</p> <ul style="list-style-type: none"> • Partitions and doors • Private office spaces • Floor finishes • Internal air conditioning • Meeting and conference rooms • Reception areas • Specialist lighting and facilities • Audio and visual equipment • IT comms rooms • Café, tea points, kitchen areas • Furniture • Branding and finishing touches <p>Management and coordination of client direct packages such as FFE, generators and carpets plus interfaces with CDIO and FM</p>
Government Buying Standards	<p>means the set of standards that government buyers must follow, the information about sustainable procurement and how it should be applied when buying goods and services.</p>
Government Security Classification Policy	<p>means the system for classifying sensitive Government Data in the United Kingdom.</p>
Government Social Values	<p>means the way government buyers applies it thought processes around how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when Contracting Authorities choose to award a Contract.</p>