

Invitation to Quote

Invitation to Quote (ITQ) on behalf of **BEIS and UK Research and Innovation**

Subject **UK Research and Innovation Transformation**

Sourcing reference number **UK SBS PS17240**



UK Shared Business Services Ltd (UK SBS)
www.uksbs.co.uk

Registered in England and Wales as a limited company. Company Number 6330639.
Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF
VAT registration GB618 3673 25
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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 Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for Contracting Authorities for 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](#).

Section 2 – About the Contracting Authority

Department for Business, Energy & Industrial Strategy (BEIS) will be the contracting authority. BEIS are sponsoring the formation of UK Research and Innovation.

As set out in the Higher Education and Research Act, UK Research and Innovation (UKRI) will bring together the seven Research Councils, Innovate UK and Research England into one organisation, when formally constituted on 1 April 2018.

Operating across the whole of the UK with a combined budget of more than £6 billion, UK Research and Innovation will bring together the seven Research Councils, Innovate UK and a new organisation, Research England. Research England will work closely with its partner organisations in the devolved administrations.

UK Research and Innovation intends to be an outstanding organisation that ensures the UK maintains its world leading position in research and innovation. We will ensure that the UK maintains our world-leading research and innovation position by creating a system that maximises the contribution of each of the component parts and creates the best environment for research and innovation to flourish.

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	Department for Business, Energy & Industrial Strategy (BEIS), Polaris House, North Star Avenue, Swindon, SN2 1FL
3.2	Buyer name	Amelia Stroud
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	Absolute Maximum Value is up to £160,000 excluding VAT. Any bids exceeding this amount shall be non-compliant and will be excluded from this procurement.
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	02/01/2018 Location - Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	08/01/2018 11.00 am
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	09/01/2018 14.00 pm
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	16/01/2018 14.00pm
3.10	Date/time Bidders should be available for telephone clarifications if required	18/01/2018 (if required)

3.11	Anticipated selection and the selections of Bids notification date	18/01/2018
3.12	Anticipated Award date	19/01/2018
3.13	Anticipated Contract Start date	22/01/2018
3.14	Anticipated Contract End date	31/03/2018
3.15	Bid Validity Period	60 Days

Section 4 – Specification

<ul style="list-style-type: none">• Introduction
<p>Operating across the whole of the UK with a combined budget of more than £6 billion, UK Research and Innovation will bring together the seven Research Councils, Innovate UK and a new organisation, Research England. Research England will work closely with its partner organisations in the devolved administrations.</p> <p>UK Research and Innovation intends to be an outstanding organisation that ensures the UK maintains its world leading position in research and innovation. We will ensure that the UK maintains our world-leading research and innovation position by creating a system that maximises the contribution of each of the component parts and creates the best environment for research and innovation to flourish.</p>
<ul style="list-style-type: none">• Aims
<p>The aim of this tender is to procure consultants who have significant and broad transformation expertise across both the public and private sector in order to support the scoping stages of the Transformation Programme for UK Research and Innovation, including the planning and establishing of the foundations for the programme.</p> <p>UK Research and Innovation represents the largest reform of the research and innovation funding landscape in over 30 years, bringing together the Research Councils, Innovate UK and the research and knowledge exchange functions of HEFCE into a new arm's length body through the Higher Education and Research Act 2017.</p> <p>The Transformation Programme is currently in development and is being scoped by the senior leaders of the new organisation. It is anticipated to be a 3-5 year programme that transforms UK Research and Innovation into one organisation, with shared corporate services and the nine Councils significantly contributing to and working effectively within the 'eco-system' of the organisation.</p> <p>Consultants are required to bring broader, more varied expertise in the scale of transformation and programme planning required for the new £6billion organisation, UK Research and Innovation.</p>
<ul style="list-style-type: none">• Objectives

The consultants will undertake the following activities:

- Support development of models (based on evidence collected from an independent review of the future UKRI organisation) and proposed options for how to deliver the UKRI Transformation Programme and how this will integrate with the BEIS Transformation Programme (3 years). This will include such elements as: vision, impact assessment, governance, benchmarking UKRI to similar organisations.
 - Outputs: programme and project plans.
- Provide expertise, advice and resource to the small team working on UKRI Transformation, applying and transferring knowledge of a broad range of transformation programmes from public, private and third sectors organisations in order to provide options for delivering the transformation plan. This will include such elements as team capabilities and organisational design, resourcing plan.
 - Outputs: models/options for how to deliver the proposed plans.
- Share knowledge of transformation within and across the research and innovation landscape, demonstrating breadth of expertise across the sectors.
 - Outputs: documentation and dedicated training/knowledge transfer sessions.
- Draft the job descriptions for the first 3-4 roles to be recruited in the Transformation Programme. These roles should focus on the transformation activities required before April 2018, but the roles will remain in the programme for its lifetime.
 - Outputs: job descriptions, fed into the internal HR processes.
- Support with engaging the internal, most senior stakeholders, as nine existing, legal entities prepare to merge under one new organisation, whilst retaining autonomy, brands and core budgets within domain-specific areas, under the Higher Education and Research Act, 2017.
 - Outputs: stakeholder engagement plans and progress reports.
- Identify and provide suitable support to the Transformation team / senior leadership in making any early transformations decisions that are required.
 - Outputs: key early decisions made and recorded.

• **Background to the Requirement**

Operating across the whole of the UK with a combined budget of more than £6 billion, UK Research and Innovation will bring together the seven Research Councils, Innovate UK and a new organisation, Research England. Research England will work closely with its partner organisations in the devolved administrations.

UK Research and Innovation intends to be an outstanding organisation that ensures the UK maintains its world leading position in research and innovation. We will ensure that the UK maintains our world-leading research and innovation position by creating a system that maximises the contribution of each of the component parts and creates the best environment for research and innovation to flourish.

Through UK Research and Innovation, the government is implementing the recommendations of the [Nurse Review](#), led by Nobel Prize-winning scientist Sir Paul Nurse. The review panel's report called on government to "support the Research Councils to collectively make up more than the sum of their parts", and develop a "smoother pathway to more applied research".

UK Research and Innovation was a proposal of the Part 3 of the [Higher Education and Research Bill](#), which received Royal Assent on 27 April 2017. The Bill is now an Act of Parliament, and UK Research and Innovation will be created in April 2018.

A Transition Programme has been established to create UK Research and Innovation. It was established with the policy function in BEIS to take through the necessary legislation, recruit the leadership of the new organisation and create the new organisation. The programme focuses on the transition phase, ensuring that we move smoothly from the existing structures to the new body, with a focus on day 1 operations.

Consultants are required to bring broader, more varied expertise in the scale of transformation and programme planning required for the new £6billion organisation, UK Research and Innovation.

• **Scope**

Included:

- Independent and varied expertise, advice and resource to develop options for how best to establish and deliver a large-scale transformation programme, considering the operational and cultural challenges of bringing nine legal entities under one new organisation.
- Supporting the development and critical review of options for a transformation plan, using tried and tested models as evidenced in private/public/third sectors.
- Critical review of internal organisational design to deliver this against the plan (focussing on the Transformation PMO).

- **Requirement**

The consultants will work with a small team of people within the UKRI Transition Programme who are currently focussed on Transformation Planning. This team expect the consultants to work collaboratively, as part of this team, to deliver the following requirements and intended outputs:

- Support development of models (based on evidence collected from an independent review of the future UKRI organisation) and proposed options for how to deliver the UKRI Transformation Programme and how this will integrate with the BEIS Transformation Programme (3 years). This will include such elements as: vision, impact assessment, governance, benchmarking UKRI to similar organisations.
 - Outputs: programme and project plans.
- Provide expertise, advice and resource to the small team working on UKRI Transformation, applying and transferring knowledge of a broad range of transformation programmes from public, private and third sectors organisations in order to provide options for delivering the transformation plan. This will include such elements as team capabilities and organisational design, resourcing plan.
 - Outputs: models/options for how to deliver the proposed plans.
- Share knowledge of transformation within and across the research and innovation landscape, through expertise of working with public, private and third sector organisations.
 - Outputs: documentation and dedicated training/knowledge transfer sessions.
- Draft the job descriptions for the first 3-4 roles to be recruited in the Transformation Programme. These roles should focus on the transformation activities required before April 2018, but the roles will remain in the programme for its lifetime (3+ years).
 - Outputs: job descriptions, fed into the internal HR processes.
- Support with engaging the internal, most senior stakeholders, as nine existing, legal entities prepare to merge under one new organisation, whilst retaining

autonomy, brands and core budgets within domain-specific areas, under the Higher Education and Research Act, 2017.

- Outputs: stakeholder engagement plans and progress reports.
- Identify and provide suitable support to the Transformation team / senior leadership in making any early transformations decisions that are required.
 - Outputs: key early decisions made and recorded.

Regular progress meetings, with as many of these meetings as possible completed face-to-face, will ensure that aims and objectives are met. The team will expect regular updates from the consultants on progress of agreed tasks and outputs.

● **Timetable**

- **By end of January 2018:** agreed programme milestones, narrative and option(s) for how to deliver transformation.
 - Milestone: first full draft of programme plan, including models/options for how to deliver the proposed plans.
 - Milestone: transformation job descriptions completed and fed into the internal HR processes.
 - Milestone: stakeholder engagement plan complete and in progress.
- **By end of February 2018:**
 - Milestone: updated programme plan with project plans added.
 - Milestone: stakeholder engagement progress report(s) and any updates to associated plans.
 - Milestone: further develop the transformation programme plan and gain approval by UK Research and Innovation Executive Committee, including the organisational design options, resource plan to deliver and outline costs / benefits. Support the team presenting the plan to the BEIS Executive Committee
- **By end of March 2018:**
 - Milestone: update the Transformation plan and provide materials to support the in-house team.

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. After evaluation the 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 ($5+5+6=16\div3=5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Price	AW5.3	Maximum Price
Quality	AW6.1	Compliance to the Specification
Commercial	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
-	-	Invitation to Quote – received on time within e-sourcing tool

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	AW6.2	Knowledge and Expertise	30%
Quality	AW6.3	Project Planning and Management	20%
Quality	AW6.4	Knowledge Transfer	20%
Quality	AW6.5	Delivery Team	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 the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

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: $\text{Score/Total Points} \times 50$ ($80/100 \times 50 = 40$)

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.ukpbs.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. Unless formally requested to do so by UK SBS e.g. Emptoris system failure
- 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 Emptoris 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 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 check and recheck your Bid before dispatch.

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

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 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.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 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.
- 7.16 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 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.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority. / UKSBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 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
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 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.
- 7.35 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.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 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.

- 7.39 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 Emptoris.
- 7.40 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.

- 7.41 The Government is introducing its new Government Security Classifications (GSC) classification scheme on the 2nd 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

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)