



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Department of Business,  
Innovation and Skills (BIS)**

**Subject UK SBS ShEx - Benchmarking survey reports**

**Sourcing reference number PS150268**

**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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VAT registration GB618 3673 25  
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**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 customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers 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 customers. This allows our customers 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 its customers, 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 Innovation and Skills (BIS) 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 Customers.

## Section 2 – About Our Customer

The Department for Business, Innovation & Skills (BIS) is the department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BIS also protects consumers and reduces the impact of regulation.

The Shareholder Executive (ShEx) is currently located in BIS.

ShEx is a unique and diverse group bringing together private sector commercial expertise and essential civil service skills.

An exemplar for the modern civil service, working flexibly and collaboratively across Government to provide expert advice and a professional service.

ShEx's mission is to:

to ensure that Government is an effective and intelligent shareholder in its part or wholly-owned businesses.

to manage Government's interventions in the private sector to secure best value for the taxpayer.

ShEx manages the Government's shareholder relationships with businesses owned or part-owned by the Government. It offers corporate finance expertise and advice to Government departments to ensure the taxpayer gets best value from the assets it owns.

ShEx delivers growth and boost the economy in new and innovative ways – via entities like the Green Investment Bank investing in green projects, or the British Business Bank helping finance markets to work better for smaller business.

From 1 April 2016, the Shareholder Executive (currently part of the Department for Innovation and Skills and UK Finance Investments (a company wholly owned by Her Majesty's Treasury (HMT))) will merge into a new company, UK Government Investments, which will be 100% owned by HMT.

<http://www.bis.gov.uk>

<https://www.gov.uk/government/organisations/the-shareholder-executive>

## Section 3 - Working with UK Shared Business Services Ltd.

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	Customer Name and address	Department for Business Innovation & Skills, 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Thomas Ellis
3.3	Buyer contact details	01793 867066
3.4	Estimated value of the Opportunity	£15,000 - £25,000
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris 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 <u>not</u> being considered.</b>

### Section 3 - Timescales

3.6	Date of Issue of Contract Advert and location of original Advert	08/12/2015
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	11/12/2015 at 14:00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	14/12/2015 at 14:00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	16/12/2015 at 14:00
3.10	Date/time Bidders should be available if face to face clarifications are required	17/12/2015 at 14:00
3.11	Anticipated rejection of unsuccessful Bids date	18/12/2015

3.12	Anticipated Award date	18/12/2015
3.13	Anticipated Contract Start date	21/12/2015
3.14	Anticipated Contract End date	28/02/2016
3.15	Bid Validity Period	60 Days

## Section 4 – Specification

### 1. Introduction

The Shareholder Executive was formed in 2003 to improve the Government's performance as a shareholder in businesses. It currently has a portfolio of c.20 businesses in which Government has a shareholding, and works with government departments and management teams to help these businesses perform better.

The Shareholder Executive has also developed a wider role as a corporate finance resource within government which includes leading on asset sales and advising on corporate governance, companies in distress and other government commercial interventions. More recently it has also led on the incubation of new public bodies such as a Green Investment Bank and the British Business Bank.

From 1 April 2016, the Shareholder Executive (currently part of the Department for Innovation and Skills and UK Finance Investments (a company wholly owned by Her Majesty's Treasury (HMT))) will merge into a new company, UK Government Investments, which will be 100% owned by HMT. The new private company will, therefore, be a public sector company but outside the mainstream Civil Service. It will have around 150 staff.

### 2. Aims

We are reviewing the remuneration levels for the new organisation to ensure that suitable structures are in place to enable us to continue to recruit people with private sector corporate finance and other commercial experience.

We are seeking to procure benchmarking information to help us develop our remuneration structures we will need from 1 April 2016.

### 3. Objectives

The objective of this procurement is to:

- To access highly quality, relevant benchmarking data to assist in the development of remuneration structures for UKGI from 1 April 2016.

#### 4. Background to the Requirement

The staff in UKGI will be a mixture of people with corporate finance and other commercial skills and the traditional skills prevalent in the Civil Service. We wish to benchmark the former.

Our initial view is that we should gather core data on the following corporate finance roles:

- Head of Corporate Finance
- Managing Director
- Director
- Vice-President/Assistant Director
- Associate
- Analyst
- Graduate
- Personal Assistant

We wish to benchmark core corporate finance skills wherever they reside so in addition to global investment banks, the sample include boutiques and the big 4 accountancy firms.

UKGI will also employ people who have a legal plus there will be a number of central function posts. We may, therefore, require further benchmarking for these posts.

For legal, we would require data for:

- Associate lawyer – 4-8 years PQE

For central functions, benchmarking of the following roles in companies of equivalent size for:

- Head of HR
- Assistant head of HR
- Chief Operating Officer
- Chief Finance Officer
- Company secretary
- Assistant company secretary
- Corporate services

As set out in the requirement and the pricing schedule, we are requesting that bidders provide separate prices for each of the above and an overall price that covers all three areas of expertise/experience.



## 5. Scope

We require:

- a dataset on a number of roles in the corporate finance sector set out in a report.

We do not require:

- a proposal on how UKGI remuneration should be structured
- benchmarking of public sector/Civil service compensation arrangements.

## 6. Requirement

Given that we wish to have our remuneration structures in place by 1 April, we are seeking a supplier who can provide this service speedily without compromising the quality of the data to be delivered.

The services that we require from the successful bidder will include:

- a) support to confirm that the above initial view on which roles to benchmark represent the best benchmark options for the roles requiring corporate finance skills that will be available in UKGI;
- b) preparation of survey i.e. finalising data requirement
- c) collection/extraction of benchmarking data;
- d) customisation of results/output formats as required;
- e) Support in interpreting the results (up to 3 meetings);
- f) Preparation of final results report
- g) Presentation of the results to ShEx management as required.

The roles to be benchmarked are:

### 1. Corporate Finance

- Head of Corporate Finance
- Managing Director
- Director
- Vice-President/Assistant Director
- Associate
- Analyst
- Graduate
- Personal Assistant

### 2. Legal

- Associate lawyer – 4-8 years PQE

### 3. Central Functions

- Head of HR
- Assistant head of HR
- Chief Operating Officer
- Chief Finance Officer
- Company secretary
- Assistant company secretary
- Corporate services

We require the bidders to provide a price for each of the above plus an overall price for all three areas of expertise/experience.

### **7. Timetable**

Delivery of report during the week beginning 11 January 2016.

## 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, the Customer and any specific external stakeholders UK SBS deem 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 ( $5+5+6=16 \div 3 = 5.33$ ))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
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	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification

## Scoring criteria

### Evaluation Justification Statement

In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS 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	30%
Quality	PROJ1.1	Strength Of database	20%
Quality	PROJ1.2	Timetable + Quality control	20%
Quality	PROJ1.3	Methodology	20%
Quality	PROJ1.4	Resource, Skills and Expertise	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: Score/Total Points available multiplied by 20 ( $60/100 \times 20 = 12$ )

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

**Example** if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ( $60/100 \times 10 = 6$ )

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

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.
- 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 typically 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 your customer is and what they want – a generic answer does not necessarily meet every customer'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 and concise 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 Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer 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 Customer 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 may 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.
- 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 UK SBS.
- 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 if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS 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 UK SBS 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 UK SBS 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, UK SBS 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 UK SBS 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 From 2nd April 2014 the Government is introducing its new Government Security Classifications (GSC) classification scheme 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 from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:

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

UK SBS 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](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)