



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of **Innovate UK****  
**Subject UK SBS **Commercialisation Roadmapping****

**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.  
Registered Office North Star House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
VAT registration GB618 3673 25  
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**UKSBS**  
  
*Shared Business Services*

Sourcing reference number **BLOJEU-CR150047INNUK**

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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 Service (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, our growth projections anticipate this will rise to £1bn in 2013/14.

Our Customers who have access to our services and Contracts are detailed [here](#).

## Our achievements

In 2012/13 the Company grew in turnover from £44.7m to £52.4m, within that growth we:

- Reduced the Research Councils' 'back office' expenditure from £32m to £31.3m
- Saved £33m for the Research Councils in verified procurement savings, being greater than the entire cost of the services we provided to them
- Grew our customers from 7 to 22 (this will likely grow by a further 10 in 2013/14)
- Grew our customer base from 11,000 to 18,000 and will likely expand to 23,000+ in 2013/14

- Achieved an annual spend with SMEs that stands out across Central Government as a leading light at 32% (that's over £104.5M) against the 25% Government target

## **Our Procurement ambition**

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function's ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government's initiative to reform procurement in the public sector.

UK SBS Procurement's unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

***‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’***

**John Collington**

**Former Government Chief Procurement Officer**

## Section 2 – About Our Customer

### Innovate UK

The Innovate UK is the UK's innovation agency – driving innovation to boost economic growth. As well as investing in programmes and projects (£1bn investment budget 2008-2011), Innovate UK facilitates industry leadership, through spreading knowledge, understanding and informing policy, spotting opportunities and bringing people together to solve problems or make new advances. Innovate UK connects and funds to help business innovate and develop new products and services - and bring them closer to market. More details are available at <https://www.gov.uk/government/organisations/innovate-uk/about>

This Hydrogen and Fuel Cell Roadmapping exercise forms part of Innovate UK's Energy 2015/6 Delivery Plan.

Following consultation, Innovate UK is partnering with stakeholders to maximise the value of this Roadmapping exercise. The key stakeholders providing financial and/or in kind support are listed below. Innovate UK has overall responsibility for the project, and any contract will be between the Consultant and Innovate UK, facilitated by SBS.

### The Department of Energy and Climate Change

The Department of Energy & Climate Change (DECC) works to make sure the UK has secure, clean, affordable energy supplies and promote international action to mitigate climate change.

We are responsible for:

- energy security – making sure UK businesses and households have secure supplies of energy for light and power, heat and transport
- action on climate change – leading government efforts to mitigate climate change, both through international action and cutting UK greenhouse gas emissions by at least 80% by 2050 (including by sourcing at least 15% of our energy from renewables sources by 2020)
- renewable energy – sourcing at least 15% of our energy from renewable sources by 2020
- affordability – delivering secure, low-carbon energy at the least cost to consumers, taxpayers and the economy
- fairness – making sure the costs and benefits of our policies are distributed fairly so that we protect the most vulnerable and fuel poor households and address competitiveness problems faced by energy intensive industries
- supporting growth – delivering our policies in a way that maximises the benefits to the economy in terms of jobs, growth and investment, including by making the most of our existing oil and gas reserves and seizing the opportunities presented by the rise of the global green economy
- managing the UK's energy legacy safely, securely and cost effectively

Our priorities are:

- supporting investment in the UK's energy infrastructure – including through the Energy Bill, which will set in place the framework to bring forward the £110 billion needed in our electricity infrastructure over the next decade
- supporting consumers and keeping energy bills down
- promoting action in the EU and internationally to maintain energy security and mitigate dangerous climate change as we chart the way towards a global deal on climate change in 2015

## The Knowledge Transfer Network (KTN)

KTN is the UK's Innovation Network. We connect people to speed up innovation, solve problems and find markets for new ideas. From the discovery of DNA to making blockbuster movies, from inventing the world wide web to creating the best in user experience design, the UK has earned its reputation for world-leading creativity and inventiveness. We're helping secure the UK's future by playing to those strengths. Our primary role at KTN is to nurture, develop and scale up innovation within business, connecting you with the wider knowledge economy.

Working with large and small companies, government agencies and research organisations, with tech hubs and startups, public funding bodies, VCs and private investors, KTN has built a unique network that helps enterprising people and companies reach the full potential of their innovative capabilities.

Established by Innovate UK to build better links between science, creativity and business, the Knowledge Transfer Network has specialist teams covering all significant sectors of the economy, from defence and aerospace to the creative industries, the built environment to biotechnology and robotics. Our expertise in connecting sectors, disciplines and skills with the right collaborations and business approach is what helps unlock the tremendous hidden value in people and companies. In the last five years, KTN has helped thousands of businesses secure funding to drive innovation. And we support them throughout their business cycle to see that investment through to success.

Scottish Government energy policy is focused on delivering secure, affordable, and low carbon energy, and is a central part of the overarching strategy for increasing sustainable economic growth. There is a strong emphasis on making the most of Scotland's vast renewable energy resources, with targets to meet the equivalent of 100% of electricity demand and 30% of total Scottish energy consumption from renewables by 2020 as part of a balanced energy mix. Recent policy statements point towards an increased emphasis on low carbon heat, local energy economies, and empowering communities to take ownership of energy projects.

Scottish Enterprise (along with Highland and Islands Enterprise) are the national agency dedicated to stimulating Scotland's economic ambition – creating an innovative, high-wage and highly productive economy with a competitive, international market presence and a focus on high value opportunities.

Transport Scotland is the national transport agency for Scotland, delivering the Scottish Government's vision for transport, including a commitment to the almost complete decarbonisation of Scotland's road transport sector by 2050.

Scottish Government, Scottish Enterprise and Transport Scotland work closely together on areas of mutual interest for the benefit of the people of Scotland. We have acknowledged the synergies that hydrogen and fuel cell technologies have for all our policy interests, as well as the wider links to activity in the rest of the UK, so (in consultation with the Scottish Hydrogen

and Fuel Cell Association), we are collaborating in a “Team Scotland” approach as a funding partner in Innovate UK’s hydrogen and fuel cell roadmapping project.”

### UK Hydrogen and Fuel Cell Association

The UK Hydrogen and Fuel Cell Association acts on behalf of its members to accelerate the commercialization of fuel cell and hydrogen energy technologies. We provide a respected and authoritative point of contact and a clear, informed and up-to-date view on research, development and demonstration priorities for Government, other funding agencies and opinion formers.

Our members include the leading UK fuel cell and hydrogen companies as well as organisations from the academic community and a range of other stakeholders with an interest in these clean energy solutions and the associated elements of the supply chain.

The Association was launched in summer 2010 following the merger of Fuel Cells UK and the UK Hydrogen Association. UK Hydrogen and Fuel Cell Association is a company limited by guarantee. You can find a copy of our Articles [here](#).

We cover:

- All fuel cell types and applications;
- The full fuel cell supply chain (from research into material science through to systems integration and distribution);
- Hydrogen production and storage;
- Hydrogen infrastructure; and
- Other issues around the delivery, storage and use of associated fuels.

### Scottish Hydrogen and Fuel Cell Association

The Scottish Hydrogen and Fuel Cell Association (SHFCA) promotes and develops Scottish expertise in fuel cells and hydrogen technologies.

SHFCA brings together Scotland’s specialised fuel cell companies, power generation companies, academic institutions, research and development bodies, energy consultants, Scottish Enterprise and local enterprise companies and councils with an interest in Hydrogen & Fuel Cells. Membership is open to all-comers.

SHFCA provides a coherent voice to represent, promote and develop Scottish hydrogen and fuel cell technologies. The Association engages with Scottish and UK government to create the right framework for the industry to develop. SHFCA is developing relationships with other national and international hydrogen and fuel cell bodies to work together to evolve a mutually beneficial strategy to create and develop a global sustainable hydrogen and fuel cell market.

There is a very considerable opportunity for the UK to achieve a major hydrogen and fuel cell economy if significant increases in R&D support are provided in accord with investments for competitors such as Japan, US and Germany. We believe that through SHFCA we can harness the skills and expertise available in Scotland and ensure that they are promoted on a national and



international stage. We are at the dawn of the third industrial age and with a maturing oil and gas province, we must develop alternative opportunities.

## 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	Innovate UK, North Star House, North Star Avenue, Swindon, SN2 1UE
3.2	Buyer name	Laura Gawthorn
3.3	Buyer contact details	<a href="mailto:Research@uksbs.co.uk">Research@uksbs.co.uk</a>
3.4	Estimated value of the Opportunity	£90,000
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	16/09/2015 LocationContracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	21/09/2015 11 00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	23/9/2015 14 00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	28/09/2015 11:00
3.11	Anticipated rejection of unsuccessful Bids date	12/10/2015 14.00
3.12	Anticipated Award date	12/10/2015
3.13	Anticipated Contract Start date	19/10/2015
3.14	Anticipated Contract End date	31/03/2015
3.15	Bid Validity Period	60 Days

## Section 4 – Specification

# Hydrogen and Fuel Cell Roadmapping Exercise

Sponsored by :

Innovate UK

Department of Energy and Climate Change

Transport Scotland

Scottish Government

Scottish Enterprise

Knowledge Transfer Network

UK Hydrogen and Fuel Cell Association

Scottish Hydrogen and Fuel Cell Association

Scope of Works

9<sup>th</sup> September 2015

For enquiries, please contact

[Harsh.Pershad@innovateuk.gov.uk](mailto:Harsh.Pershad@innovateuk.gov.uk)

## Background

The IEA 2015 hydrogen and fuel cell roadmap estimates a potential global market for hydrogen and fuel cell based technologies in the hundreds of billions by 2050. The next decade could see tens to hundreds of millions of pounds of new investment across hydrogen and fuel cell value chains internationally. It is expected that the markets that are best able to articulate priorities and align actions to maximise benefits for a wide range of stakeholders, are likely to be the ones that receive this investment.

The UK is already home to several leading technology developers in the hydrogen and fuel cell sectors, and several globally significant demonstration projects. and the UK could realistically share in this market given its existing strengths and policy objectives around energy security, affordability and sustainability.

As hydrogen is a versatile energy vector, and as fuel cells can be applied in diverse markets, and with a range of technical configurations and business models it is helpful to specify the benefits, costs, uncertainties, and risks from different actions (or inaction) in different markets.

Roadmapping serves multiple purposes – declaring what could be done, aligning innovation funders and actors, and provides an institutional mechanism for the management of innovation. Good roadmaps can help answer questions on why action is important, what should be done (and what should not be done), by whom, when, where, and how much, and what are the benefits and risks for different stakeholders. The best roadmaps galvanise stakeholder activity, whilst minimising the risk of poor choices. Different markets have been covered to different extents previously, may have different needs and so efforts need to be tailored appropriately.

The hydrogen and fuel cell sector has had multiple roadmaps in the past with mixed success (W. McDowall, 2012). A UK focussed roadmapping exercise is now considered by some to be timely, given a number of recent complementary global, national and regional initiatives (e.g. IEA Hydrogen and Fuel Cell Roadmap, LowCVP Hydrogen Infrastructure Roadmap, Tees Valley and North East Hydrogen Economic Study, UKH2Mobility, Scottish Cities Alliance Hydrogen Study, North Sea group, Aberdeen Hydrogen Strategy, Hydrogen London, FCHJU reports on stationary and mobile fuel cells, OLEV funding competition for hydrogen infrastructure, Automotive Council and LowCVP reports, Carbon Trust Hydrogen Transport TINA, several Innovate UK-funded hydrogen or fuel cell projects well underway, experience with Feed-in Tariffs and other elements of Electricity Market Reform, H2FC Supergen) and evidence of UK firms working internationally (e.g. Johnson Matthey, Intelligent Energy, ITM Power, AFC, Rolls Royce/LG Fuel Cells), and new entrants to the UK Market (e.g. FCES, Doosan).

## Desired outcome from this activity

- Drive sustainable economic growth in the UK hydrogen and fuel cell industry in the period to 2025 and beyond.

## Objectives

Detailed objectives are:

- Benchmark, and, where appropriate, boost visibility among analysts and investors, of current UK activity, capabilities, projects, companies, products and services, sales, installed capacities, market conditions, value propositions and opportunities, within an international context.
- Assess market needs, technologies, and business capabilities, and thereby identify options for R&D, innovation, commercialisation for hydrogen and fuel cell technologies.
- Quantify the growth potential for different hydrogen and fuel cell market segments under different scenarios, illustrating economic, energy, CO<sub>2</sub>, transport, and other wider or strategic benefits, including one scenario corresponding to “Business as Usual”.
- Facilitate communication and build shared understanding of the impacts of choices and value for money among diverse public and private stakeholders, maximising stakeholder support and co-ordination where possible, within the sector and between the hydrogen and fuel cell sectors and related sectors.
- Highlight choices in the period 2016-2020 that would maximise the gross value added to the UK economy, in the period to 2025 and beyond, from the hydrogen and fuel cell sectors, clarifying organisational challenges, feedbacks and interdependencies.
- Quantify the support required to realise UK economic, energy, and environmental benefits, clarifying feedbacks and/or other interdependencies with international activities.
- Inform future policy in the UK power, industrial and buildings sectors, by quantifying the potential impact on emissions from the introduction of hydrogen and fuel cell solutions in these sectors, potential benefits on the energy system as a whole, barriers to be overcome, and future actions to overcome these barriers?
- Identify opportunities to strengthen the capacity for innovation, learning, and feedback, including periodic assessment and updating of Roadmaps.

## Key Market Segments to be explored through 8-12 Mini-Roadmaps

Interviews with stakeholders and experience suggest there is value from a segmented approach. There are various ways in which the markets and the innovation, R&D, and commercialisation challenges can be segmented, the following division into 8-12 mini-Roadmaps is illustrative. In some cases the needs of the early commercially viable needs are not well understood and Consultants are free to propose alternative approaches. It is expected that similar effort will be directed to each segment, and avoid replicating existing work. As a guide, we would expect a standard format for the output for each mini-roadmap to be 2-4 pages within the main report, including infographics. Technical details and assumptions should be provided in an appendix.

- **Hydrogen Fuel Cell Road Transport**
- Assess and build on insights from UKH2Mobility, LowCVP H2 infrastructure roadmap, Carbon Trust Hydrogen TINA, and current Innovate UK integrated hydrogen production/refuelling/vehicle trial projects.
- Complement these initiatives where appropriate.
- Collaborating with the Automotive Council to develop a hydrogen fuel cell technology roadmap.
  
- **Other transport applications**
  - E.g. Material Handling, Marine, Aero (incl. UAVs), Rail, Off-Road, Space, Niche, and Dual mode, transport opportunities.
  
- **Built environment**
- Small scale, e.g. 0.5-2 kWe fuel cell micro-CHP
- Medium scale e.g. 10-400 kWe for commercial and public sector buildings
- Medium scale CHP (e.g. 1 MWe) for distributed generation and community heat networks
- Trigenation schemes (i.e. heat, power and cooling)
- Hydrogen-based or hydrogen-ready appliances
  
- **Small/Medium Power generation**
- Consumer electronics
- Backup power (UPS)
- Temporary or Mobile
- Off grid
- Other portable applications
  
- **Medium/Large Power generation**
- Large scale (up to 100s of MW) Power, including with CHP
- Hydrogen turbines
- CCS
  
- **Industrial production, transport or use of hydrogen (including networks involving intermediate or by-product hydrogen)**
  
- **Energy system, including hydrogen production and storage**
- Gasification
- Off grid
- Islanded networks
- Grid-scale storage
- Repurposing of parts of the mains gas grid
- CHP
- Electrolysis for system balancing
- Hydrogen underground storage in salt caverns
- Hydrogen injection into natural gas network
- Hydrogen logistics, including production, purification, compression/liquefaction, storage, and logistics.
  
- **Early stage hydrogen and fuel cell technologies**
- Promising innovations, such as technologies emerging from the UK's world class science

base, for which the eventual market application is not yet clear (e.g. those at Technology Readiness Level 3).

- **Cross-cutting themes**
  - **Enabling technologies, materials**
  - **Manufacturing capability**
  - **Stakeholder management (e.g. organisation, communication)**
  - **Marketing & Design**
  - **Financing**
  - **Skills**

It is not expected that Consultants will examine military applications due to expected difficulties in managing sensitive data.

## Key stakeholders

The primary audience for the Roadmap would be current and potential investors and decision makers in UK hydrogen and fuel cell businesses and projects, and their stakeholders, including:

- Innovate UK, and associated Knowledge Transfer Network and Catapults, to understand how to maximise economic growth in the period to 2025 associated with existing or future hydrogen and fuel cell technology R&D and innovation investments in the period to 2020.
- DECC, keen to understand how investments and policies in hydrogen and fuel cell technologies and infrastructure might contribute to meeting existing policy objectives of sustainable, secure and affordable energy (e.g. supporting decarbonisation of the gas grid).
- Scottish Government, Scottish Enterprise, Highlands and Islands, and Transport Scotland are keen to understand better the distinct Scottish opportunities for hydrogen and fuel cell technologies being deployed in an integrated way across the transport, power and heat sectors, making best use of Scotland's high levels of intermittent generation, and existing workforce skills in relevant parts of the supply chains.
- Strategic investors in the automotive sector, including OEMs, LowCVP, Advanced Propulsion Centre, Transport Catapult, Automotive Council, SMMT, supply chain companies serving the UK market, OLEV, DfT, who will be interested in alignment of parallel initiatives.
- Strategic Corporate Investors in companies within the energy sector, e.g. Shell
- Other investors, such as the Green Investment Bank, AngloAmerican, and Imperial Innovations.
- Manufacturing specialists and system integrators of hydrogen or fuel cell based products e.g. aerospace, specialist vehicles, stationary, and portable power products
- UK companies who can or do act in the hydrogen and fuel cell supply chain (to open their eyes to the best opportunities and help them articulate and provide accurate, relevant evidence when asking for policy support).
- The sector trade associations, such as the UKHFCA and SHFCA, to improve organisation, build shared priorities, and co-ordinate activities with other trade associations
- Core and Associate Members of the Low Carbon Innovation Co-ordination Group – which includes The Carbon Trust, DECC, DfT (OLEV), DCLG, DEFRA, OFGEM, Scottish Enterprise, Scottish Govt, Welsh Assembly Govt, EPSRC, ETI, BIS, UKTI, Scottish Highlands & Islands, to steer investments and inform policy development.
- Hydrogen gas producers, including industrial giants, such as BOC-Linde, Air Products, Air

Liquide, and new smaller entrants, such as ITM Power.

- UK electricity and gas, transmission and distribution network owners and operators (incl. National Grid), and suppliers, including trade associations such as the Heating and Hot Water Council (HHIC), Micropower Council, Electricity Networks Association (ENA), to inform investment decisions.
- Advisors, such as Consultants, investment analysts, the Committee on Climate Change, Energy Research Partnership, environmental and energy NGOs, etc. who may wish to include insights and data from the Roadmap within other studies.
- International associations, such as the International Energy Agency (IEA) and the European Fuel Cell and Hydrogen Joint Undertaking (FCHJU).
- Innovator or Early Adopter End customers (e.g. Hydrogen London, Aberdeen City Council, Swindon Borough Council, LEPs, Local Authorities, Building owners such as The Crown Estate or Land Securities, Fleet vehicle purchasers)
- Academic experts, for example as represented through UKERC and the H2FC Supergen Hub.

Several of these key stakeholders have been invited to join an Advisory Board to support the project through reviewing and commenting on assumptions and interim and draft report outputs.

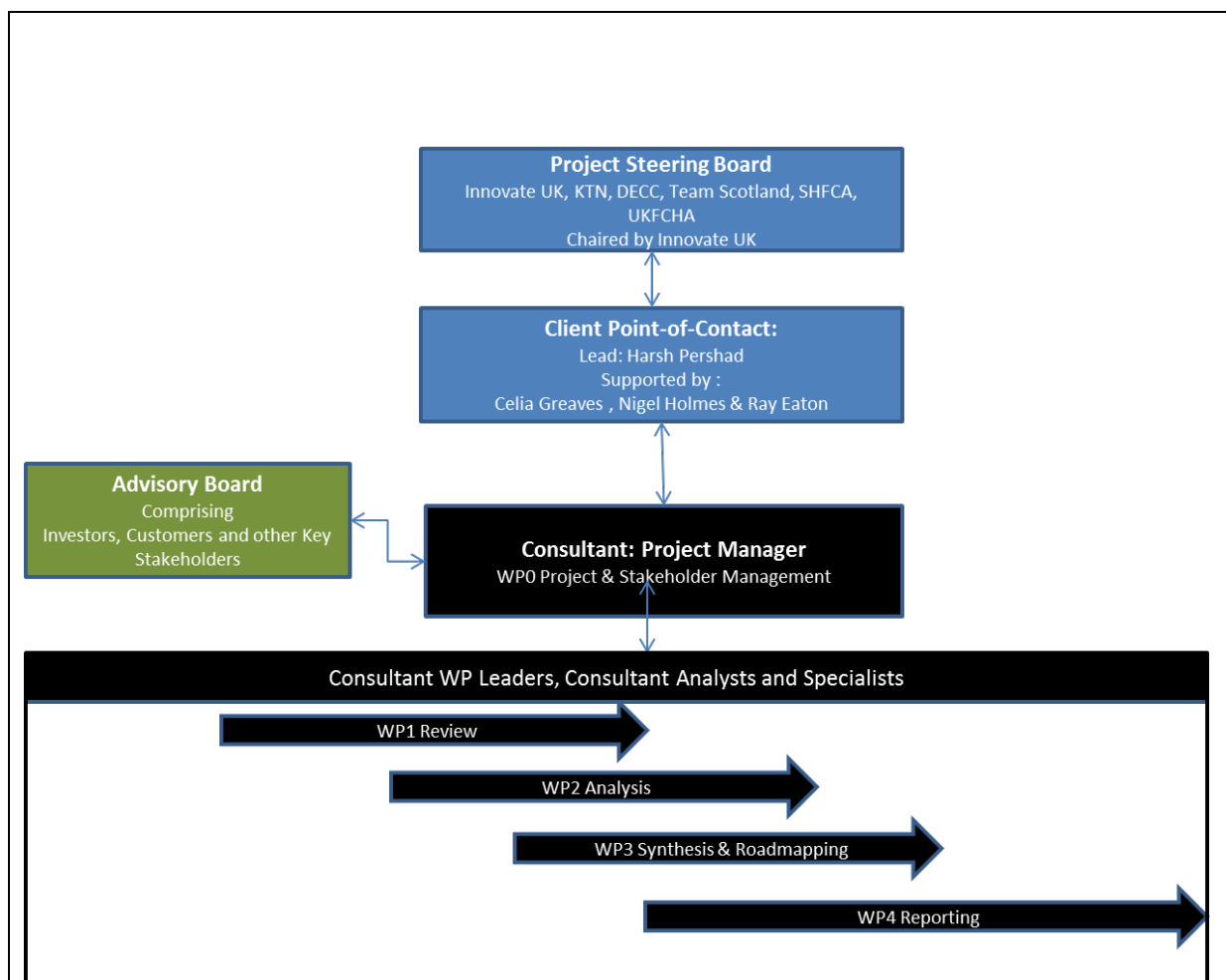
Other stakeholders who Consultants should engage with may also read (or otherwise engage with) the Roadmap, as they are likely to be able to provide useful inputs and/or be the audience for the project:

- Specifiers e.g. Architects, vehicle designers, trade associations, codes and standards bodies, regulators.
- Supply chain to the hydrogen and fuel cell sectors
- Related trade associations, such as the Combined Heat and Power Association, Carbon Capture and Storage Association, Association of Electricity Producers, Renewable Energy Association, Chemical Industries Association, North East Process Industries Cluster, UK Petroleum Industry Association, Confederation of British Industries (CBI), The Manufacturers Association (EEF), Advanced Power Generation Technology Forum (APGTF), Energy Intensive Users Council, British Venture Capital Association, .
- Other influencers and decision makers in the energy and climate community, including IMechE, Royal Society of Chemistry, Green Alliance, E3G, Friends of the Earth, Greenpeace, Renewable Energy Foundation, National Energy Action, the Consumers Association, Fuel Poverty\*\*\*
- Technology, economics, innovation, social science and business school researchers
- Individuals already working or planning to work in the hydrogen and fuel cell sectors
- Regulatory and planning bodies
- Energy and Climate Change Select Committee.
- Participants in the “Stranded Assets” debate, e.g. Carbon Tracker Initiative.
- Global energy giants
- Participants with interests in competing technologies or competing value chains.

## **Key Features, Approach, and Outputs –**

**A study led by experienced Consultants working in close partnership with stakeholders.**





**Notes:**

- Stakeholder consultation and expected throughout project. Specific Innovate UK, KTN, DECC, Team Scotland, SHFCA, UKFCHA specialists available to participate in working groups, round-table discussions etc. subject to availability and relevance.
- Expect feedback between WPs and therefore need for this to be included in timeline.

*Figure 1 Project structure*

Consultants should produce a report that forms a prospectus for optimal investment and actions for public and private sector in the UK in the period 2016-2020. The report:

- Provides up to date evidence on the current markets, and future trends, for hydrogen and fuel cells, both within the UK and for UK businesses operating internationally.
  - Include pathways adopted in California, Japan, South Korea, China, Germany, and France.
- Through literature review, stakeholder interviews, and gap analysis highlight existing roadmaps and identify inconsistencies, unreliable assumptions, and/or gaps in evidence that need to be addressed in this project.
- Across the technology and market segments, assesses UK current strengths, weaknesses, opportunities and threats using Innovate UK's Horizons framework and/or a PESTLE framework, benchmarking against international activity where possible.
  - Highlight geographic similarities and differences across the UK where appropriate.
- Articulates the most relevant dimensions and frameworks for each market segment

for investors and stakeholders, recognising that one size does not fill all segments or all investors. Preferred metrics include:

- Gross value added, employment, real option values, sales, efficiency, profitability, lifecycle or system impacts, capacity (MW), delivered energy (MWh/yr), CO<sub>2</sub> savings (t/yr), cost reduction potential, security of supply, avoided grid infrastructure costs, energy costs e.g. levelised cost of electricity, (£/MWh), marginal abatement cost (£/tCO<sub>2</sub>) , timescales, risks associated with technology dead-ends or lock-in, air quality, inward investment, system complexity, early mover advantages and disadvantages, strategic alignment, competitor response, equity returns potential to crowding-in finance, debt financing levels, weighted average cost of capital, Net Present Value, lifecycle or wells-to-wheels carbon or energy efficiency metrics, impacts on consumer bills, compatibility (or incompatibility) with other technologies and/or contribution to security of supply.
  - Where figures are not readily available, Consultants should highlight gaps and/or estimate using analogies or best judgement, and specify future research opportunities.
  - Where possible and relevant, Scotland-specific outputs would be welcome although the scope and emphasis are UK.
- Where understanding of the near-term markets inspires confidence in quantitative modelling, estimates the value of key performance indicators for 2015, 2020,2025 (and where practical 2030) under “Business as Usual” and plausible growth scenarios for these segments.
  - This should be based on evidence, e.g. literature or models for UK supply and demand for hydrogen and/or fuel cell solutions and factors controlling uptake, or reference published studies, with caveats and assumptions described. However there is no need to replicate previous analysis.
  - Describes potential public, private or joint interventions that could accelerate technology commercialisation, and assess the potential challenges, impacts and feedbacks where possible. This should result in a set of timelines and/or critical path diagrams of future activity that form part of the individual roadmaps for each of the main market segments.
  - Makes use of scenario and sensitivity analyses to highlight uncertainties, risks, interdependencies and other issues around following divergent paths.
    - Highlight geographic similarities and differences across the UK where appropriate.
  - Evaluates UK experience and value for money in supporting the sector to date, for example Innovate UK’s Fuel Cell Manufacturing and Supply Chain competition, Unlocking the Hydrogen Energy Market Competition, and Whole System Integration competition.
  - Evaluates UK successes in leveraging international public funding opportunities, such as European, North American and Asian funding.
  - Drawing together lessons and uncertainties around the individual market segments, develop cost-benefit curves for a range of scenarios and thereby prioritise and structure efficient interventions in the period 2016 to 2020 that are likely to lead to the highest return on investment in the period to 2025 and beyond.
  - Consultants should report industry risks e.g. around implausible levels of technology or policy development, complex critical paths, unrealistic stakeholder coordination, inconsistent support, technology lock-in issues, or competition.
  - Where appropriate describe the economic and environmental opportunities for the UK post-2025, quantifying the support required to realise these, clarifying feedbacks

and/or other interdependencies with international activities.

- Where possible any support should be placed in context with reference to order-of-magnitude UK energy system economics and environmental impacts of scenarios without interventions to support the use of hydrogen or fuel cells.
- Describe the optimal organisations within Government, within each industry segment and across the hydrogen and fuel cell sectors, and for pan-Government-industry for maximising industry investment, taking lessons from other sectors or countries.
- Showcases UK organisations, programmes, and projects that are playing a major role in overcoming obstacles to commercialisation of hydrogen and fuel cell technologies, including international activities, and suggest plausible refinements for any ongoing programmes to maximise value for money.
- Describes and identifies challenges and opportunities for the novel and promising hydrogen and fuel cell technologies being developed in the UK research community for which applications and markets are not yet clear, and assesses at high level the options available for supporting these in the future.

It is recognised that aspects of the hydrogen and fuel cell sectors have been studied repeatedly in the past in the UK and elsewhere with mixed success, and the reasons for the sector's progress relative to previous roadmaps or other energy/climate technologies are not always clear. Consultants should identify in their proposal potential reasons for past successes or failures, and emphasise how their approach maximises the chances of success.

Best practice reviews on technology roadmapping suggest it is essential that the process for producing the report is inclusive, highly participatory and the both public and private sectors feel a sense of shared ownership,

- i.e. participative style (e.g. use of working groups) to draw out views of diverse stakeholders (including SMEs, investors, customers, etc.) as well as those currently involved in the UK hydrogen and fuel cell sectors, although priority should always be given to impartial evidence-led analysis covering quantitative and qualitative issues,
- The Consultants should make firm and realistic recommendations on priority actions, but avoid an excessive lobbying style. Multiple, highly focussed, and well planned round-table discussions or small workshops with careful attention to invite list and agenda, should maximise value for all participants.
- Several well defined sub-sector roadmaps to highlight priority interventions for public and private stakeholders for delivering key outcomes associated with specific applications, accompanied by a roadmap for cross-cutting issues. However these should avoid simply replicating prior work.
- Consultants should seek build consensus where possible for difficult prioritisation decisions, but must highlight implications where stakeholders' views diverge strongly.
- Take advantage of opportunities to raise awareness outside the sector, to avoid public or private sector myopia, provide access and engagement with external stakeholders, and maximise geographic coverage.
- Where multiple authors and working groups are involved the final report should have a consistent high quality appearance and writing style.
- Graphic design for Executive Summary (up to 4 pages) and for Main Report (ca. 50 pages) that are accessible for a wide range of stakeholders, with good use of communication techniques (e.g. engaging images and infographics that can be used and reused standalone by diverse stakeholders across a range of media platforms).
  - Expect this could include ca. 8-12x 2 page summaries for individual market segments (i.e. Mini-Roadmaps with infographics), which highlight current

status, key customer needs and issues, exemplar PESTLE/techno-economics / KPIs of H2/FC solutions under 2-3 configurations or scenarios, KPIs, Current status in UK, international comparison, exemplar UK businesses or projects, RD&D/innovation/policy choices, economic impacts of options, critical path, timeline, consensus roadmap actions

- Details of technologies, assumptions and analysis, methodology, results of interviews of workshops, and/or interviews etc. should be described in an Appendix in Word format with copies of tables and data for graphs in spreadsheet format.
- Any models should conform to DECC modelling and QA guidelines where possible. (<https://www.gov.uk/government/organisations/department-of-energy-climate-change/about/procurement#analytical-modelling>) A meeting with DECC modelling specialists will be arranged if necessary.
- Individual market segment data and intervention analyses should be combined to give aggregate benefit scenarios, e.g. plotted as a function of milestones and/or time as shown below. This should recognise where interventions are not additive.

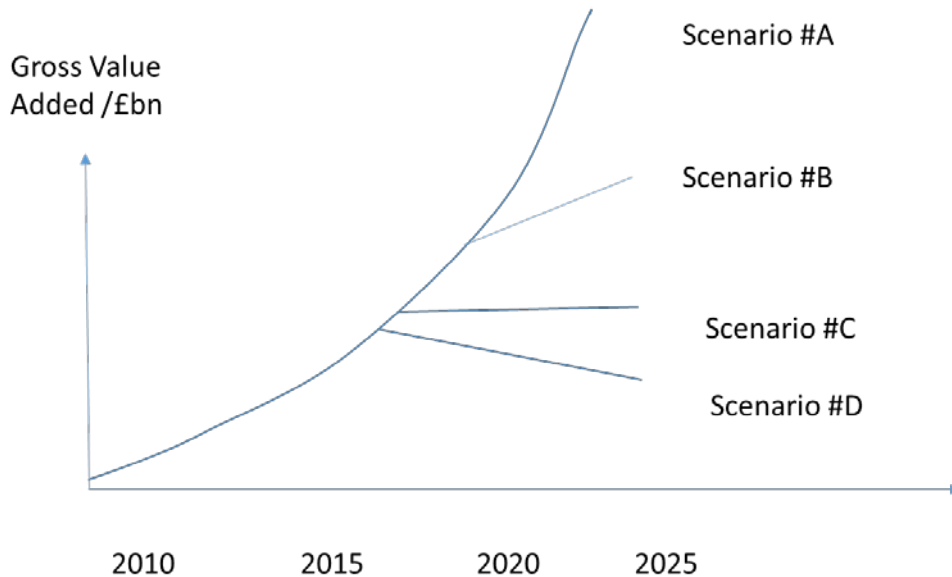


Figure 2 Illustrative range of aggregate GVA from hydrogen and fuel cell sectors under different scenarios

- Where commercially confidential data is essential to provide high quality analysis, Consultants are expected to identify this as such and where possible, assess such information critically.

**Table 1 - Key project milestones**

Milestone Deadline (week commencing)	Task
26 <sup>th</sup> October	Kick off meeting with Steering Board & Advisory Board to clarify project specification finalising any outstanding issues on scope and methodology, formats of outputs, detailed timelines and expectations for engaging with the project, and exchange data.

16 <sup>th</sup> November	Interim Presentation (based on Research and Analysis) to Steering Board and Advisory Board including straw man assumptions, straw man models, straw man results, and straw man roadmaps
23 <sup>rd</sup> November	Feedback to Consultants on interim presentation  Authorise submission of 30% payment milestone
18 <sup>th</sup> December	Submit draft report (incl. Exec Summary and appendices) for review by Steering Board and Advisory Board. Includes draft infographics.
11 <sup>th</sup> Jan	Draft report review meeting with Steering Board & Advisory Board
18 <sup>th</sup> Jan	Steering Board accept/reject and return consolidated feedback on draft final report to Consultants, including authorising submission of 40% payment milestone
8 <sup>th</sup> Feb	Final report including appendices and Executive Summary for Steering Board and Advisory Board, incorporating any graphic design and infographics
15 <sup>th</sup> Feb	Final project meeting with Steering Board and Advisory Board
22 <sup>nd</sup> Feb	Steering Board to approve Final Report including Executive Summary, Appendices and authorise submission of 30% payment milestone

## Relevant papers

- W. McDowall (2012) Technology Roadmaps for transition management: The case of hydrogen energy, *Technological Forecasting and Social Change*, **79 (3)**, 530-542
- LowCVP Hydrogen Infrastructure Roadmap ([http://www.lowcvp.org.uk/assets/reports/20150307\\_LowCVP%20Infrastructure%20Roadmap\\_HYDROGEN\\_Final%20\(with%20graphics\).pdf](http://www.lowcvp.org.uk/assets/reports/20150307_LowCVP%20Infrastructure%20Roadmap_HYDROGEN_Final%20(with%20graphics).pdf))
- ETI Hydrogen storage insights (<http://www.eti.co.uk/carbon-capture-and-storage-the-role-of-hydrogen-storage-in-a-clean-responsive-power-system/>)
- Aberdeen Hydrogen Strategy (<http://aberdeeninvestlivevisit.co.uk/Invest/Aberdeens-Economy/City-Projects/H2-Aberdeen/H2-Aberdeen-Resources.aspx> and <http://aberdeeninvestlivevisit.co.uk/nmsruntime/saveasdialog.aspx?IID=924&slD=237> )
- Automotive Council Technology Roadmaps (<http://www.automotivecouncil.co.uk/2013/09/automotive-technology-roadmaps/> )
- The Energy Act ([http://www.legislation.gov.uk/ukpga/2013/32/pdfs/ukpga\\_20130032\\_en.pdf](http://www.legislation.gov.uk/ukpga/2013/32/pdfs/ukpga_20130032_en.pdf))
- UKH<sub>2</sub>Mobility (<http://www.ukh2mobility.co.uk/> )
- LowCVP (<http://www.lowcvp.org.uk/resource-library/reports-and-studies.htm> )
- Scottish Cities Alliance
- Tees Hydrogen network (<http://www.element-energy.co.uk/wordpress/wp-content/uploads/2014/12/16102014-Tees-Valley-and-North-East-Hydrogen-Economic-Study-Executive-....pdf>)
- Carbon Trust/Element Energy Hydrogen Road Transport TINA

(<http://www.carbontrust.com/our-clients/h/hydrogen-for-transport-tina> )

- FCHJU fuel cell commercialisation study (<http://www.fch.europa.eu/page/publications>)
- IEA 2015 Hydrogen and Fuel Cell roadmap
- IEA Hydrogen Implementing Agreement (<http://ieahia.org/new.htm>)
- EU SET Plan (<http://ec.europa.eu/energy/en/topics/technology-and-innovation/strategic-energy-technology-plan> )
- US, Korean, , Japanese initiatives
- CCC Hydrogen study (will be made available in confidence to winning project)
- Market assessments by Fuel Cell Today, E4Tech (<http://www.fuelcellindustryreview.com/> ), Fourth Wave Energy (<http://www.4thenergywave.co.uk/analysis/>) and IdTech
- Switched on Scotland Roadmap: <http://www.transportscotland.gov.uk/report/j272736-00.htm>
- C. M. Christensen (2000) The Innovator's Dilemma, Harvard Business Review Press, ISBN 978-1-4221-9602-1
- H2FC Supergen The role of hydrogen and fuel cells in heat

The sponsors reserve the right, but not obligation, to commission a short follow on work to explore specific technical, market, geographic or policy issues if required.

## About the Project Sponsors

### Innovate UK

The Innovate UK is the UK's innovation agency – driving innovation to boost economic growth. As well as investing in programmes and projects (£1bn investment budget 2008-2011), Innovate UK facilitates industry leadership, through spreading knowledge, understanding and informing policy, spotting opportunities and bringing people together to solve problems or make new advances. Innovate UK connects and funds to help business innovate and develop new products and services - and bring them closer to market. More details are available at <https://www.gov.uk/government/organisations/innovate-uk/about>

This Hydrogen and Fuel Cell Roadmapping exercise forms part of Innovate UK's Energy 2015/6 Delivery Plan. Innovate UK is partnering with DECC, Transport Scotland, Scottish Government, Scottish Enterprise, the Knowledge Transfer Network, the UK Hydrogen and Fuel Cell Association, and the Scottish Hydrogen and Fuel Cell Association to maximise the value of this Roadmapping exercise.

### The Department of Energy and Climate Change

The Department of Energy & Climate Change (DECC) works to make sure the UK has secure, clean, affordable energy supplies and promote international action to mitigate climate change.

We are responsible for:

- energy security – making sure UK businesses and households have secure supplies of energy for light and power, heat and transport
- action on climate change – leading government efforts to mitigate climate change, both through international action and cutting UK greenhouse gas emissions by at least 80% by 2050 (including by sourcing at least 15% of our energy from renewable sources by 2020)

- renewable energy – sourcing at least 15% of our energy from renewable sources by 2020
- affordability – delivering secure, low-carbon energy at the least cost to consumers, taxpayers and the economy
- fairness – making sure the costs and benefits of our policies are distributed fairly so that we protect the most vulnerable and fuel poor households and address competitiveness problems faced by energy intensive industries
- supporting growth – delivering our policies in a way that maximises the benefits to the economy in terms of jobs, growth and investment, including by making the most of our existing oil and gas reserves and seizing the opportunities presented by the rise of the global green economy
- managing the UK's energy legacy safely, securely and cost effectively

Our priorities are:

- supporting investment in the UK's energy infrastructure – including through the Energy Bill, which will set in place the framework to bring forward the £110 billion needed in our electricity infrastructure over the next decade
- supporting consumers and keeping energy bills down
- promoting action in the EU and internationally to maintain energy security and mitigate dangerous climate change as we chart the way towards a global deal on climate change in 2015

For this exercise, DECC's priorities are to provide evidence to address four key questions to inform future policy in the power, industrial and buildings sectors:

- What is the potential impact on emissions from the introduction of HFC solutions in these sectors?
- What are the potential benefits on the energy system as a whole from the introduction of HFC based solutions within the sectors?
- What are the barriers to be overcome if HFC based solutions are to be introduced to these sectors?
- What future actions might be required to be taken by industry, government and other to overcome these barriers?

## **The Knowledge Transfer Network (KTN)**

KTN is the UK's Innovation Network. We connect people to speed up innovation, solve problems and find markets for new ideas. From the discovery of DNA to making blockbuster movies, from inventing the World Wide Web to creating the best in user experience design, the UK has earned its reputation for world-leading creativity and inventiveness. We're helping secure the UK's future by playing to those strengths. Our primary role at KTN is to nurture, develop and scale up innovation within business, connecting you with the wider knowledge economy.

Working with large and small companies, government agencies and research organisations, with tech hubs and start-ups, public funding bodies, VCs and private investors, KTN has built a unique network that helps enterprising people and companies reach the full potential of their innovative capabilities.

Established by Innovate UK to build better links between science, creativity and business, the Knowledge Transfer Network has specialist teams covering all significant sectors of the economy, from defence and aerospace to the creative industries, the built environment to biotechnology and robotics. Our expertise in connecting sectors, disciplines and skills with

the right collaborations and business approach is what helps unlock the tremendous hidden value in people and companies. In the last five years, KTN has helped thousands of businesses secure funding to drive innovation. And we support them throughout their business cycle to see that investment through to success.

### **Scottish Government**

Scottish Government energy policy is focused on delivering secure, affordable, and low carbon energy, and is a central part of the overarching strategy for increasing sustainable economic growth. There is a strong emphasis on making the most of Scotland's vast renewable energy resources, with targets to meet the equivalent of 100% of electricity demand and 30% of total Scottish energy consumption from renewables by 2020 as part of a balanced energy mix. Recent policy statements point towards an increased emphasis on low carbon heat, local energy economies, and empowering communities to take ownership of energy projects.

### **Scottish Enterprise**

Scottish Enterprise (along with Highland and Islands Enterprise) are the national agency dedicated to stimulating Scotland's economic ambition – creating an innovative, high-wage and highly productive economy with a competitive, international market presence and a focus on high value opportunities.

### **Transport Scotland**

Transport Scotland is the national transport agency for Scotland, delivering the Scottish Government's vision for transport, including a commitment to the almost complete decarbonisation of Scotland's road transport sector by 2050.

Scottish Government, Scottish Enterprise and Transport Scotland work closely together on areas of mutual interest for the benefit of the people of Scotland. We have acknowledged the synergies that hydrogen and fuel cell technologies have for all our policy interests, as well as the wider links to activity in the rest of the UK, so (in consultation with the [Scottish Hydrogen and Fuel Cell Association](#)), we are collaborating in a "Team Scotland" approach as a funding partner in Innovate UK's hydrogen and fuel cell roadmapping project."

### **UK Hydrogen and Fuel Cell Association**

The UK Hydrogen and Fuel Cell Association acts on behalf of its members to accelerate the commercialization of fuel cell and hydrogen energy technologies. We provide a respected and authoritative point of contact and a clear, informed and up-to-date view on research, development and demonstration priorities for Government, other funding agencies and opinion formers.

Our members include the leading UK fuel cell and hydrogen companies as well as organisations from the academic community and a range of other stakeholders with an interest in these clean energy solutions and the associated elements of the supply chain.



The Association was launched in summer 2010 following the merger of Fuel Cells UK and the UK Hydrogen Association. UK Hydrogen and Fuel Cell Association is a company limited by guarantee. You can find a copy of our Articles [here](#).

We cover:

- All fuel cell types and applications;
- The full fuel cell supply chain (from research into material science through to systems integration and distribution);
- Hydrogen production and storage;
- Hydrogen infrastructure; and
- Other issues around the delivery, storage and use of associated fuels.

### **Scottish Hydrogen and Fuel Cell Association**

The Scottish Hydrogen and Fuel Cell Association (SHFCA) promotes and develops Scottish expertise in fuel cells and hydrogen technologies.

SHFCA brings together Scotland's specialised fuel cell companies, power generation companies, academic institutions, research and development bodies, energy consultants, Scottish Enterprise and local enterprise companies and councils with an interest in Hydrogen & Fuel Cells. Membership is open to all-comers.

SHFCA provides a coherent voice to represent, promote and develop Scottish hydrogen and fuel cell technologies. The Association engages with Scottish and UK government to create the right framework for the industry to develop. SHFCA is developing relationships with other national and international hydrogen and fuel cell bodies to work together to evolve a mutually beneficial strategy to create and develop a global sustainable hydrogen and fuel cell market.

There is a very considerable opportunity for the UK to achieve a major hydrogen and fuel cell economy if significant increases in R&D support are provided in accord with investments for competitors such as Japan, US and Germany. We believe that through SHFCA we can harness the skills and expertise available in Scotland and ensure that they are promoted on a national and international stage. We are at the dawn of the third industrial age and with a maturing oil and gas province, we must develop alternative opportunities.

## 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
Quality	AW6.1	Compliance to the Specification
Selection	SEL1.1	VAT Number
Selection	SEL1.2	Size of Organisation
Selection	SEL1.3	Type of Organisation
Selection	SEL1.4	Consortia and Special Purpose Vehicles
Selection	SEL1.6	References
Selection	AW6.2	Meeting Timescales

### 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	10.00%
Quality	AW5.3	Meeting the Requirements	10.00%
Quality	PROJ1.1	Understanding Requirements	20.00%

Quality	PROJ1.2	Project Plan, Risk Register	20.00%
Quality	PROJ1.3	Proposed Approach	20.00%
Quality	PROJ1.4	Staff and Capacity to Deliver	20.00%

## 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	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.
20	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.
40	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
60	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.
80	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.
100	Response goes above and beyond the requirement, shows added benefits and value. The description includes innovative techniques and measures.

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 50

Evaluator 4 scored your bid as 50

Your final score will  $(60+60+50+50) \div 4 = 55$

**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.
- 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](#)