



Invitation to Quote

Invitation to Quote (ITQ) on behalf of **Department for Business,
Energy and Industrial Strategy**

Subject BEIS KIM and Collaboration Change Management

Sourcing reference number BEIS PS17208

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

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

The Department for Business, Energy and Industrial Strategy (BEIS) was created as a result of a merger between the Department of Energy and Climate Change (DECC) and the Department for Business, Innovation and Skills (BIS), as part of the Machinery of Government (MoG) changes in July 2016.

The Department is responsible for:

- developing and delivering a comprehensive industrial strategy and leading the government's relationship with business;
- ensuring that the country has secure energy supplies that are reliable, affordable and clean;
- ensuring the UK remains at the leading edge of science, research and innovation; and
- tackling climate change.

BEIS is a ministerial department, supported by 46 agencies and public bodies.

We have around 2,500 staff working for BEIS. Our partner organisations include 9 executive agencies employing around 14,500 staff.

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

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	The Department for Business, Energy and Industrial Strategy 1 Victoria Street, London SW1H 0ET
3.2	Buyer name	Amelia Stroud
3.3	Buyer contact details	Professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£80,000 excluding VAT
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	13/10/2017 Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	19/10/2017 11.00 AM
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	24/10/2017 11.00 AM
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	27/10/2017 14.00PM
3.10	Date/time Bidders should be available if face to face clarifications are required	Not required
3.11	Anticipated selection and the selections of Bids notification date	01/11/2017
3.12	Anticipated Award date	01/11/2017
3.13	Anticipated Contract Start date	06/11/2017
3.14	Anticipated Contract End date	Between 05/01/2018 and 31/01/2018 dependent on the project plan provided by the

		successful bidder.
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Introduction

The Department for Business, Energy and Industrial Strategy (BEIS) is embarking on a three-year Transformation Programme to make BEIS a high performing Department. This will deliver a range of improvements across six work streams including better technology and ways of working. As part of this work stream, the Department will deliver a change management project to ensure that new technology is fully exploited and benefits are delivered.

Aims

The aims of the tender exercise are to:

- Provide a compelling case for staff at all levels for using technology to transform how we work and articulating the role of senior leaders in driving the change
- Recommend a target level of ambition for BEIS in adopting new ways of working, based on current uptake and best practice across other Government departments and private sector organisations
- Create an implementation plan for embedding new ways of working

Objectives

The maximum budget for this project is £80,000 excluding VAT.

Key objectives are:

- To make a clear and compelling case for how KIM and collaboration tools can be used by all staff to their advantage, skilfully explained to ensure maximum understanding and buy in
- To review the outputs from the recent staff consultations (carried out by CompanyNet and the internal Knowledge and Information Management (KIM) team) and use these requirements to inform potential “to be” states
- To review current ways of working against a maturity model based on public and private sector best practice
- Generate a baseline showing BEIS’ current ways of working in terms of collaboration and knowledge and information management against a maturity model
- To provide “as is” and “to be” process mapping for knowledge and information management, document collaboration
- To provide a clear plan for the transition from current to future desired KIM and collaboration practices
- To fully describe the change management, training, communication and knowledge sharing activities required to embed changes
- To provide knowledge transfer to ensure that permanent staffs have the skills, expertise and understanding to deliver the implementation plan.

Outputs required:

- A clear and compelling case for how KIM and collaboration tools can be used by all staff to their advantage, skilfully explained to ensure maximum understanding and buy in
- A high level business case articulating the benefits of embracing new ways of working resulting from the BEIS Cirrus Programme and associated KIM tools

- Review of outputs from CompanyNet consultation and clear explanation of how this has been used to inform “to be” state
- “As is” and “to be” process maps for knowledge and information management, collaboration/co-authoring of documents and knowledge exploitation
- Key user requirements for knowledge and information management, collaboration/co-authoring of documents and knowledge exploitation
- Maturity model and current baseline for BEIS
- A clear, costed plan for the transition from current to future desired KIM and collaboration practices
- A realistic plan for achieving full take-up and utilisation to maximise benefits
- Plan should include a phased rollout to ensure central teams can support the change effectively
- A detailed change management plan to support the transition, covering communication, training and knowledge sharing activities and associated timescales
- Knowledge transfer to existing, permanent staff to ensure that they have the skills, expertise and understanding to deliver the implementation plan

Clear measures of success for adopting new ways of working, benchmarked against private and public sector best practice

Background to the Requirement

The Department is embarking on a three-year Transformation Programme to make BEIS a high performing Department. This will deliver a range of improvements across six work streams including better technology and ways of working.

As part of this work stream, the Department will deliver the Cirrus Programme, which will roll out new laptops and mobiles. The operating system on the laptops will be Microsoft Office 365 with SharePoint being used for knowledge and information management. This will provide staff with new functionality such as collaboration and co-authoring of documents and a fit for purpose KIM application, as well as mobile access to these tools. In order to maximise the take up of these new tools and ensure that the benefits of the new technology are fully realised, BEIS has committed to delivering a change management project following the rollout to embed new ways of working.

This project is broken down into three phases:

1. Building the business case
2. “As is” and “to be” mapping and implementation plan
3. Roll out

This request covers external advice to support implementation of phases 1 and 2.

Scope

Included: full scoping and costing of levels of ambition around embedding new ways of working, taking advantage of the tech tools delivered through Cirrus. To include: understanding current maturity, process mapping, costed options, implementation plans, knowledge transfer.

Requirement

Phase 1 requirements (Duration - 1 month):

- A clear and compelling case for how KIM and collaboration tools can be used by all staff to their advantage, skilfully explained to ensure maximum understanding and buy in
- A high level business case articulating the benefits of embracing new ways of working resulting from the Cirrus Programme and associated KIM tools
- To articulate the cultural, behavioural, technological and process changes required to fully realise the benefits of planned technology changes, describing the journey for individual staff
- To review the outputs from the recent staff consultations (carried out by CompanyNet and the internal Knowledge and Information Management (KIM) team) and use these requirements to inform the “to be” state
- To articulate the role of our senior leaders in driving the change
- To review current ways of working against a maturity model based on public and private sector best practice
- Generate a baseline

Phase 2 requirements (Duration - 1-2 months):

- To provide “as is” and “to be” process mapping for knowledge and information management, document collaboration
- A clear, costed plan for the transition from current to future desired KIM and collaboration practices
- A realistic plan for achieving full take-up and utilisation to maximise benefits
- Plan should include a phased rollout to ensure central teams can support the change effectively
- A detailed change management plan to support the transition, covering communication, training and knowledge sharing activities and associated timescales
- To recommend how changes should be delivered, in particular whether change should be mandated (i.e. via process or technological change) or encouraged (i.e. via training, two-way communication with staff, business change managers embedded in teams)
- To provide knowledge transfer to ensure that permanent staff have the skills, expertise and understanding to deliver the implementation plan
To articulate the measures of success for embedding new ways of working, benchmarked against organisations with similar level of ambition

Expectations

- Successful bidder will have knowledge and associated expertise in relation to the delivery of KIM change programmes and will have a deep understanding of user behaviour and approaches to behaviour change.
- Successful bidder to have a ‘kick off’ meeting with key stakeholders at commencement of work
- Successful bidder will be expected to work collaboratively with stakeholders across BEIS so that final products represent a genuine view from across the business
- The successful bidder will be expected to conduct and take part in regular check point meetings with the requirement sponsor in order to check progress against performance and time requirements.
- Knowledge transfer to existing staff to ensure sufficient level of understanding of change management to deliver implementation plan
- The project team will have access to additional expertise and resources from the supplier which can be used during the project at no extra charge to the contracting authority

- A formal handover and close down meeting will be required before the final products are accepted as fit for purpose and the requirement being delivered.
- The successful bidder may be required to brief senior staff and/or at staff engagement sessions.

Timetable

Month	Action	Result
By end November	Business case	Leadership is clear on what the new ways of working are, their benefits and leaders' role in delivering. BEIS understands its current ways of working and level of maturity compared to other organisations.
By end December	Process mapping	"As is" and "to be" process maps complete and signed off by SROs
By end January	Change management and implementation plans	Full implementation plan for preferred option, with all change management activities articulated with associated costs and timescales.

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. 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	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
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	25%
Quality	PROJ1.1	Project Plan and Risk Management	25%
Quality	PROJ1.2	Project Team and Capability to deliver	25%
Quality	PROJ1.3	Use of supplier expertise, knowledge and Resource	15%
Quality	PROJ1.4	Knowledge Transfer Strategy	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: $\text{Score/Total Points multiplied by 50}$ ($80/100 \times 50 = 40$)

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. 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 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](#)