

# Procurement Document Library

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## ITQ Invitation to Quote

### Version Control

Date	Version	Section affected	Reason for change
10/12/2013	1.0	All Areas	Final Template Version
03/02/2103	1.1	All Areas	Name change GPS - CCS
04/03/2014	1.2	All Areas	Changes from PPN09/13 and 01/14
07/04/2014	1.3	All Areas	Enhancements to Section 5.
04/11/2014	1.4	All Areas	Change to Section 5 narrative
20/03/2015	1.5	All Areas	Branding – Version Control
14/05/2015	1.6	Section 5 – Evaluation Model	Amendments to scoring methodology and evaluation wording

### PLEASE NOTE

**This page is for internal use only and is used for change control. It must be removed before this document is sent outside of UK SBS.**

**UK Shared Business Services Ltd (UK SBS)**  
[www.ukpbs.co.uk](http://www.ukpbs.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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# Invitation to Quote

Invitation to Quote (ITQ) on behalf of **INNOVATE UK**  
Subject **Integrated Urban System Futures Project Summary**  
Sourcing reference number **BLOJEU-CR150041INNUK**

**UK Shared Business Services Ltd (UK SBS)**  
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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 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), much of the board's work is in spreading knowledge, understanding policy, spotting opportunities and bringing people together to solve problems or make new advances. Innovate UK offer support and funding to help business develop new products and services - and bring them closer to market.

Innovate UK aim is simple – to accelerate economic growth by stimulating and supporting business-led innovation.

### Success Stories

- A successful partnership with Strathclyde University has led to rapid growth at Glasgow business Clyde Space and the award of a contract by the UK Space Consortium for testing, construction and assembly of UKube-1, the UK's first CubeSat system.
- Start-up business Snap Fashion founded by 25-year-old computer science graduate has attracted £300k in private investment and launched an innovative search engine, website and iPhone app on the market after taking part in the 2011 Tech City Launchpad competition.
- With sustained support from Innovate UK, Fife company *PowerPhotonic* has perfected novel techniques for mass producing tiny lenses that get all the individual beams coming from a laser pointing in the right direction. High powered industrial lasers now have a sharper cutting edge thanks to lenses made in Scotland that focus their light into brighter beams - and the repercussions will be far-reaching.

## 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 Wiltshire SN2 1UE
3.2	Buyer name	UK Shared Business Services
3.3	Buyer contact details	Research@UKSBS.co.uk
3.4	Estimated value of the Opportunity	£150,000.00 excluding VAT
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	08/07/2015 – Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	15/07/2015 14.00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	17/07/2015 14.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	22/07/2015 14.00pm
3.11	Anticipated rejection of unsuccessful Bids date	29/07/2015 14.00pm
3.12	Anticipated Award date	29/07/2015
3.13	Anticipated Contract Start date	31/07/2015
3.14	Anticipated Contract End date	June 2016
3.15	Bid Validity Period	60 Working Days

## Section 4 – Specification

### Introduction

Innovate UK fund, support and connect innovative businesses to accelerate sustainable economic growth. We are sponsored by the Department of Business, Innovation and Skills (BIS) and award £500 million each year in grant funding to UK businesses that are meeting the challenges society faces, both now and in the future.

Much of this funding is carried out by the Innovation Programme at Innovate UK, which has a number of teams looking at specific issues, such as independent living, or low impact vehicles. This project is being run by the Urban Living Innovation Platform (ULIP) team – whose remit is to look at the opportunities for creating more sustainable and more resilient urban areas through the integration of multiple systems – such as food, energy, travel, health, the built environment, resource flow, etc.

ULIP is a new part of the Innovation Programme, formed, at least in part, in response to the global trends in urbanisation, and to research which suggests that the global market for integrated system services will be worth £200bn by 2030. However, whilst the theory of system integration is good, our understanding of the practice of it is still weak – this piece of work will help us answer the practical questions that will make our grant-spending more successful and of better value to the UK.

A critical part of this is also understanding the citizen views of system integration. For this reason two complementary project specifications have been developed which will run in parallel, but which require quite different contractor skills and expertise. One will undertake the futures analysis of system change and integration [THIS ONE], and the other will use the draft materials of this work to test the social response to the emerging ideas BLOJEU-CR150042INNUK. For this reason Innovate UK has partnered with Sciencewise (a programme of BIS) in funding public dialogue work to run alongside and support the process of social foresight. These projects will help us understand what the opportunities for urban system integration really are, and what the UK public wants from their urban environments, so that we can better target our grant spending to places where it will have the greatest impact.

## Aims

The overall aims of this co-funded Innovate and Sciencewise work are:

- To produce a futures study into the opportunities for integrated city systems, including future visions, citizen engagement and inter-disciplinary stakeholder collaboration and co-creation.
- To inform the development of the new Urban Living Innovation Programme generally, especially the resulting competitions and funding, by providing citizen insights from possible future scenarios and workshops.
- To enable Innovate UK to learn about the practice of designing and delivering processes of public dialogue to generate useful conclusions that reflect the public voice, and more generally to learn about collaborative ways of working with citizens
- To create future visions of urban living with citizen input
- To implement Open Policy, multi-stakeholder collaboration and new ways of solving inter-disciplinary challenges trialled and learnt from.

In addition the project aims to:

- Allow Innovate the opportunities to evolve and develop their own thoughts and plans - Innovate expect to be closely involved throughout the project.
- Provide materials that we will use to produce a high-quality output that will raise the profile of Innovate UK by clearly showing how we are in the vanguard of this important area, and showing us as leaders in this field.
- Build stronger links between the various Innovate innovation platforms, and help to set out how and where we work together. We expect that the Lead Technologists from other innovation areas will participate in the futures and dialogue workshops to understand the changing context and the citizen views

## Objectives

At the end of the project we want to:

- have a robust understanding of the technical and social opportunities and risks of system integration in urban areas,
- have generated materials that we can use in the citizen dialogue project strand,
- be able to show how ULIP is complementary to the other innovation platforms,
- be able to clearly set out our vision for sustainably integrating urban systems into cities and society,
- have a communicable set of outputs that will demonstrate Innovate UKs thought leadership in this area.

These will contribute to key objectives for the study as a whole, to:

- inform the development of the new Urban Living Innovation Programme generally, especially the resulting competitions and funding, by providing citizen insights from possible future scenarios (developed in the other contract and used in this contract) and workshops

- enable Innovate UK to learn about the practice of designing and delivering processes of public dialogue to generate useful conclusions that reflect the public voice, and more generally to learn about collaborative ways of working with citizens
- create future visions of urban living with citizen input
- trial and learn from Open Policy, multi-stakeholder collaboration and new ways of solving inter-disciplinary challenges

## **Background to the requirement**

The Urban Living innovation Platform (ULIP) is newly formed, and has the remit to look at opportunities for stimulating successful new businesses that can take advantage of the estimated £200bn global market for city system integration services by 2030. ULIP therefore works across many other innovation platform areas (for instance energy, transport, built environment, resources, food, healthcare) to look for the opportunities that exist when these systems are not considered in isolation, but are considered collectively.

However, whilst the theory of system integration is good, our understanding of the practice of it is still weak, and so we want to undertake this piece of work to answer questions such as: which systems can be integrated and which can't; what would urban areas with differing types of integrated system look like in practice and how would this affect how each system operates; how can we create resilience from integration and avoid domino-effect collapses; how can we tie activities across innovation platforms together such that the directions stimulated in one system support rather than undermine the directions pursued by another.

We also keen to understand social questions such as: How does the vision of technically feasible future visions of experts and scientists compare to the preferred future visions of the public? What are the opportunities are for people and businesses to successfully meet the needs and demands in the integrated urban system future? Who will benefit from the changes, and who might miss out? What new risks might emerge and how acceptable are these to urban society? Where are their specific concerns around data usage, environmental sustainability, social exclusion, changes to health and well-being in city living? How new systems might change the pattern of governance and accountability in cities of the future? How do cities of the future want to be engaged?

## **Scope**

This is futures and engagement project which starts by looking at the likely range of possible trajectories of a number of individual systems (such as those listed above) and then considers the integration of these systems to see what the future opportunities and risks of system integration may be. Understanding the system developments and trajectories is likely to involve the expertise of the contracting organisation, as well as input from Innovate UK staff, and wider engagement with external experts. The final understanding of the

opportunities for system integration will use all of these materials and expertise, as well as the materials and insights generated by the citizen dialogue workshops.

The final output is a robust set of coherent futures that show where integration of urban systems has/hasn't worked, which systems can be integrated and which can't, where integration leads to resilience or instability, how that integration could have occurred, and therefore what the opportunities are for people and businesses to successfully meet the needs and demands in the integrated urban system future. The final report will also incorporate social analysis (including rapid reviews and stakeholder engagement) and the results of the separate citizen dialogue workshops, to provide an integrated assessment of technically and socially feasible and sustainable urban futures.

We will decide details such as the final time horizon together, but expect that we are looking 20-25 years in the future, with timelines to that point.

## **Requirement**

The funding will be used to procure the services of an organisation with the track record and expertise of running complicated future analyses and which has a long and proven experience of successfully delivering high-quality futures projects, including the use of the Field Anomaly Relaxation technique – a specialised approach which we may use as the basis for this work. In addition, they must be experts in systems thinking, sustainability, and understanding system change. They must also have excellent stakeholder engagement skills, and the ability to run facilitated workshops that successfully uncover and combine the knowledge of a diverse group of experts.

## **Mandatory requirements:**

Skills:

- A proven track record and international reputation in high quality futures projects with major global organisations, across a range of different systems, and including work in the urban environment.
- In depth knowledge of a wide range of futures techniques.
- A proven understanding of systems thinking and system change.
- Excellent sustainability expertise and an ability to apply sustainability thinking to current and future challenges – sustainability underpins the work of the Urban living innovation Platform and will be crucial to shaping the final outputs.
- Excellent workshop facilitation skills involving a diverse mix of stakeholders.
- Communications expertise to be able to a) write simplified materials summarising complex facts, uncertainties, trade-offs and dilemmas and b) create engaging interactive resources for public consumption

### Activities:

- Use their research and trends expertise to develop a range of influencing factors for a number of individual systems (likely to be limited in number to about 7 in order to manage the complexity) with a focus on their impact in the urban environment.
- Use these materials in a series of workshops to get stakeholder insight and engagement into the future trajectory of each system. We anticipate at least one workshop for each system that we are looking at, and for these workshops to include Innovate UK innovation programme staff and their key stakeholders as well as external experts brought in by the contractor. Stakeholders will include NGOs and consumer groups and engage on both social as well as technical issues
- Creating a simple set of high-level but coherent future scenarios for each system that work together.
- Use their expertise to compare and combine the individual system futures, and then create a set of scenarios and associated materials that explore the breadth of the integration challenge/opportunities.
- Provide summary materials that can be used in the citizen engagement exercise, including things such as: hypothetical case studies, visuals and multi-media clips to help explain the meaning and translation of possible futures to a lay audience, as well as stimulus (such as system cards) that allows citizens to build and explore their own integrated systems
- Identify where research questions exist for further public opinion research through the citizen dialogues
- Participate in the citizen dialogue project as the experts in the public workshops
- Liaise with the citizen dialogue contractor throughout both phases of the project
- Combining the scenarios to explore opportunities and risks for system integration – with the goals of understanding which systems can and can't be integrated, and how that integration could occur. It is likely that this process will also entail expert stakeholder workshops.
- Final analysis and reporting, of both technical and social aspects, which includes results of the public dialogue insights
- Help the project follow the government Guiding Principles of Public Dialogue <http://www.sciencewise-erc.org.uk/cms/guiding-principles/>

### Deliverables:

- A final report, co-authored with Innovate UK
- A final set of associated materials that Innovate UK can use to communicate the results of the work – both internally, and externally
- A set of materials that are suitable for the citizen dialogue contractor to use in the parallel phase of this project

### Deadlines:

- Materials for the citizen dialogue phase of this project need to be completed by November 2015
- Final materials should be completed by the end of this calendar year

### Other Information

- Costs of all project costs – including travel, subsistence, workshops, etc. should be included in the proposal

## Timetable

This project is one part of a two part project - with the other being citizen dialogues. Both parts of the project need to be completed in this financial year, and this project needs to have delivered the materials needed for the parallel strand before that one can begin its main task of citizen engagement – which we expect to begin in November 2015.

<b>THIS PROJECT</b>	<b>RELATED PROJECT</b>	<b>Month</b>
<b>Futures work and stimulus development Project</b>	<b>Citizen dialogues Project</b>	
<b>Project inception</b>	Project inception	July
<b>Trends analysis and system research</b>		August - September
<b>run a series of workshops to get stakeholder insight and engagement into the future trajectory of each system, to include a range of experts from academia, business and civil society to ensure quality review of materials (balance, accuracy, comprehension)</b>		September - October
<b>create a series of outline future visions for each of the systems (likely to be limited in number to about 7 in order to manage the complexity) and map out the steps to a set of coherent futures</b>	Participate in framing of scenarios	October
<b>provide summary materials that can be used in the citizen</b>	Check stimulus materials and	October

<b>engagement exercise, and which we can use to create publishable outputs, including visuals / vox pops</b>	finalise event design	
<b>Participate as experts in events</b>	One day workshops in six regions, introducing all the themes/ visions (25 people each)	November
<b>Participate as experts in events</b>	Reconvened one day workshops in six regions (25 people each)	November
<b>Participate as experts in events</b>	online discussion / consultation (400 additional participants involved in a range of tasks)	December – January
<b>Final stakeholder events and analysis</b>	Analysis of workshops and reporting	January - February
<b>Analysis of findings and reporting</b>	Contribute to final report	March
<b><i>Evaluation of dialogue elements</i></b>	<b><i>Evaluation of dialogue elements</i></b>	<b><i>Ongoing</i></b>

## 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	Special Terms
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Confirmation that work will be met with Phase 2

## 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	20.00%
Quality	AW6.3	Proposed Methodology & Objectives	36.00%
Quality	AW6.4	Resource	16.00%
Quality	AW6.5	Project Plan and Timescales	16.00%
Quality	AW6.6	External Support	8.00%
Quality	AW6.7	Risk Assessment	4.00%

## 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.
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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 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:  $\text{Score/Total Points} \times 50$  ( $80/100 \times 50 = 40$ )

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

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## **Section 6 – Evaluation questionnaire**

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

**Guidance on completion of the questionnaire is available at**  
<http://www.ukpbs.co.uk/services/procure/Pages/supplier.aspx>

**PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY**

## Section 7 – General Information

### What makes a good bid – some simple do's ☺

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 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](#)