



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of UK Space Agency**

**Subject: Explore Programme**

**Sourcing Reference Number: CS21456**

**UK Shared Business Services Ltd (UK SBS)**  
[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
VAT registration GB618 3673 25  
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Version 7.0

**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.

## Our Customers

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

UK SBS currently manages £700m expenditure for its Contracting Authorities. Our Contracting Authorities who have access to our services and Contracts are detailed [here](#).

## **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.

## **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 UK General Data Protection Regulation (UK 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***

As your personal data is stored on our IT infrastructure and shared with our data processors Microsoft and Amazon Web Services, it may be transferred and stored securely in the UK and European Economic Area. Where your personal data is stored outside the UK and EEA it will be subject to equivalent legal protection through the use of Model Contract Clauses.

### **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 Department for Business, Energy & Industrial Strategy (BEIS)

You can contact the Data Protection Officer at:

BEIS Data Protection Officer, Department for Business, Energy and Industrial Strategy, 1 Victoria Street, London SW1H 0ET. Email: [dataprotection@beis.gov.uk](mailto:dataprotection@beis.gov.uk).

## Section 2 – About the Contracting Authority

### UK Space Agency (UKSA)

The Agency is responsible for all strategic decisions on the UK civil space programme and we provide a clear, single voice for UK space ambitions. The UK Space Agency is at the heart of UK efforts to explore and benefit from space. The UK's thriving space sector contributes £9.1 billion a year to the UK economy and directly employs 28.900 with an average growth rate of almost 7.5%.

Collaboration lies at the core of the UK Space Agency ethos and applies across Government as well as to external organisations including European and global partners such as the European Space Agency (ESA), the European Union, national space agencies and the United Nations.

The Agency provides funding for a range of programmes via programmes such as the National Space Technology Programme and FP7 and works closely with national and international academic, education and community partners.

#### **UK Space Agency achievements include:**

- Implementing Government £10m National Space Technology Programme to support the development of UK technology and services/applications using space data. The first four flagship programmes totalled £6m, matched by £5m from industry.
- The Climate and Environmental Monitoring from Space facilities at the International Space Innovation Centre, supported by £400,000 funding, will make satellite data available to space businesses and institutions, particularly those which do not have the infrastructure to exploit Earth observation data.
- Chaired and led the International Charter 'Space and Major Disasters', to task Earth observation satellites quickly to provide data following a major disaster

[www.BEIS.gov.uk/ukspaceagency](http://www.BEIS.gov.uk/ukspaceagency)

## Section 3 - Working with the Contracting Authority.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	UK Space Agency Polaris House Swindon SN2 1SZ
3.2.	Buyer name	Gabriele Cammilleri
3.3.	Buyer contact details	CoreServices@uksbs.co.uk
3.4.	Maximum value of the Opportunity	£45,000.00 Ex VAT
3.5.	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing 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 on Contracts Finder	Friday, 24 September 2021
3.7.	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	Friday, 01 October 2021 At 11:00hrs BST
3.8.	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Tuesday, 05 October 2021
3.9.	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Monday, 11 October 2021 At 14:00hrs BST
3.10.	Anticipated notification date of successful and unsuccessful Bids	Monday, 25 October 2021
3.11.	Anticipated Contract Award date	Monday, 25 October 2021
3.12.	Anticipated Contract Start date	Friday, 05 November 2021
3.13.	Anticipated Contract End date	Thursday, 31 March 2022
3.14.	Bid Validity Period	90 Days

## Section 4 – Specification

### Introduction

The UK Space Agency is at the heart of the UK's efforts to explore and benefit from Space. The UK's thriving Space sector contributes £9.1 billion a year to the UK economy and directly employs 45,100 with an average growth rate of almost 7.5%.

Uniting and levelling-up the economy is a key Government priority, as also reflected in the draft National Space Strategy and in UK Space Agency's (UKSA) vision for the UK to lead the new space age, with the benefits of space reaching everyone.

### UKSA Business Support Programme Aims

Our aim is to identify to existing Space businesses and attract companies in adjacent sectors with Space applicable technologies to receive UKSA funded training that will give them the tools and expertise they need to drive their own growth.

We aim to continue and build on the momentum achieved in 2020/21 to further increase our business support training offer and create a scalable programme that supports Space companies throughout the UK. With a raft of enthusiastic new Space Clusters emerging, we aim to support further development of local Space strategies including the provision of business support for growing Space companies and start-ups. A skills gap in entrepreneurial and business development mindset was identified and addressing this will be a significant factor in maximising economic growth and the stability of local Space ecosystems.

To contribute to Government objectives for the UK to be considered the best place in the world to start or scale a new Space business, we aim to continue to develop and deliver a Space focused package of training and support to companies. We want to encourage new Space start-ups and entrepreneurs as well as build the networks required to bring together the insight, opportunities and expertise companies need to commercialise their products and services sooner.

### Programme Objectives

There are three overarching objectives of the UKSA Business Support programme,

- To provide world class business focussed training and support to growing Space companies and entrepreneurs,
- To create and sustain the Networks that the entrepreneurs, support providers, stakeholders and partners need to leverage support and opportunities wherever they are geographically located within the UK.
- To create Online Resources that can be accessed by our networks to enable a wider more accessible platform to deliver consistently strong business training and support programmes at scale.

We want to continue to identify Space companies and attract new-to-Space companies from adjacent sectors with appropriate technologies that can be applied to 'Space'.



## Support to Business

We want to continue and build on the UKSA Space Accelerator by identifying and recruiting a cohort of 15-20 growth entrepreneurs with traction/proof of concept already in place to receive intensive support and training over a 6-month period through the Leo Programme, details of the impact report shall be shared with the successful supplier upon commencement of the contract. UKSA wants to keep in touch with companies benefitting from our programme retaining them within our networks and track their progress.

Within the UKSA Space Accelerator we also want to develop and deliver an **Explore Programme** to train earlier-stage entrepreneurs (including those new to business, new to the Space sector, early-stage tech, or university spin outs). This programme should be designed to give an understanding of the Space landscape as well as to help validate ideas and confirm if there is a customer and real need. This will be a pilot programme and we want to recruit at least one cohort of at least 10-15 start-ups from the material developed by March 2022.

## Networks

Organisational stakeholders, participants, industry, academia, and other programmes can all add value to the UKSA Business Support programme so creating, sustaining, and expanding networks is a significant programme objective. We want to attract influential stakeholders and partners who will mentor, share expertise and add value to participants. Stakeholders will receive value from a social impact perspective as well as gaining access to the innovation and entrepreneurs within the network. Entrepreneurs and programme participants will gain from interaction with a wider network of peers and industry stakeholders to better understand the landscape and identify opportunities.

We want to develop the UKSA Business Support Network by engaging business support providers who have access to and the remit to support Space tech companies to join a UKSA coordinated network. The network will provide access to local specialist support, share good practice and opportunities. We aim to recruit 10 business support providers to the network by March 2022 and will monitor the scope, effectiveness, and value of the network before further expansion.

## Online Resources

We want to develop a catalogue of on-demand business training and support materials and tools to enable a wider more accessible platform to deliver consistently strong business support programmes at scale for new-to-market entrepreneurs, without duplication of effort. We expect an initial curriculum of basic business support topics will be developed, trialled, and delivered by March 2022.

A campaign to promote the catalogue to relevant stakeholders to enable adoption will also be developed and delivered.

Online resources may be accessed by stakeholders who want to integrate excellent business training resources into their programmes. These materials will be self-service or with the potential to include certain live and in person elements subject to requirement and availability.

We want to build on the Business Horizons broadcasts to continue a wider dialogue with the industry and to promote Space to new and adjacent sectors.

## **BACKGROUND TO THE REQUIERMENT**

In 2015 the UK Space Agency's ambition was to establish a network that provided support to growing Space companies across the country. Subsequently UK Space Agency partnered with a number of existing business incubators to identify and provide support and training specifically to Space start-up companies. Having achieved our ambitions we wanted to build a scalable quality programme that added real value to growing Space companies.

In 2020/2021 we partnered with a commercial supplier to deliver an interim business support programme. Amidst the Covid-19 pandemic the programme was delivered online, and we focussed training on economic recovery and business resilience.

We delivered eight, open to all, Business Horizons webinars where we reached over 1200 registered participants throughout the events. We also recruited 31 businesses to receive 10 weeks of intense business training and support, workshops, and mentoring.

As this was an interim programme, we have been gathering information and insight on the value and effectiveness of the training. We have used the outcomes, feedback and recommendations in decision making for future activity and as such have decided to extend the interim programme to further explore the possibilities of what a world class programme of business focussed learning and development worthy of the UK Space Agency investment and branding could be.

## **Business Activities, Functions, Processes, Organisation, Staff**

The UK Space Agency Business Support Programme sits within the Local Growth team whose objectives are aligned with Government priorities for uniting and levelling-up the economy.

The UK Space Agency Local Growth team's objective is to create and connect space ecosystems all around the UK. We understand that Space needs to be made more accessible, so companies and individuals recognise that there are relevant opportunities and can capitalise upon them. We address these challenges by engaging stakeholders throughout the UK, supporting the creation of networks/hubs and delivering business support that supports the growth of the sector and make it more accessible to new industrial entrants. We encourage geographic diversity, resilience, and capability of the UK Space Industry by strategically investing in a number of regional growth activities, such as new space cluster development, the Regional Centres of Excellence in Satellite Applications programme, and the Space Research and Innovation Network for Technology (SPRINT).

The Local Growth team is led by the Head of Local Growth Strategy supported by Local Growth Managers who take responsibility for Regional Engagement and Development, Business Support and Knowledge Exchange

## Scope

The scope of the programme is to continue and build on the UKSA Space Accelerator delivered in 2020/21 but to focus support on stages of development. The 2020/21 programme recruited and supported a diverse range of companies from within and new to the Space sector. The technology and business readiness levels of the entrepreneurs varied. They ranged from new-to-business and technology ideation stage to, serial entrepreneurs with products at advanced stages of development who were looking to enter the Space sector. Whilst the cohort remained engaged with enablement sessions with their coach, and peer-to-peer interaction was valuable for all participants, to maximise the value of the programme modules, we decided to focus future Leo programmes on smaller groups with more advanced product development or proof of concept in place.

To address the clear need for support to new-to-business or early-stage technical development entrepreneurs, we also want to develop and deliver a learning and development programme focussed on business diagnostic, market need and R&D – the **Explore Programme**.

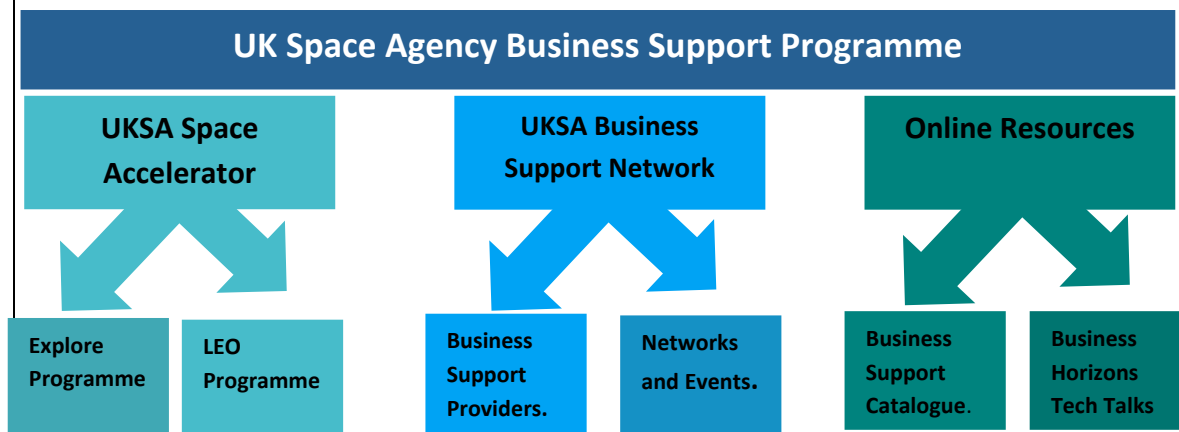
Unsurprisingly, networks and networking were identified as a major requirement for entrepreneurs growing their business or entering the Space sector. We want to continue to build a nationwide network of business support stakeholders and do more to connect different networks and ecosystems. To broaden the options and reach more potential participants we want to launch a revitalised UKSA Business Support Network. This builds on the original Space Incubator Network. Business support providers who had been funded by UKSA to deliver business support to Space companies in their area formed the Space Incubator Network and met quarterly to share good practice. Funding was the driving factor for engagement with many members of the network and the quality and content of the offer varied greatly between members. During a consultation period where UKSA engaged stakeholders to understand the needs of growing Space companies and the elements of support that added most value, the Space Incubator Network was suspended.

With a more structured UKSA programme now in place, the time is right to recruit enthusiastic business support providers to a new network. It will interact with participants and stakeholders of the UKSA programmes, share good practice, opportunities and add value by means of access to local specialist support and facilities.

The Business Horizons broadcasts during the 2020/21 programme gave us the opportunity to engage with a wider audience in the UK and Internationally which increased our networks. This approach was a necessity due to the restrictions of the Covid-19 pandemic. It gave us the opportunity to test the value of online resources and consider if and how they may be deployed in the UKSA Business Support Programme.

Whilst the Business Horizons broadcasts could not be sustainable as an ongoing weekly webinar, the material produced, with some additions, could form the bedrock of a catalogue of online resources. They will be quality resources which will be accessible to members of the business support network to integrate into their programmes. There will be options to choose modules to form self-service support programmes or hybrid support

with certain live and in-person add on sessions, such as a Space Landscape workshop which was delivered with great success in the 2020/21 programme.



### Requirement

We want to continue and develop the UKSA Business Support programme further by increasing our networks and scaling the diversity of available business growth opportunities to more businesses and entrepreneurs around the UK.

We also want to develop the UKSA Space Accelerator and deliver a comprehensive development programme to support earlier-stage entrepreneurs who are new to business, new to the Space sector, early-stage tech, or university spin outs -the **Explore Programme**. This programme should be designed to give an understanding of the Space landscape, to help participants validate their business ideas and give them the tools and understanding to confirm if there is a customer and real need.

We are open to the length of the Explore Programme and invite the expertise of our supplier to recommend the appropriate length of an Explore Programme. Any recommendations for length of learning and development programme should be qualified with reasoning and benefits of their recommended approach. Where shorter programmes (i.e., 6-10 weeks) are recommended, we would expect more than one Explore cohort planned but longer programmes (16 –20 weeks) would facilitate only one cohort this year. All activity must be complete by 31 Mar 2022.

The Explore programme will consist of:

- Recruiting and selecting 10-15 high potential entrepreneurs. Proposals should demonstrate the methodology for attracting, evaluating, and engaging companies in open competition
- Contracting and onboarding companies to the programme. Proposals should include how the supplier will set out expectations for participation on the programme and how they will monitor ongoing progress of the participants and how that will be communicated to UKSA.
- Diagnostic product viability and market. Proposals should demonstrate the methodology for gaining an initial understanding of participant learning needs in commercialising their products and how they will deploy training and support to them to identify credible markets.

- Some 1:1 mentoring or enablement. Proposals should demonstrate how they will engage with participants, how often and with what anticipated benefit plus the credentials of those delivering mentoring or enablement.

We want our Explore cohort to benefit from world class business support focussed on understanding of the Space landscape, to help participants validate their business ideas and give them the tools and understanding to confirm if there is a customer and real need. We require our supplier to deliver Space relevant learning in the following topics:

- Entrepreneurial mindset and behaviours
- Business models and planning
- Market and Sales/value chain
- Space Landscape
- Pitching
- Lean start-up
- Commercialisation
- Access to finance\*
- Licencing and regulation overview\*

Participants of all UKSA Space Accelerator programmes 2021/22 will receive networking and connection opportunities. Proposals should demonstrate what connections they will bring and how they will facilitate networking opportunities for the Explore cohort and engage with the wider UKSA Space Accelerator Programmes and networks.

Proposals should also outline if suppliers have the required capacity and credentials to provide mentoring to participants themselves. If not, what partners they will bring and how will they deliver to the cohort. If the supplier lacks space specific connections for stakeholders and mentors, the proposal should outline any support required from UKSA.

At the end of the programme the participating companies will have a clear plan for next actions in commercialising their products or services and remain within the network to progress to Leo if appropriate. Proposals should outline what participants are expected to have achieved over the course of the programme and their next steps.

Additionally, we want to develop a UKSA Business Support Network by engaging Business Support providers who have access to and the remit to support space tech entrepreneurs to join a UKSA coordinated network. We require our supplier to contribute to the success of the UKSA Business Support Network in terms of co-operation and collaboration where necessary. We do not envisage any dedicated resources from the Explore Programme delivery partner to be allocated to the UKSA Business Support Network development.

We want to develop a catalogue of on-demand business support materials and tools to enable a wider more accessible platform to deliver consistently strong business support programmes at scale for new-to-market entrepreneurs, without duplication of effort. We require our partners to contribute to building our catalogue of online resources and make any appropriate materials available to be used as such. We envisage the main contribution to the development of online resources will be in terms of co-operation and collaboration where necessary. We do not envisage any dedicated resources from the Explore Programme delivery partner to be allocated to the development or delivery of online resources although if any material is developed as part of the Explore Programme

that is relevant and could add value to the UKSA catalogue of online resources the proposal should outline which materials would (or wouldn't) be available to UKSA and how.

We require our delivery partner to engage with the UKSA Business Support Programme manager regularly to update and agree programme development and general project management tasks. We envisage that there will be weekly programme updates via MS Teams/Zoom or face to face if required, and that any media or marketing materials will be approved by UKSA prior to publication. Engagement with the wider Local Growth/ UKSA teams may be required and the UKSA Communications team to authorise and support media engagement.

By 14<sup>th</sup> March 2022 we require an impact report to have been submitted and approved (the draft should be submitted for approval by Friday 4<sup>th</sup> March 2022). The report should outline the details of the programme delivered, its impacts and recommendations for UKSA to consider in further decision making or investment in future Explore activities Metrics to be included but not limited to: -

- How the aims and objectives of the programme have been achieved in terms of value, impact, and engagement.
- What the programme offered to the companies
- Number of businesses taking part.
- Gender split
- Regional split
- New to Space %
- Dials that were moved during or as a result of the programme and support.
- The organisations, stakeholders and mentors who have supported the programme.
- Quotes and testimonials from those who have taken part.
- The community which has been built and how this has impacted the participants.
- Case Studies showcasing some of the participating businesses.
- Evidence based recommendations to use to build and scale future programmes.

We require two editions of the impact report, one detailed in impact and recommendations for internal use in understanding the needs of early-stage companies in terms of business support and a high-level report of the impacts and achievements of the programme that can be used publicly when engaging with the sector and stakeholders.

Our delivery partner should understand the requirements of growing Space companies in terms of business acumen and commercialisation, demonstration of this expertise should be used to inform the proposal.

\*UKSA intends to support the Explore Programme with specialist Space related material in these topics which shall be shared with the successful supplier upon commencement of the contract

### Timetable

November 2021

- Anticipated Contract Award
- Kick off meeting agree shared vision and values for programme
- Explore Programme development.
- Explore Programme development continues.
- Public launch of Explore Programme – call for applications

- Applications for Explore close
- Applications assessed and successful applicants notified
- Explore Programme starts
- Programme monitoring performance review.
- Business Support Showcase Edinburgh (11th November) (The successful supplier is not expected to attend)

#### December 2021

- UKSA Space Accelerator 2021/22 Explore on going
- Programme monitoring performance review.

#### January 2021

- UKSA Space Accelerator 2021/22 Explore on going
- Programme monitoring performance review.

#### February 2022

- UKSA Space Accelerator 2021/22 Explore ends
- Programme monitoring performance review.
- Programme review and feedback sought

#### March 2022

- Draft impact report and recommendations submitted to UKSA
- UKSA review and sign off impact report
- Contract ends

### **Payment**

Payment shall be made upon completion of each agreed milestone having been accepted by the UKSA Project Manager. Payment terms will be in accordance with the Terms and Conditions of the Contract.

Expenses are permitted in alignment with the following UKSA Travel and Subsistence Guidelines, subject to prior approval from UKSA.

The following outlines the guidelines for travel and subsistence costs. Value for money must always be considered. If for any reason the set limits cannot be adhered to (e.g., to accommodate a reasonable adjustment), you must seek prior written approval from UK Space Agency. No claims for alcohol will be accepted.

UK Space Agency reserves the right to not settle claims which have breached these guidelines. All expenditure must be supported by actual, itemised receipts.

#### Limits:

- Accommodation: £140 per night
- Breakfast: £5
- Lunch: £5
- Dinner: £15

#### Travel:

- All travel claimed must be using Economy rates.

Tolls, Ferry Costs, Parking, and congestion charge: Receipted costs for ferries, and tolls bridges and roads unavoidably incurred during your business journey may be claimed. Reasonable parking charges may be claimed. Receipted congestion charges unavoidably incurred on your business journey may be claimed.

### **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	SEL2.12	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
Price	AW5.1	Firm and Fixed Price
Price	AW5.1.1	Maximum Budget
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	30%
Quality	PROJ1.1	Programme Development	17%
Quality	PROJ1.2	Programme Delivery	23%
Quality	PROJ1.3	Regional Engagement	15%
Quality	PROJ1.4	Programme & Contract Management	15%

## 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 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 there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:

#### **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  $(60+60+40+40) \div 4 = 50$

Once the above evaluation process has been undertaken and the scores are apportioned by evaluator(s) this will then be subject to an independent commercial review and moderation meeting, if required by the commercial lead, any and all changes will be formally recorded relative to the regulatory obligations associated with this procurement, so as to ensure that the procurement has been undertaken in a robust and transparent way.

#### **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.

This evaluation criteria will therefore not be subject to any averaging, as this is a mathematical scoring criteria, but will still be subject to a commercial review.

## 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"> <li>ITQ logged upon opening in alignment with UK SBS's procurement procedures.</li> <li>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.</li> </ul>
Compliance check	<ul style="list-style-type: none"> <li>Check all Mandatory requirements are acceptable to the Contracting Authority.</li> <li>Unacceptable Bids maybe subject to clarification by the Contracting Authority or rejection of the Bid.</li> </ul>
Scoring of the Bid	<ul style="list-style-type: none"> <li>Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the criteria.</li> </ul>
Clarifications	<ul style="list-style-type: none"> <li>The Evaluation team may require written clarification to Bids</li> </ul>
Re - scoring of the Bid and Clarifications	<ul style="list-style-type: none"> <li>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 Evaluation criteria.</li> </ul>
Moderation meeting (if required to reach an award decision)	<ul style="list-style-type: none"> <li>To review the outcomes of the Commercial review</li> <li>To agree final scoring for each Bid, relative rankings of the Bids</li> </ul>
Due diligence of the Bid	<ul style="list-style-type: none"> <li>the Contracting Authority may request the following requirements at any stage of the Procurement.</li> <li>Submission of insurance documents from the Bidder</li> <li>Request for evidence of documents / accreditations referenced in the / Invitation to Quote response / Bid and / or Clarifications from the Bidder</li> <li>Taking up of Bidder references from the Bidders Customers.</li> <li>Financial Credit check for the Bidder</li> </ul>
Validation of unsuccessful Bidders	<ul style="list-style-type: none"> <li>To confirm contents of the letters to provide details of scoring and meaningful feedback on the unsuccessful Bidders Bid in comparison with the successful Bidders Bid.</li> </ul>

## **Section 6 – Evaluation questionnaire**

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

Guidance on how to register and use the e-sourcing portal is available at <http://www.ukpbs.co.uk/services/procure/Pages/supplier.aspx>

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

## Section 7 – General Information

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

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission, we may reject your Bid.
- 7.5 Do ensure you utilise the 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 90 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 2<sup>nd</sup> 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](#)

### 8.0 Freedom of information

- 8.4.1 In accordance with the obligations and duties placed upon public authorities by the Freedom of Information Act 2000 (the 'FoIA') and the Environmental Information

Regulations 2004 (the 'EIR') (each as amended from time to time), UK SBS or the Contracting Authority may be required to disclose information submitted by the Bidder to the to the Contracting Authority.

8.4.2 In respect of any information submitted by a Bidder that it considers to be commercially sensitive the Bidder should complete the Freedom of Information declaration question defined in the Question FOI1.2.

8.4.3 Where a Bidder identifies information as commercially sensitive, the Contracting Authority will endeavour to maintain confidentiality. Bidders should note, however, that, even where information is identified as commercially sensitive, the Contracting Authority may be required to disclose such information in accordance with the FoIA or the Environmental Information Regulations. In particular, the Contracting Authority is required to form an independent judgment concerning whether the information is exempt from disclosure under the FoIA or the EIR and whether the public interest favours disclosure or not. Accordingly, the Contracting Authority cannot guarantee that any information marked 'confidential' or "commercially sensitive" will not be disclosed.

8.4.4 Where a Bidder receives a request for information under the FoIA or the EIR during the procurement, this should be immediately passed on to UK SBS or the Contracting Authority and the Bidder should not attempt to answer the request without first consulting with the Contracting Authority.

8.4.5 Bidders are reminded that the Government's transparency agenda requires that sourcing documents, including ITQ templates such as this, are published on a designated, publicly searchable web site, and, that the same applies to other sourcing documents issued by UK SBS or the Contracting Authority, and any contract entered into by the Contracting Authority with its preferred supplier once the procurement is complete. By submitting a response to this ITQ Bidders are agreeing that their participation and contents of their Response may be made public.

## **8.5. Response Validity**

8.5.1 Your Response should remain open for consideration for a period of 60 days . A Response valid for a shorter period may be rejected.

## **8.6. Timescales**

8.6.1 [Section 3](#) of the ITQ sets out the proposed procurement timetable. the Contracting Authority reserves the right to extend the dates and will advise potential Bidders of any change to the dates.

## **8.7. The Contracting Authority's Contact Details**

8.7.1 Unless stated otherwise in these Instructions or in writing from UK SBS or the Contracting Authority, all communications from Bidders (including their sub-contractors, consortium members, consultants and advisers) during the period of this procurement must be directed through the e-sourcing tool to the designated UK SBS contact.

### **8.7.2**

All enquiries with respect to access to the e-sourcing tool may be submitted to Delta eSourcing on 0845 270 7050 please not this is a free self-registration website and this

can be done by completing the online questionnaire at <https://uksbs.delta-esourcing.com/>

8.7.3 Bidders should be mindful that the designated Contact should not under any circumstances be sent a copy of their Response outside of the e-sourcing tool. Failure to follow this requirement will result in disqualification of the Response.

## Appendix ‘A’ Glossary of Terms

TERM	MEANING
“UK SBS”	means UK Shared Business Services Ltd herein after referred to as UK SBS.
“Bid”, “Response”, “Submitted Bid”, or “ITQ Response”	means the Bidders formal offer in response to this Invitation to Quote
“Bidder(s)”	means the organisations being invited to respond to this Invitation to Quote
“Central Purchasing Body”	means a duly constituted public sector organisation which procures supplies/services/works for and on behalf of contracting authorities
“Conditions of Bid”	means the terms and conditions set out in this ITQ relating to the submission of a Bid
“Contract”	means the agreement to be entered by the Contracting Authority and the Supplier following any award under the procurement
“Contracting Bodies”	means the Contracting Authority and any other contracting authorities described in the Contracts Finder Contract Notice
“Contracting Authority”	A public body regulated under the Public Procurement Regulations on whose behalf the procurement is being run
“Customer”	means the legal entity (or entities) for which any Contract agreed will be made accessible to.
“Due Diligence Information”	means the background and supporting documents and information provided by the Contracting Authority for the purpose of better informing the Bidders responses to this ITQ
“EIR”	mean the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such regulations
“FoIA”	means the Freedom of Information Act 2000 and any subordinate legislation made under such Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such legislation
“Invitation to Quote” or “ITQ”	means this Invitation to Quote documentation and all related documents published by the Contracting Authority and made available to Bidders and includes the Due Diligence Information. <b>NOTE:</b> This document is often referred to as an Invitation to Tender within other organisations
“Mandatory”	Means a pass / fail criteria which must be met in order for a Bid to be considered, unless otherwise specified.
“Named Procurement person ”	means the single point of contact for the Contracting Authority based in UK SBS that will be dealing with the procurement

<b>“Order”</b>	means an order for served by any Contracting Body on the Supplier
<b>“Other Public Bodies”</b>	means all Contracting Bodies except the Contracting Authority
<b>“Supplier(s)”</b>	means the organisation(s) awarded the Contract
<b>“Supplies / Services / Works”</b>	means any supplies/services and supplies or works set out at within <u>Section 4 Specification</u>