

# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of UK Space Agency (UKSA)**

**Subject: An Evaluation of the UK Space Agency's Space for Smarter  
Government Programme**

**Sourcing Reference Number: CR19104**

**UK Shared Business Services Ltd (UK SBS)**  
[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
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Version 2.0

**UKSBS**  
*Shared Business Services*

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# Section 1 – About UK Shared Business Services

## Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for the Contracting Authorities of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our Contracting Authorities. This allows Contracting Authorities the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by the Department for Business, Energy & Industrial Strategy (BEIS), UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

## Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business, Energy and Industrial Strategy (BEIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Contracting Authorities. Our Contracting Authorities who have access to our services and Contracts are detailed [here](#).

## **Privacy Statement**

At UK Shared Business Services (UK SBS) we recognise and understand that your privacy is extremely important, and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UK SBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.
- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

<https://www.uksbs.co.uk/use/pages/privacy.aspx>

For details on how the Contracting Authority protect and process your personal data please follow the link below:

<https://www.gov.uk/government/publications/uk-space-agency-gdpr-privacy-notice#>

## Section 2 – About the Contracting Authority

### UK Space Agency (UKSA)

The Agency is responsible for all strategic decisions on the UK civil space programme and we provide a clear, single voice for UK space ambitions. The UK Space Agency is at the heart of UK efforts to explore and benefit from space. The UK's thriving space sector contributes £9.1 billion a year to the UK economy and directly employs 28,900 with an average growth rate of almost 7.5%.

Collaboration lies at the core of the UK Space Agency ethos and applies across Government as well as to external organisations including European and global partners such as the European Space Agency (ESA), the European Union, national space agencies and the United Nations.

The Agency provides funding for a range of programmes via programmes such as the National Space Technology Programme and FP7 and works closely with national and international academic, education and community partners.

#### **UK Space Agency achievements include:**

- Implementing Government £10m National Space Technology Programme to support the development of UK technology and services/applications using space data. The first four flagship programmes totalled £6m, matched by £5m from industry.
- The Climate and Environmental Monitoring from Space facilities at the International Space Innovation Centre, supported by £400,000 funding, will make satellite data available to space businesses and institutions, particularly those which do not have the infrastructure to exploit Earth observation data.
- Chaired and led the International Charter 'Space and Major Disasters', to task Earth observation satellites quickly to provide data following a major disaster

[www.BEIS.gov.uk/ukspaceagency](http://www.BEIS.gov.uk/ukspaceagency)

## Section 3 - Working with the Contracting Authority.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	UK Space Agency, 1 Victoria Street, London, SW1H 0ET
3.2.	Buyer name	Alex Thomas
3.3.	Buyer contact details	Research@uksbs.co.uk
3.4.	Maximum value of the Opportunity	£70,000.00 excluding VAT
3.5.	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing is available <a href="#">here</a>. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid not being considered.</b>

Section 3 - Timescales		
3.6.	Date of Issue of Contract Advert on Contracts Finder	Wednesday, 4 <sup>th</sup> December 2019
3.7.	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	Wednesday, 11 <sup>th</sup> December 2019 11:00am.
3.8.	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Friday, 13 <sup>th</sup> December 2019
3.9.	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Wednesday, 18 <sup>th</sup> December 2019 11:00am
3.10.	Clarifications if required	Thursday, 9 <sup>th</sup> January 2020
3.11.	Anticipated notification date of successful and unsuccessful Bids	Friday, 10 <sup>th</sup> January 2020
3.12.	Anticipated Contract Award date	Friday, 17 <sup>th</sup> January 2020
3.13.	Anticipated Contract Start date	Wednesday, 22 <sup>nd</sup> January 2020
3.14.	Anticipated Contract End date	Tuesday, 31 <sup>st</sup> March 2020
3.15.	Bid Validity Period	60 Days

## Section 4 – Specification

### Background

#### The UK Space Agency

The UK Space Agency (UKSA) is responsible for all strategic decisions on the UK civil space programme, providing a clear, single voice for UK space ambitions. It is at the heart of UK efforts to explore and benefit from space.

The UK's thriving space sector has an annual income of £14.8 billion, directly employs nearly 42,000 people, and contributes £5.7 billion worth of GVA a year to UK GDP. Since 2014/15 industry income has grown by 3.3% per annum.

The Agency supports this growth through providing funding for a range of programmes. It currently has a budget of about £380m per year of which ~£300m is spent with the European Space Agency via subscriptions. The rest of the national budget supports programmes across upstream and downstream areas of the space sector such as the National Space Technology Programme, the Satellite Launch Programme, and the Space for Smarter Government Programme (SSGP).

The UK Space Agency works to ensure that the UK investment in civil space brings about real economic and scientific benefits. For this reason, high quality impact assessment and evaluation is vital to strengthen our existing body of evidence on the outcomes of space programmes. To reflect this commitment, the Agency has published our Evaluation Strategy<sup>1</sup> in August 2015<sup>2</sup> where it sets out the processes we follow when evaluating our activities and programmes. Moreover, better evidence on the anticipated impact from our space investments will prove important when shaping future strategic direction.

#### Space for Smarter Government Programme (SSGP)

The Space for Smarter Government Programme (SSGP) was established in 2014 with the aim of encouraging the public sector to make wider use of satellite applications and data, leading to more efficient and effective policy decisions, cost-savings and innovation. The programme is led and funded by UKSA but delivered in close collaboration with the Satellite Applications Catapult. Since 2014 it has had an average annual budget of ~£1.5M. In order to achieve its goals SSGP works together with wider Government, Industry and Academia to bring sustainable operational services to market in response to public sector needs. It has operated under three principles/pillars - Raising awareness, enabling access and Demonstrating Capability (RED).

Since programme inception SSGP has funded over 40 projects to demonstrate the feasibility and capability of satellite technology and data to respond to public sector needs. Through collaboration with wider expert networks across a range of thematic areas SSGP also positions as a 'trusted advisor' to government, increasing public sector proficiency and technical capability in exploiting satellite applications.

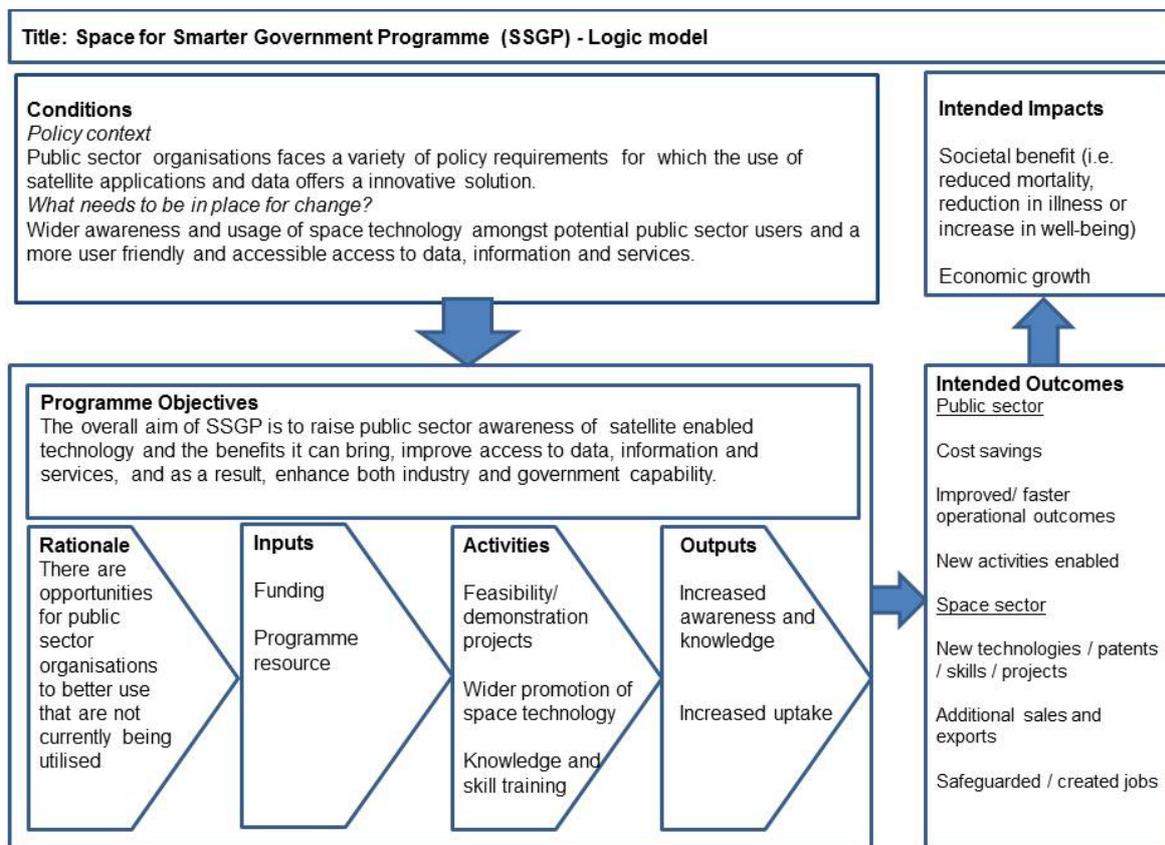
<sup>1</sup>[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/456513/Evaluation\\_Strategy\\_August\\_2015\\_FIN\\_ALv2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/456513/Evaluation_Strategy_August_2015_FIN_ALv2.pdf)

<sup>2</sup><https://www.gov.uk/government/publications/evaluation-strategy-uk-space-agency>

SSGP delivers training events, showcases, workshops, and other events and stakeholder engagement approaches to raise awareness of the potential applications and benefits of space technology. The programme has also recently funded a major data procurement initiative, providing free access to high resolution optical and radar satellite imagery for the public sector to explore possible space-derived solutions via R&D.

The use of satellite technology and data in the public sector is anticipated to lead to a number of direct benefits regarding the efficiency and effectiveness of delivery of public sector services and policy activities, subsequently leading to tangible societal benefit and economic growth.

The following provisional logic model provides an overview of the intended pathway of SSGP inputs and activities, outcomes and impacts at a programme level.



Latest benefits assessment (undertaken by London Economics in 2018)<sup>3</sup> estimated the present value (PV) of industrial effects of SSGP (based on a limited sample size) at £3.0m, implying that each £1 of SSGP grant expenditure generates an additional £0.78 in economic activity. This is equivalent to a multiplier of 1.78. However, this multiplier should be interpreted as a lower bound since it does not include actual observed and potential benefits to grantees and government users.

<sup>3</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/788728/LE-UKSA-Economic\\_evaluation\\_of\\_SSGP-FINAL\\_3.0\\_For\\_Publication.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/788728/LE-UKSA-Economic_evaluation_of_SSGP-FINAL_3.0_For_Publication.pdf)

## Aims and Objectives of the Project

So far only interim internal and limited scope external evaluations of the Space for Smarter Government Programme have been carried out – these have not provided UK Space Agency with a full view of the benefits or wider impact of the programme to date. In order to understand this and help inform the design of the next phase of the programme, a more comprehensive evaluation is required.

The principle objectives of this piece of research are threefold:

1. Carry out an in-depth evaluation of the programme's impact to date, including commercial impacts to immediate funding recipients, benefits to intended public sector end users and any attributable changes in their adoption of space applications, and wider societal benefits – and factor these against programme costs to provide an indication of value for money
2. Establish where the commercial/industrial successes and challenges have been met in the delivery of SSGP projects and activities, with particular focus on public sector buy in and adoption
3. Synthesise the findings from objectives 1 and 2 to produce observations on enhancing the market readiness and commercialisation of project outputs

The primary evaluation focus and source of evidence will be the 40+ projects that SSGP has funded to date. SSGP funding calls have progressively matured from concept to demonstrator levels as the programme has developed. While some outputs of these projects have been adopted by public sector end users at limited scales, and others have gone on to be developed through other programmes, there remain barriers to their wider adoption, operationalisation and commercialisation. Understanding the extent of public sector uptake, at a project by project level, and the reasons behind this, will be an important element of the evaluation.

In addition to the funded projects, the evaluation should also consider the impact of the programme's other activities, which have been aimed at raising awareness and enabling access to satellite data and applications across the public sector – these include provision of training for government employees in satellite applications, SSGP's central role in establishing the Defra Centre of Excellence in Earth Observation, running data challenges, and data procurement initiatives. The impact of significant public sector participation in these activities has not yet been evaluated – can participation be linked to uptake/impact elsewhere?

Consideration should be given on how to approach from a behaviour change perspective; can any behavioural or attitudinal changes be measured in terms of public sector perception of space derived services? It is important to understand the extent to which SSGP activities are challenging traditional perceptions that space derived solutions are expensive, luxury or unusable by non-experts.

In order to achieve the research objectives, the evaluation should adopt a blended approach between impact, process and economic evaluation:

**Impact evaluation** will be a key approach used in this piece of research. This method of

evaluation aims to answer the key question as to the difference or change that can be attributable to a specific intervention – in this case, the intervention in question is SSGP funding and the associated activities, and the anticipated impacts primarily relate to the economic impact and growth of the funded project teams as well as realised or potential impact to public sector end users, such as operational cost savings (in comparison to delivery of existing non-space enabled services) and risk mitigation/avoidance.

Most SSGP funding to date is characterised by a range of feasibility and demonstrator projects, all of which can be associated with a range of potential impacts. This will include those directly experienced by the immediate funded beneficiary, including commercial impacts, such as the creation of jobs, or generation of income through sales, as well as the intended public sector end users, and wider societal benefits.

This evaluation should therefore provide evidence on the extent to which this range of impacts have occurred on funding beneficiaries, public sector end users, UK Space Sector growth and wider impacts on the UK economy, and any wider benefits to society (for example, associated with the technology/ application). By building up a picture of impact on an individual project by project basis, the wider impact of the programme to date can be understood. Another important element of the evaluation should be to explore the extent to which any *impact is directly attributable to SSGP*, relative to what would have happened in its absence (the counterfactual).

Though not all impacts need to be pre-determined prior to the evaluation, questions under this heading might ask:

- To what extent have the SSGP funded projects led to the generation of revenue through improved business sales and performance/profitability within UK?
- To what extent have these activities led to the creation or safeguarding of employment within participating organisations?
- To what extent have these project outputs changed the delivery of public sector services/operations, such as operational cost savings, risk mitigation/avoidance, use of satellite data in policy formulation or regulation
- How has SSGP influenced the development of the application in question? (e.g. has it led to an increase in the TRL/ARL (readiness levels) - ?)
- Has the programme allowed those who were awarded funded to be more innovative (e.g. generation of IP or new patents)?
- Did we see any effect on UK competitiveness as a result of contracts/grants awarded to UK organisations?
- Did the contracts/grants lead to any spill-over impacts? For example, have there been any wider benefits to society? (i.e. as a result of the application produced in a different context?)
- Did the contracts/grants lead to increased collaboration or knowledge transfer?
- Any spin-in from outside the space sector
- What future benefits are anticipated, and at what level of confidence?
- Have there been any displacement and substitution effects, i.e. has SSGP funding displaced other provisions?
- What are the next steps that the contract/grant recipients are considering or undertaking to progress their work to the next level? How has SSGP funding enabled this or provided the opportunity to do this?
- Has the access to satellite imagery enabled by the data procurement initiative led to enhanced awareness and understanding of the potential of satellite applications in the public sector, any new partnerships, application prototypes or plans for more advanced developments?
- To what extent have SSGP-led initiatives such as the Defra Centre of Excellence in

Earth Observation, public sector training, and outreach activities, led to observed increases in public sector uptake or changes in behaviour towards/perception of space enabled applications

In order to fully address objectives 2 and 3 the research should also blend in **process evaluation** approaches to provide context to the observed impacts and understand how the programme has been delivered from the perspective of its stakeholders. The key focus of this approach should be on the link between outputs of SSGP activities and their intended objective of increasing public sector uptake and awareness of satellite applications. As above, the primary evidence base will be SSGP projects delivered to date, but also the programme's wider training, engagement and data procurement initiatives.

Lines of enquiry may develop as the evaluation proceeds, but initial considerations might be;

- What was the nature and extent of public sector 'buy in'/commitment and involvement at the beginning of projects? Did this change as projects progressed, and if so why?
- How were public sector end user requirements built into, and monitored during, project delivery - in terms of initial scoping of specification, ongoing project performance vs specification, and delivery of final outputs
- How were project outputs communicated to public sector end users to gain traction? At what level of influence were these communicated within departments/partner organisations?
- Did public sector partners understand project outputs in terms of economic value and relevance, and where they positioned to use and adopt the services in terms of technical capability?
- In terms of achieving public sector adoption and implementation of project outputs, what were the key successes and challenges? Were these anticipated by project partners from the outset and if so what measures were put in place to facilitate/mitigate them?
- How has the scope (optical vs radar) and volume of imagery provided via the data procurement initiative effected the observed/potential outcomes/impact of that activity so far? What could unlock more value of this initiative?
- What, therefore, might act as facilitators and barriers to the programme's overall anticipated impacts? How can barriers be overcome, and facilitators harnessed?

### **Economic evaluation**

As one of the overall strategic objectives of the UKSA is to contribute the growth of the UK space sector, it is important to understand the extent to which SSGP has facilitated this. In order to understand this, we need to establish **value for money** provided by the programme.

The focus of this aspect of the evaluation will be to establish the extent to which the benefits of SSGP funding compare to the costs, more specifically;

- How did the anticipated costs and benefits and timing compare with actual outcomes?
- To what extent was the realisation of benefits dependent on SSGP supported activities?

- Did the impact of the programme justify the costs?

We expect the evaluation to generate both quantitative and qualitative measures of the impact on key outputs and outcomes. These impacts should be adjusted for deadweight, displacement effects, substitution and leakage.

Besides providing evidence on any direct impacts, the evaluation should also investigate wider impacts on beneficiary companies and any other unintended consequences, if any.

### *Counterfactual*

An important aspect of any impact evaluation is to establish the extent to which any impact or change is a direct result of the intervention in question.

One way of achieving this is to work out what would happen in the absence of an intervention (i.e. the counterfactual). In this context, the question of the counterfactual would be what would have occurred in the absence of SSGP activities? This is often achieved via the use of a control group, a matched set of participants / organisations that did not receive the intervention.

However, in this context may be difficulties in establishing a robust control condition due to the fact that unsuccessful applicants likely systematically differ to successful applicants. Contractors should make reference to this in their proposals, and how they recommend taking it into account during the research.

### **Evaluation Scope**

The overall scope of this work is to understand what impacts have occurred as a result of UK funding through the Space for Smarter Government Programme. In order to understand the full extent of any associated impacts of overall funding to date, it is important that this work covers the widest breadth of various project and additional activities. However, it is acknowledged that some prioritisation/rationalisation of work will likely be required and if so, should reflect where programme effort has focussed to date, and ensure that the widest range of programme activities has been taking into account.

## **Suggested Methodology**

The work to underpin this research will likely be spread over a number of separate phases. We envisage that three separate phases of work should be undertaken and consist of;

- An initial method development and scoping phase
- Fieldwork phase consisting of primary research (primarily with organisations who have been awarded SSGP grants and their public sector project partners)
- Analysis and reporting

### **Stage 1 – Method development and early consultation**

The first goal of Phase one of this research will be to confirm the overall scope and approach of this work. This will likely consist of desk-based research and a review of the available documentation that the UKSA holds. An initial goal of this phase will be to agree on the methodology and approach for any subsequent primary research / analysis in stage 2.

In addition to the general programme level information provided in the ITT, UKSA will also provide more detailed information upon project inception. This will include;

- Project name and brief detail
- Beneficiary organisation and public sector partner
- Any info on subcontracted organisations.
- Any organisational contact details (subject to GDPR compliance)
- Contract value
- Contract start date
- Contract end date (or anticipated)

A further step that could take place during stage 1 would be to produce a theory of change model for the programme. Theories of change outline the various activities and impacts associated with a programme, including the causal relationship between them. This would be particularly useful in informing the detail of subsequent fieldwork (i.e. establishing which impacts should be focussed on).

### **Stage 2: Fieldwork phase with organisations participating directly in the programme's various activities as well as relevant key stakeholders**

Stage two is likely where the vast majority of evidence to underpin this evaluation will be collected. We currently envisage that will primarily consist of in-depth interviews (maximum 90 interviews) with UK organisations that have delivered the relevant SSGP projects as well as their end users. In addition, recipients of training initiatives, participants in data challenges and users of data provided via the Data Procurement Initiative, and wider stakeholders should be interviewed.

From experience, the combination of depth, and flexibility that these provide make these an effective way of exploring impact in this context. These interviews will need to explore the impacts and process questions outlined in the aims and objectives section.

In terms of the sample, UK organisations who delivered and participated in the SSGP projects will be the core respondents in this research. There are 40+ projects which have been funded by SSGP to date, and the research should attempt to include as many of these as possible. It will be vital to include as much input from relevant public sector organisations as possible, and here the main goal should be to ensure that a variety of different types of organisations are included – ranging from large government users like DEFRA as well as smaller local authority users. Similarly, a balance should be aimed between those who are more familiar with space applications for a longer period of time and those who have more recently adopted it. The important consideration is for the sample covers a wide range of user types.

More detailed case-studies can be employed for each contract recipient. These individual case-studies (5 x case-studies) can build narrative around the associated inputs, activities, outcomes and impacts associated with either a specific project or public sector end user's participation with SSGP, which can then be built bottom-up to form an overall assessment of not only specific activities but also of SSGP programme level funding.

Consultation should also take place with wider stakeholders, in order to ensure that a diverse range of experiences are taken into account. This is particularly important when

attempting to identify any relevant indirect / wider benefits (I.E Spill overs) and may require wider consultation within the space and public sectors, as immediate programme beneficiaries not be fully aware of the range of wider impacts resulting from their technology/application.

The ideal specific respondent within an organisation may vary and will in part depend on the organisation in question, though ideally it should be someone with a good understanding of the project in question (such as the project manager).

### **Stage 3: Analysis and reporting**

The focus of this section of the work will be to synthesise the evidence gathered during the inception and fieldwork phases into a report, requiring analysis of the interview content. Contractors should propose how they intend to aggregate and synthesise both qualitative and quantitative evidence they expect, and also how they intend on presenting key headlines and data clearly to allow readers to identify trends and patterns - with consideration of visual representation of information where appropriate.

One particularly important element of this stage of the research will be to conduct economic analysis to establish the overall impact of this funding on the UK economy. Contractors should propose how they intend on conducting this analysis. Particular consideration should be given to how economic impact will be quantified, and how important considerations such as deadweight, leakage, substitution and displacement into account.

In relation to objective 3 - A further explicit requirement of this section will be to synthesise the information from the impact, economic and process analysis, to provide strategic observations on how to focus future programme activities towards increased operational and market ready outcomes.

This is a suggested methodology and we would welcome bidders' alternative suggestions providing that they also meet the project aims and objectives. Bidders should also justify why they have suggested an alternative approach.

#### Critical considerations

There are a number of potential wider critical considerations associated with this work that should merit discussion. Bidders should identify these, along with any other ones that may relate to the work and discuss as part of their proposals.

#### *Self-reporting impact*

One of the primary challenges of this project is likely to be that organisations and project managers may be more used to considering the technical rather than economic impacts of an investment.

Additionally, where there is a perception that reported impacts might influence future UK SSGP investment, which may lead there being a potential vested interest in overstating the benefits of a contract.

It is important that bidders give full consideration to any issues that this may cause.

#### *Response rate*

Maximising the response rate is an important consideration for this work. The greater the number of interviews that take place with contracted organisations, the more extensive the subsequent full picture of impact will be. This is particularly important where the total number of potential respondents is low – each missed response will have significant impact on the work.

#### *Impact lag*

It is important to note that in some respects this is an interim rather than full evaluation. The full impact of programmes such as this often take many years to materialise, so the successful bidder should give appropriate attention to this in their report.

## Deliverables

Key deliverables:

Regular (weekly) updates on emerging findings and project progress

KO + 2 weeks - Interim method plan report

KO + 8 weeks - Draft final report with an executive summary

KO + 10 weeks/by 30th March 2020 – Quality assured final report that will be published (with sensitive information removed if necessary), including a technical report/ section detailing the methodology of the research and analysis

Datasets to support those to be published in the final report must be provided in an accessible format (Excel) if appropriate, with ultimate ownership to be retained by the UK Space Agency

In order to increase awareness of research and evaluation reports and maximise research impact, all contractors are to ensure the following are included in the costings for this project:

- Summary poster / infographic
- Slide pack summary

#### Publication

The final report for this research / evaluation project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. Please ensure you note the following in terms of accessibility:

#### Checklist for Word accessibility

Word documents supplied to BEIS will be assessed for accessibility upon receipt. Documents which do not meet one or more of the following checkpoints will be returned to you for re-working at your own cost.

- document reads logically when reflowed or rendered by text-to-speech software
- language is set to English (in File > Properties > Advanced)
- structural elements of document are properly tagged (headings, titles, lists etc)

- all images/figures have either alternative text or an appropriate caption
- tables are correctly tagged to represent the table structure
- text is left aligned, not justified
- document avoids excessive use of capitalised, underlined or italicised text
- hyperlinks are spelt out (e.g. in a footnote or endnote)
- Datasets to support those to be published in the final report must be provided in an accessible format (CVS, Excel) on submission of the report.

Peer review

### **Terms and Conditions**

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

## Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required.

The evaluation and if required team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required. After evaluation and if required moderation scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 (5+5+6 =16÷3 = 5.33)

Pass / Fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	SEL1.3	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL2.12	General Data Protection Regulations (GDPR) Act and the Data Protection Act 2018
Commercial	FOI1.1	Freedom of Information
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Price	AW5.1	Maximum Price
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Invitation to Quote – received on time within e-sourcing tool
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of any of the Award stage scoring methodology or Mandatory pass / fail criteria.	

## Scoring criteria

### Evaluation Justification Statement

In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Approach/Methodology	50%
Quality	PROJ1.2	Staff to Deliver	10%
Quality	PROJ1.3	Understanding the Project Environment	10%
Quality	PROJ1.4	Project Plan and Timescales	10%

## Evaluation of criteria

### Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20%.

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:

$$\text{Score} = \{\text{weighting percentage}\} \times \{\text{bidder's score}\} = 20\% \times 60 = 12$$

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered, or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.

80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

All questions will be scored based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:

**Example**

Evaluator 1 scored your bid as 60  
 Evaluator 2 scored your bid as 60  
 Evaluator 3 scored your bid as 40  
 Evaluator 4 scored your bid as 40  
 Your final score will  $(60+60+40+40) \div 4 = 50$

**Price elements** will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100. All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.  
 Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80  
 Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.  
 Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.  
 Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.  
 Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.  
 Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation:  $\text{Score/Total Points multiplied by 50}$   $(80/100 \times 50 = 40)$

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

## **Section 6 – Evaluation questionnaire**

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

**Guidance on completion of the questionnaire is available at**  
<http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx>

**PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY**

## Section 7 – General Information

### What makes a good bid – some simple do's 😊

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission, we may reject your Bid.
- 7.5 Do ensure you utilise the Delta eSourcing messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information, we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.
- 7.12 Do check and recheck your Bid before dispatch.

## What makes a good bid – some simple do not's

### DO NOT

- 7.13 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.14 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.15 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.16 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.
- 7.17 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.19 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.20 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.21 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.22 Do not exceed word counts, the additional words will not be considered.
- 7.23 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.
- 7.24 Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

## Some additional guidance notes

- 7.25 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Delta eSourcing, Telephone 0845 270 7050
- 7.26 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 7.27 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.28 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.29 We do not guarantee to award any Contract as a result of this procurement
- 7.30 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority / UKSBS.
- 7.31 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through the Delta eSourcing Portal.
- 7.32 If you are a Consortium you must provide details of the Consortiums structure.
- 7.33 Bidders will be expected to comply with the Freedom of Information Act 2000, or your Bid will be rejected.
- 7.34 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.35 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.36 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified, we may reject your Bid.
- 7.37 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.38 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.39 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Delta eSourcing Portal.
- 7.40 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of

any Contract. In the event of a Bidder failing to meet one of the compliancy checks the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

- 7.41 All timescales are set using a 24-hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through the Delta eSourcing Portal.
- 7.42 All Central Government Departments and their Executive Agencies and Non-Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, the Contracting Authority may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to the Contracting Authority during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

- 7.43 The Government introduced its new Government Security Classifications (GSC) classification scheme on the 2<sup>nd</sup> April 2014 to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC. The link below to the Gov.uk website provides information on the new GSC:

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

The Contracting Authority reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

#### **USEFUL INFORMATION LINKS**

- [Contracts Finder](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)