



Invitation to Quote

Invitation to Quote (ITQ) on behalf of The Advisory, Conciliation and Arbitration Service (ACAS)

Subject: Development of Data Strategy

Sourcing Reference Number: CS20291

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

Registered in England and Wales as a limited company. Company Number 6330639.
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VAT registration GB618 3673 25
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Version 3.0

UKSBS
Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our 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.

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](#).

Privacy Statement

At UK Shared Business Services (UK SBS) we recognise and understand that your privacy is extremely important, and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UK SBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.
- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

<https://www.uksbs.co.uk/use/pages/privacy.aspx>

Privacy Notice

This notice sets out how the Contracting Authority will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the General Data Protection Regulation (GDPR).

YOUR DATA

The Contracting Authority will process the following personal data:

Names and contact details of employees involved in preparing and submitting the bid;
Names and contact details of employees proposed to be involved in delivery of the contract;
Names, contact details, age, qualifications and experience of employees whose CVs are submitted as part of the bid.

Purpose

The Contracting Authority are processing your personal data for the purposes of the tender exercise, or in the event of legal challenge to such tender exercise.

Legal basis of processing

The legal basis for processing your personal data is processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller, such as the exercise of a function of the Crown, a Minister of the Crown, or a government department; the exercise of a function conferred on a person by an enactment; the exercise of a function of either House of Parliament; or the administration of justice.

Recipients

Your personal data will be shared by us with other Government Departments or public authorities where necessary as part of the tender exercise. The Contracting Authority may share your data if required to do so by law, for example by court order or to prevent fraud or other crime.

Retention

All submissions in connection with this tender exercise will be retained for a period of (7) years from the date of contract expiry, unless the contract is entered into as a deed in which case it will be kept for a period of (12) years from the date of contract expiry.

YOUR RIGHTS

You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

You have the right to object to the processing of your personal data.

INTERNATIONAL TRANSFERS

Your personal data will not be processed outside the European Union

COMPLAINTS

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
0303 123 1113
casework@ico.org.uk

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

CONTACT DETAILS

The data controller for your personal data is:

The Advisory, Conciliation and Arbitration Service

You can contact the Data Protection Officer at:

Acas Data Protection Officer, Advisory, Conciliation and Arbitration Service, 22nd floor
Euston Tower, 286 Euston Road, London NW1 3DP. Email: dataprotection@acas.org.uk

Section 2 – About the Contracting Authority

Advisory Conciliation and Arbitration Service (ACAS)

An independent body, largely funded by the Department for Business Energy and Industrial Strategy (BEIS), ACAS was established formally by statute in 1976.

ACAS aims to improve organisations and working life through better employment relationships and through a range of services which are delivered with independence, impartiality and are confidential.

ACAS is well known for its role in providing a dispute resolution service both in collective and individual disputes. ACAS offers a collective conciliation service for dealing with disputes between groups of workers and their employers. ACAS also deals with disputes where individuals claim their employer has breached their legal rights and ACAS has a statutory duty to promote the resolution of claims which might result in an Employment Tribunal.

ACAS also provides authoritative advice and guidance on employment and work matters to organisations and their employees, through online and telephone channels. ACAS' national and regional advisers help organisations improve their employment practice, as well as solve problems when things go wrong, ACAS training and tailored projects help organisations develop employee engagement and productive working environments.

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	Advisory Conciliation and Arbitration Service (ACAS), Euston Tower, 286 Euston Road, London, NW1 3DP
3.2.	Buyer name	Sophie Mumford
3.3.	Buyer contact details	ProfessionalServices@uksbs.co.uk
3.4.	Estimated value of the opportunity	£30,000.00 excluding VAT
3.5.	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6.	Date of Issue of Contract Advert on Contracts Finder	Wednesday, 29 July 2020 Contracts Finder
3.7.	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	Tuesday, 04 August 2020 11:00
3.8.	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Friday, 07 August 2020
3.9.	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Friday, 14 August 2020 14:00
3.10.	Date/time Bidders should be available if clarifications are required	w/c Monday, 17 August 2020
3.11.	Anticipated notification date of successful and unsuccessful Bids	Thursday, 27 August 2020
3.12.	Anticipated Contract Award date	Tuesday, 01 September 2020
3.13.	Anticipated Contract Start date	Monday, 07 September 2020
3.14.	Anticipated Contract End date	Thursday, 31 December 2020
3.15.	Bid Validity Period	60 Working Days

Section 4 – Specification

Acas is a non-departmental public body (NDPB) of the Department for Business, Energy and Industrial Strategy (BEIS). We provide free and impartial advice to employers, employees and their representatives on:

- employment rights
- best practice and policies
- resolving workplace conflict

Acas is trusted and impartial, working with millions of employers and employees every year to make working life better in Britain. We use our knowledge and experience to help people deal with problems they have at work and we guide and advise employers to build workplaces that are good to work in.

Acas' vision is '*to make working life better for everyone in Britain.*' Acas aims to achieve its vision through its three strategic aims. These are:

- advising on good practice in everyday working life
- resolving disputes and managing conflict
- influencing employment policy and debate

In addition, Acas has ambitions for the year ahead which will help us to deliver our vision. to:

- increase our impact, so that we make a positive and lasting change to working life
- extend our reach, so that we inform and support more workplaces across Great Britain
- be more responsive, so that we are adding value when and where it's most needed
- invest in our future, so that we achieve organisational excellence that's sustainable and makes best use of our resources

Data and analysis underpins all of these three aims and our ambitions (see section 2.2). You can read more about Acas' [purpose and aims here](#).

In addition, as a NDPB, Acas is obliged to report externally on its performance from a financial as well as social perspective. Acas has a number of Key Performance Indicators (KPIs) for its services that are reported on to Department for Business, Energy and Industrial Strategy (BEIS). It also periodically produces an assessment of its [economic impact](#) of its services.

Background to the Acas Data Strategy Work

As part of our business planning process, Acas has identified data and insight as one of its core objectives. Data and analysis is seen as a key enabler to success, supporting the drive to be an organisation that operates effectively to deliver its vision of making working life better for everyone in Britain.

Acas is therefore looking for external analytical support to develop an overarching data strategy. The work will be carried out remotely, but will involve working with those normally based in a variety of Acas locations including Acas National, Euston Tower and [Acas Regional Offices](#).

Through this process, Acas is looking to better understand how data, analysis and insight can be used and to enable effective decision making across all areas of the organisation (e.g., using our data to explore potential linkages between cause and effect and thus inform decisions). Although decision-makers at Acas have always used available evidence to

inform their decisions they have not always had the tools or grounds to have confidence in the available evidence for this approach to be completely effective.

Good quality data and information, handled well and available quickly will enable Acas to develop services tailored more closely to specific user groups. Implementation of a data strategy will help Acas to meet its 2020-23 business plan objective 3b to 'use insight to tailor our services more effectively to specific audiences' and enable the organisation to make effective evidence-based decisions in support of business planning, using data to validate assumptions on which proposals are founded. Additionally, good quality data and information provide value to others outside of Acas (e.g. BEIS), in line with Aim 3 'influencing employment policy and debate'; and our ambition 'to increase our influence on public policy and the world of work.

Aims and Objectives of the Project

2.1 What do we want?

Expertise to help inform and shape the vision for the use of data and insights in Acas. We are looking for analysts to work with us to turn our ambitions into a clear vision that recognises the size and scope of the issue which we're trying to address. With recommendations on how to get from where we are now to where we want to be, with particular attention to the near term priorities.

2.2 Aims and objectives

The key *aim* of a data strategy is to drive and inform the collective vision that will support Acas' aim to develop a data-driven approach.

In consultation with key organisational stakeholders: identify user needs and, using these to highlight the gaps across key areas of the organisation for example; people, structures, skills and tools; understanding; communication and measurement. These can be incorporated into a high level strategic roadmap alongside any potential analytics use cases e.g. analysis of Helpline call data and recommendations for implementation / next steps. This is central to informing a data strategy i.e. what data is required, where is it held and how often it is required.

The overall objectives are to:

- identify organisational needs
- agree on the data and analytics vision and overarching strategy for the organisation
- identify gaps and set out key actions/roadmap to get there with high-level recommendations on how to close develop an overarching data strategy to provide a foundation for this work going forward

3.1 Approach

Undertake work with key stakeholders in the organisation to develop an overarching data strategy / roadmap, to drive the collective vision that will support the Acas to develop a data-driven approach. We would look to for a range of key stakeholders to input to the strategy across a range of services, functions and locations. The work will be based remotely, involving

contact with Acas staff based in Acas National, Euston Tower, London and [Acas Regional Offices](#).

Bidders should include details of the approach to be used and how this will translate to the development of an outline data strategy that will reflect user needs. It is anticipated that this work will cover (although is not restricted to) the following:

- a) *Identification of User Needs* - Identify stakeholder / user needs across key areas of the organisation; start to identify gaps in data as well as capability.
- b) *Development of an overarching data strategy / vision* - Allowing for unification of business and IT expectations for organisational data-related capabilities. Setting out the high-level objectives for investing in analytics, to enable Acas to gain an understanding of how to leverage data and what sorts of opportunities it could provide. Consideration should be given to:
 - o Opportunities that can be enabled by data and analytics
 - o Data content, what data is held and where
 - o Identification of external contextual sources to enrich Acas data
 - o Quality, integrity and performance and opportunities to improve
 - o Roles and responsibilities, ownership
 - o Data integration
 - o Security, privacy, data reuse and licencing
 - o Organisational capability model / Data maturity
 - o Internal communication and development of the strategy
- c) *Gap Analysis and Roadmap* - Outlining how to implement the strategy's key initiatives. Identification of high level gaps across key areas, for example: people, structures, skills and tools; understanding; communication and measurement. Including recommendations on how these can be closed. This may include looking at whether there are any potential use cases, for example whether text analytics could be used to gain more insight in to Helpline data. Outlining activities that will need to occur in order to implement the data strategy, as well as any timelines / key milestones and dependencies.

3.2 Access stakeholders / Organisational data

The Research, Analysis and Insight team and Operational Planning, Performance and Insight team within Acas will facilitate access to organisational stakeholders and data. Any anticipated requirements should be outlined.

4.1 Outline project plan with timelines

Date	Activity
Monday, 07 September 2020	Commencement of work to develop a data strategy
Friday, 02 October 2020	Stakeholder engagement
Friday, 13 November 2020	Delivery of draft outputs, data strategy, roadmap and report

Friday, 04 December 2020	Delivery of all final outputs
December 2020	Stakeholder presentation
Thursday 31 December 2020	Contract end date

Data Strategy Outputs and Deliverables

The outputs and deliverables and likely to encompass the following:

- a) *Summary of User Needs* – summary of key organisational requirements from Acas Stakeholders.
- b) *Data strategy* - providing the high-level basis for all planning efforts connected to data-related capabilities (see 3.1). It is envisioned that the strategy will become a living document which can be developed over time in response to organisational changes and emerging requirements so it is important this aspect is considered at the outset.
- c) *Gap Analysis / Roadmap* - development of a high level strategic roadmap including identification of high level gaps across key areas of the organisation for example people, skills and tools; understanding; communication and measurement and recommendations on how these can be closed. Including implementation plan.
- d) *Case Study* - Consider any potential analytics use cases e.g. analysis of natural language data from Helpline call data.
- e) *Report* - A final end-of-project report should be produced and output delivered by 4 December 2020. This should be a detailed report to inform an audience of policymakers, delivery staff and key external stakeholders as to outcome of the work.
This report should include the agreed data strategy / roadmap as a final deliverable.
We envisage the detailed report being approximately 10,000 words, although the length of the report is not fixed and should cover all relevant outputs. Full details of the intended scope of the report used should be included, including details of the intended format and content.
- f) *An end-of-project presentation* to be delivered remotely, with Q&A accompanied by PowerPoint slides to be shared with Acas summarising the key findings and providing an overview of the data strategy / roadmap for senior managers by 31 December 2020. To be delivered to three Acas audiences on different occasions.

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.

The evaluation and if required team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required. After evaluation and if required moderation 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	SEL1.3	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL2.10	Cyber Essentials
Commercial	SEL2.12	General Data Protection Regulations (GDPR) Act and the Data Protection Act 2018
Commercial	FOI1.1	Freedom of Information
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Invitation to Quote – received on time within e-sourcing tool
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of any of the Award stage scoring methodology or Mandatory pass / fail criteria.	

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Understanding and Methodology	40%
Quality	PROJ1.2	Team composition, skills and expertise	30%
Quality	PROJ1.3	Delivery Plan	10%

Evaluation of criteria

Non-Price elements

Each question will be judged on a score from 0 to 100, which shall be subjected to a multiplier to reflect the percentage of the evaluation criteria allocated to that question.

Where an evaluation criterion is worth 20% then the 0-100 score achieved will be multiplied by 20%.

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:

$$\text{Score} = \{\text{weighting percentage}\} \times \{\text{bidder's score}\} = 20\% \times 60 = 12$$

The same logic will be applied to groups of questions which equate to a single evaluation criterion.

The 0-100 score shall be based on (unless otherwise stated within the question):

0	The Question is not answered, or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling

	in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.
<p>All questions will be scored based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:</p> <p>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 $(60+60+40+40) \div 4 = 50$</p>	
<p>Price elements will be judged on the following criteria.</p> <p>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.</p> <p>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.</p> <p>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 $(80/100 \times 50 = 40)$</p> <p>The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.</p>	

Evaluation process

The evaluation process will feature some, if not all, the following phases

Stage	Summary of activity
Receipt and Opening	<ul style="list-style-type: none"> ITQ logged upon opening in alignment with UK SBS's procurement procedures. Any ITQ Bid received after the closing date will be rejected unless circumstances attributed to the Contracting Authority or the e-sourcing tool beyond the bidder control are responsible for late submission.
Compliance check	<ul style="list-style-type: none"> Check all Mandatory requirements are acceptable to the Contracting Authority.

	<ul style="list-style-type: none"> Unacceptable Bids maybe subject to clarification by the Contracting Authority or rejection of the Bid.
Scoring of the Bid	<ul style="list-style-type: none"> Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the Selection criteria.
Clarifications	<ul style="list-style-type: none"> The Evaluation team may require written clarification to Bids
Re - scoring of the Bid and Clarifications	<ul style="list-style-type: none"> Following Clarification responses, the Evaluation team reserve the right to independently re-score the Bid and Clarifications and provide a commentary of their re-scoring justification against the Selection criteria.
Moderation	<ul style="list-style-type: none"> There shall be moderation meeting(s) between the evaluators to agree clarification questions To agree final scoring for each Bid and relative rankings of the Bids.
Validation of unsuccessful Bidders	<ul style="list-style-type: none"> To confirm contents of the letters to provide details of scoring

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. 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 Delta eSourcing 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 Delta eSourcing, Telephone 0845 270 7050
- 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 the Delta eSourcing Portal.
- 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 working 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 Delta eSourcing Portal.
- 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 the Delta eSourcing Portal.
- 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

- [Contracts Finder](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

Appendix A – Current Data Sources

Service	System	Data
Helpline	Zipwire	Call records extracted via reporting platform
	Zipwire Call Recording Data Capture System (DCS) Helpline Evaluation Survey WFM	Voice records Records of Helpline Call Topics and referrals to other services Shifts and workforce management information
Helpline Online	Synthesix Google Analytics	Data on queries Data on volume of interactions and nature of users etc.
Webchat	Synthesix	Data on queries Data on volume of interactions and nature of users etc.
Individual Dispute Resolution	Dynamics Case Management System (CMS) Phoenix Archive	Extensive database of conciliation cases - can be extracted "direct" or via PowerBI Extensive database of historical conciliation cases - can be extracted only via PowerBI
	Conciliator Availability Tool (CAT) Skype	Shifts and workforce management information Call records extracted by individual on an ad hoc basis. No mass extraction currently possible.
	Zipwire Call Recording	Call records extracted via reporting platform
	Google Analytics	Data on customer use of Notifications form
Collective Conciliation	EARS	Records of Collective Conciliation Activity
	Dynamics Case Management System (CMS)	
Early Conciliation Support (ECSO)	Dynamics Case Management System (CMS) Zipwire	Call records extracted via reporting platform
	Data Capture System (DCS)	
Good Practice Services	EARS	Training and events records
	Dynamics CRM	Customer records
Individual Mediation	EARS	Records of Mediations
E-Learning	Moodle	Limited - sophisticated tools are not available

	Google Analytics	Data on customer use of e-learning form
Web Advice	Google Analytics	
Acas Model Workplace	Web front end	Data yet to be investigated.
	EARS	Customer registrations
	Google Analytics	Base volumes only
Age Audit Tool	Web front end	Data yet to be investigated.
	EARS	Customer registrations
	Google Analytics	Base volumes only
Productivity Tool	Web front end	Data yet to be investigated.
	EARS	Customer registrations
	Google Analytics	Base volumes only
Webinars	GoTo Webinar	Very rich
Social Media Advice	Facebook/Twitter/Instagram	Limited