

Invitation to Quote



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

Subject UK SBS EEN Scale up Pilot Evaluation

Sourcing reference number CR18177



UK Shared Business Services Ltd (UK SBS)
www.ukpbs.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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Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About the Contracting Authority</u>
3	<u>Working with the Contracting Authority.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>

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](#).

Section 2 – About the Contracting Authority

UK Research and Innovation

Operating across the whole of the UK and with a combined budget of more than £6 billion, UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years.

As an independent non-departmental public body UK Research and Innovation brings together the seven Research Councils (AHRC, BBSRC, EPSRC, ESRC, MRC, NERC, STFC) plus Innovate UK and a new organisation, Research England.

UK Research and Innovation ensures the UK maintains its world-leading position in research and innovation. This is done by creating the best environment for research and innovation to flourish.

For more information, please visit: www.ukri.org

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 Research and Innovation Polaris House North Star Avenue Swindon SN2 1FF
3.2	Buyer name	Victoria Clewer
3.3	Buyer contact details	Research@uksbs.co.uk
3.4	Maximum value of the Opportunity	£20,000.00 excluding VAT
3.5	Process for the submission of clarifications and Bids	<p>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here.</p> <p>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.</p>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	Friday, 16 th November 2018 Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	Thursday, 29 th November 2018 11:00 GMT
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	Friday, 30 th November 2018
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	Tuesday, 4 th December 2018 11:00 GMT
3.10	Clarifications (if required)	Thursday, 6 th December 2018
3.11	Anticipated notification date of successful and unsuccessful Bids	Tuesday, 11 th December 2018
3.12	Anticipated Award date	Tuesday, 11 th December 2018
3.13	Anticipated Contract Start date	Wednesday, 12 th December 2018
3.14	Anticipated Contract End date	Friday, 29 th March 2019
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Background

This evaluation is being commissioned to generate evidence of the impact that the EEN and ENIW scale up pilot has had in practice, compared to what would have happened without it, how it has been delivered and why measured outcomes were achieved.

Why do we need an evaluation process?

- To inform our internal decision-making process, understanding what works to maximise impact.
- To improve future programme design.
- To provide evidence for high priority areas.
- To demonstrate that Innovate UK is delivering value for money.
- To generate evidence of what works for the Spending Review or Funding Requests

The Enterprise Europe Network (EEN) is a business support instrument which is active in more than 60 countries worldwide, bringing together 3,000 experts from more than 600-member organisations. Since 2015, there have been two EEN consortia covering the whole of the UK which are EEN England, Northern Ireland and Wales (ENIW) and EEN Scotland.

The scale up pilot is being delivered by the EEN ENIW consortium delivery partners. At the core of the pilot is a team of 8 high calibre Scale-Up Directors operating together as the Scale-Up Delivery Board, providing a matrix of skills and connectivity. Each director acts as a single point of contact but drawing on the collective resources of the Board and their international connections. Leveraging the knowledge and connections residing with more than 150 advisers operating as part of the ENIW EEN team, the wider support available through their host organisations and the Innovate UK family; including the Knowledge Transfer Network/Catapults.

Criteria that were used for selecting firms to enrol on the scale up pilot included:

- SMEs with realistic, high-growth oriented ambition & verified business plan and a commitment to implement it
- SMEs that have overcome the start-up challenges, are already growing and already turning over around £500k minimum
- Have either an innovation and/or a business model that can disrupt existing market
- Potential to grow by 60% to 100% or more CAGR - Grow 10 times in 3 years to 5 years – i.e. companies that have the potential to grow from 500k to £5m, £1m to £10m and £10m to £100m.
- Already aware and interested in international opportunities and international expansion. Most companies will already have a plan in place and will have started implementing it
- Driven by a capable and ambitious management team

Aims and Objectives of the Project

The aim of the evaluation is to assess the impact and effectiveness of the EEN Scale up pilot following best practise as set out in the Innovate UK evaluation framework guide¹. The objective of the pilot is to identify a small number of SMEs with the highest growth potential and the desire to succeed, and to work with them to ensure they fulfil their potential to scale within Europe and beyond. The project is testing a more targeted and tailored approach, working with fewer, high growth, businesses for longer and more intensively, turning on its head the usual Network approach of providing defined services to clients, instead putting the client at the centre.

Suggested Methodology

Given the small sample size (29 companies enrolled) it is proposed that a mix of quantitative and qualitative assessments are undertaken to analyse the effects of the pilot from different perspectives. We recognise a robust counterfactual analysis is not going to be feasible with this size of population, but we would like to do what we can, with appropriate caveats around the findings. The evaluation should be informed by developing a logic model to understand the interactions between activities associated with the scale up pilot and routes via outputs, outcomes and impacts. An illustrative example of logic model for the scale up pilot is provided below but this will need to be refined and improved.

Example of logic model for Scale up Programme

Activities	Outputs	Outcomes	Impacts
Site Visit and review: Scale-up Director and company agree most suitable support for growth	Report with recommendations for implementation and delivery	Better strategic management Improved process and procedures in SME	Firm survival Increase in turnover Increase in employment
Implementation and delivery: Can take different forms but likely to include: access to connections, resource, partners; Access to knowledge expertise, funding; Scale up Labs	# new connections # new resources # new knowledge and expertise	Increased investment and R&D activity IP generation or new products or services	Faster growth / profits (scale up activity) Increased international growth

¹ <https://www.gov.uk/government/publications/evaluation-framework>

		Access to new markets and clients	(exports, inward investment)
<p>Qualitative research is expected to be the primary source of evidence using interviews with key stakeholders and business involved in the pilot to produce a minimum of 15 case studies. Criteria for selecting the case studies along with topic guides should be prepared with some standard questions to include in the evaluation interviews. Examples of the types of questions to be considered are provided below, although not exhaustive:</p> <ul style="list-style-type: none"> • Which activities from scale up pilot have been most useful and why? • What are the main outputs from these support activities? For example: enabling SMEs to form new collaborations, funding sources, expertise to access new markets? • What outcomes have been associated with these outputs? • In what way would observed outcomes and impacts have been different without the Scale up pilot (what is the added value)? • What impact has the Scale up pilot had in relation to jobs, and sales? And what is the expected impact in the future (if not yet happened)? • Has the scale up pilot supported international expansion and pathways to it? • Has the Scale up pilot acted as an accelerator speeding up commercialisation processes, has the programme accelerated the likelihood growing sustainably? • Has the programme enabled/create a cultural and behavioural change in creating entrepreneurial intent in the businesses enrolled? What is the behavioural additionality? • Are there any major differences in progress for companies that had received Innovate 2 succeed support, versus those that came from other routes? • Has the programme improved entrepreneurial skills or the intent to commercialise, in those involved with the programme? What impact has the perception of research commercialisation had in the different businesses involved? • To what extent has the programme achieved commercial growth in the marketplace? This includes new ventures, product licensing, new products/services. • What is the pilot programme's overall impact to the UK economy? • Are there any gaps or weaknesses in governance in any specific areas and how could these be improved? <p>The evaluation should also include quantitative analysis based on data of SMEs involved in pilot. This is expected to use the SME business characteristics (size, sector, location) to compare with a counterfactual group of similar businesses, which may include those that expressed an interest for participating on the scale up pilot but were not enrolled on the programme. The sample frame can be informed by the information below.</p> <p>There have been 58 expressions of interest for the programme and some of these could form part of the counterfactual group for those not enrolled.</p> <ul style="list-style-type: none"> • 58 Expressions of interest received • 29 Companies now enrolled onto scale up pilot • 7 regions covered in England and Wales • 6 Key UK Sectors 			

- Mix of pre-revenue, early stage and established companies
- 10 Scale Up Directors and associated experts providing advice and support

Difference in Difference analysis to be considered alongside other methods for assessing changes with the counterfactual group and provide an indication of the extent of additionality being generated from the pilot programme.

This should cover, as a minimum, the following:

- additional turnover and employment created by the Scale up Pilot
- additional Gross Value Added (GVA) impact of Scale up Pilot
- additional exports, R&D investment or private finance
- productivity improvements

Deliverables

- Inception meeting note
- Logic model and evaluation plan with topic guides by December 2018
- Draft reports with 15 case studies, qualitative and quantitative research findings to be delivered by January 2019
- Final report to be delivered by March 2019 with an executive summary which includes key points from the findings and any limitations clearly explained.

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	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL3.12	Cyber Essentials
Commercial	SEL3.13	General Data Protection Regulations (GDPR)
Commercial	AW4.1	Contract Terms Part 1
Commercial	AW4.2	Contract Terms Part 2
Quality	AW6.1	Compliance to the Specification
Commercial	AW6.2	Non-Disclosure Agreement
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria			
Evaluation Justification Statement In consideration of this 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	40%
Quality	PROJ1.2	Staff to Deliver	15%
Quality	PROJ1.3	Understanding the Project Environment	15%

Quality	PROJ1.5	Risk Management	10%
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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: 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.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. 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 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 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 Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 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 Emptoris.
- 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 Emptoris e-sourcing tool.
- 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 Emptoris.
- 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 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](#)