



Invitation to Quote

Invitation to Quote (ITQ) on behalf of **The Advisory, Conciliation & Arbitration Service (Acas)**

Subject **SEO Web Content Provision and Digital Content Development Analysis**

Sourcing reference number **PS16026**

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

Registered in England and Wales as a limited company. Company Number 6330639.
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VAT registration GB618 3673 25
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UKSBS
Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our customers. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by its customers, UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Customers.

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

Advisory Conciliation and Arbitration Service (Acas)

The Advisory, Conciliation & Arbitration Service (Acas) is a non-departmental public body (NDPB) funded by the Department for Business Innovation and Skills (BIS).

We help employers and employees by providing information, advice, training, conciliation and other services that prevent or resolve workplace problems. Whether you're an employer who wants to make sure they're following employment law and good practice, or an employee who wants to understand your rights at work, we can help.

We support good relationships between employers and employees which help organisations of all sizes to thrive. And when there's a dispute we help by providing conciliation to resolve workplace problems. We aren't on anyone's side – we tell you the facts. There's no charge for most of what we offer.

Our expertise is based on millions of contacts with employers and employees each year. Acas experts often write the codes that people must follow in the workplace.

Acas is geographically dispersed and employs around 800 staff: 700 based at offices throughout Great Britain and the remainder in Acas National in London; the Certification Office and Central Arbitration Committee are co-located with Acas National.

Acas Communications are responsible for marketing and communicating a range of Acas services including Acas Good Practice Services (GPS) and Open Access (OA) training products. Acas Communications is based in Acas National office (Euston Tower, London) and works collaboratively with a network of regional publicity managers (RPMs).

This contract is managed by Acas Senior Strategic Planning and Content Managers (job share) and directly supports the work of the Acas Marketing and Insight team, Senior Marketing and Insights Manager.

www.acas.org.uk

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	The Advisory, Conciliation & Arbitration Service (Acas) Euston Tower, 286 Euston Road, London NW1 3JJ.
3.2	Buyer name	Kayleigh Rawlings UK Shared Business Services
3.3	Buyer contact details	Kayleigh.Rawlings@uksbs.co.uk
3.4	Estimated value of the Opportunity	* A maximum of £54,000 per year for the option to extend each year for up to 3 years from the start date of the contract.
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

*The length of the contract for the purpose of this tendering exercise is up to 31 March 2019, commencement date April 2016, subject to budget/spend approval which will be reviewed on an ongoing basis.

Acas will have to reapply for budget/spends annually. While this process hopes to identify a provider we can work with for three years without going through further tendering, the contract for each financial year (March/April) will have to be re-confirmed depending on our annual budget/spend agreement.

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	15 th March 2016 Location: Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	8 th April 2016 14.00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	12 th April 2016 14.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	14th April 2016 14.00
3.11	Anticipated rejection of unsuccessful Bids date	20 th April 2016
3.12	Anticipated Award date	20 th April 2016
3.13	Anticipated Contract Start date	21 st April 2016
3.14	Anticipated Contract End date	31 st March 2019* (see section 4: point 7)
3.15	Bid Validity Period	90 Days

Section 4 – Specification

'Acas tender specification for SEO and digital content provision, development and analysis'.

REQUIREMENTS

The requirements set out here are designed to be flexible so that the content team can utilise and direct external skills and expertise as and when required.

The current needs listed below (e.g. snippets) will be subject to review as part of the contract and may change based on insight into what will best meet our SEO objectives.

1. Content strategy:

- To provide evidence-based advice on current best practice in SEO, and contribute to the development of a new content strategy as and when required. This may include providing additional content expertise, analysis or advice on user journeys, content audits etc.
- Specifically, to advise the Communications team on the potential promotional opportunities for Acas products and services offered by the platforms we currently use, as well as potentially others.

2. Content production:

- To create Acas workplace snippets (news articles(<http://www.acas.org.uk/index.aspx?articleid=3499>) around 12 to 20 per month initially (amount to be regularly reviewed) aligned to GPS content and messaging:
 - Snippets to be topical industry based news items (sometimes linked to Acas campaigns but some independent idea generation required) of approx. 100-600 words. Acas good practice services (training and in-company advisory services) related topics as featured on the Acas website and as scheduled in course listings on the website.
 - Visit www.acas.org.uk/training and www.acas.org.uk/solutions for full details of the Acas training and business solutions portfolio.
- Work with Acas Communications team and other identified Acas approvers to ensure that content is correct, up to date and appropriate for Acas audiences before publishing
- To liaise with Acas contacts to gather ideas for new stories on an ongoing basis. Content team will provide regular briefs to guide this process
- Allow Acas rights to re-publish content on its website and to re-use content for regional emailing activity (to external audiences) and for other promotional purposes as Acas deems appropriate on an ongoing basis
- Ensure copyright issues are managed on an ongoing basis and to take responsibility for legal and copyright issues for submitted content/articles
- Advise on and monitor footers/disclaimers within submitted content, which make it clear to external audiences that the snippet content has not been created by Acas but has been created and submitted by a third party

- Include links from online article content through to the Acas online booking system for training events and to the Acas online enquiry form for business solutions, as well as other relevant pages on the Acas website
- To draft posts for social media channels (e.g. tweets) based on snippet content for each snippet submitted (Acas Communications to decide on appropriateness of post)
- To provide advice on other opportunities for distribution of content outside of the Acas website; this should include opportunities within social media channels

Note: The above description of Acas snippet production is based on evidence of what has worked well for us to date. We welcome views on alternative approaches and new innovations we could consider.

3. Social media:

- To draft scheduled social media posts for Acas channels (currently LinkedIn, Twitter, Facebook and Google +) including:
 - obtaining regular briefs from Acas' Social Media Manager on topics and campaign themes
 - liaising with Acas Social Media Manager on tone and relevancy of posts
- Work with Social Media Manager on social media engagement and reach
- To analyse Acas social media channels (currently LinkedIn, Twitter, YouTube, Facebook, Instagram, Vine) and provide timely updates every quarter which will include:
 - Advice on opportunities for improvement in engagement
 - Advice on potential use of new channels
 - Investigate cross communication opportunities including partnership working with key external stakeholders, reciprocal linking and tweeting opportunities
 - Highlights of key discussions generating most interest/responses or forwards

4. Video:

- Support the in-house video production team in optimising video content for the web including:
 - Providing descriptors, tags, inbound links and other relevant information to optimise video and customer journeys
 - Providing advice to video production team on transferring skills in-house/up skilling Acas Communications team members

5. Measurement and analysis:

- To produce a summary document showing running totals of visitor numbers to Acas snippets. Acas Communications to specify frequency and dates at beginning of contract.
- Analysis should include:
 - snippet page views, unique views and click through rates
 - total views per month and per quarter for all Acas snippets viewed (this should include snippets published since 2011 which are still receiving views in these periods)
 - details of the top five snippets viewed each month so we can see which topics are most popular
 - those snippets which are less popular so we can refresh content
 - analytics on top performing snippets on social media channels

- To use this analysis to highlight those features generating significant interest and to assist Acas with interpreting why the features are proving popular
- To use analysis to inform potential opportunities for further social media development to increase audience reach and engagement, and to generate ideas, such as repurposing and republishing the top 100 performing snippets of all time across our social media channels
- Work with Social Media Manager on analysis of digital content on social media channels and through Google Analytics

6. Account management:

- Ensure a named account manager is available to work with Acas Communications team and editorial contacts on an ongoing basis
- Ensure a named contact within the organisation who can handle billing enquiries and invoice submissions on time every month
- Run approximately four briefing/training sessions for Acas Communications team members within a 12 month period (on Acas premises)

7. Contract Period:

The length of the contract for the purpose of this tendering exercise is up to 31 March 2019, commencement date April 2016, subject to budget/spend approval which will be reviewed on an ongoing basis.

We will have to reapply for budget/spends annually. While this process hopes to identify a provider we can work with for three years without going through further tendering, the contract for each financial year (March*April) will have to be re-confirmed depending on our annual budget/spend agreement. Acas reserves the right to terminate this agreement at any time (see below).

8. Costs

To provide the costs for above services and providing full account and project management support to Acas Communications team, contacts and/or approvers.

Acas to be invoiced monthly for services.

Maximum contract value to £54K (pa)

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
-	-	Invitation to Quote – received on time within e-sourcing tool

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	15%
Quality	AW6.2	Innovation and Approach	35%
Quality	AW6.3	Project Team	15%
Quality	AW6.4	Project Management & Contingencies	25%
Quality	AW6.5	Risk Assessment	10%

Evaluation of criteria

Non-Price elements

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

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

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$)

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

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

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

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

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

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will $(60+60+40+40) \div 4 = 50$

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.

All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: $\text{Score}/\text{Total Points} \times 50$ ($80/100 \times 50 = 40$)

The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.

Section 6 – Evaluation questionnaire

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at
<http://www.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 90 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](#)