



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Department for Business,
Innovation and Skills (BIS)**

**Subject UK SBS Industrial Development Advisory Board (IDAB)
Appointments**

Sourcing reference number PS150059

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

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

Department for Business, Innovation and Skills (BIS)

The Department for Business, Innovation & Skills (BIS) is the department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BIS also protects consumers and reduces the impact of regulation.

BIS is a ministerial department, supported by 48 agencies and public bodies.

Department for Business, Innovation and Skills achievements include:

- Funding 457,000 apprenticeship starts in 2010-11 Academic Year
- Committing £75 million to support innovation in technology-based SMEs
- Helping 25,000 UK businesses (mainly SMEs), employing over 13 million people, to make the most of opportunities for growth in overseas markets; Growth Accelerator is a new Department for Business funded-service to help up to 26,000 small and medium enterprises (SMEs) grow as much as they can over three years. Working with an experienced coach, businesses will receive a personalised growth plan, training and workshops, networking and peer to peer support. SMEs can also learn how to develop their leadership and management capability.
- With the Cabinet Office, leading the review of 1,200 regulations across Government as part of the Red Tape Challenge, more than half of which will be scrapped or improved.

<http://www.bis.gov.uk>

Section 3 - Working with UK Shared Business Services Ltd.

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

Section 3 – Contact details		
3.1	Customer Name and address	Department for Business, Innovation and Skills, 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Alistair Staunton-Lambert
3.3	Buyer contact details	alistair.staunton-lambert@uksbs.co.uk 01973 867812
3.4	Estimated value of the Opportunity	£35,000
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.
Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	12/03/2015 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	20/03/2015 11.00am
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	23/03/2015 11.00am
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	26/03/2015 11.00am
3.10	Date/time Bidders should be available if face to face clarifications are required	Between 26/03/2015 and 30/3/15
3.11	Anticipated rejection of unsuccessful Bids date	31/03/2015
3.12	Anticipated Award date	01/04/2015
3.13	Anticipated Contract Start date	02/04/2015
3.14	Anticipated Contract End date	30/06/2015
3.15	Bid Validity Period	60 Days

Section 4 – Specification

IDAB APPOINTMENTS: BRIEF FOR CONSULTANTS

Introduction

1 **The Department for Business, Innovation and Skills (BIS) requires a company to provide executive search services to enable it to recruit up to six Members for the Industrial Development Advisory Board (IDAB). The purpose is to use consultants’ experience and expertise to broaden representation on the Board, in terms of the range of experience and skills, and to enhance its diversity.**

2 The Board is a statutory body, appointed under Section 10 of the Industrial Development Act 1982, with a long history of service to successive Governments. It first met in 1972. Its role is to advise BIS on its use of the powers in that Act to provide selective financial assistance for industry.

3 More background information on the work of the Board is attached as Annex A.

4 Appointments to IDAB are made by the relevant BIS Minister (currently Rt Hon Greg Clark MP); they are subject to the OCPA Code of Practice for Ministerial Appointments to Public Bodies as well as to supplementary Cabinet Office guidance.

Person specification

5 Section 10 of the Industrial Development Act 1982 provides that the Board is to consist of a chair and between six and twelve other members including “persons who appear to the Secretary of State to have wide experience of and to have shown capacity in industry, banking, accounting and finance”.

6 In practice, this broad remit has been modified into the following person specification:

Essential Qualities for IDAB Board Members

A Board member is expected to demonstrate the following:

- The capacity to give sharp and informed commercial advice on

commercial decisions;

- A good understanding of business planning, financing and management;
- The ability to make commercial decisions, typically at main board level; and
- The capacity to make strategic judgements related to commercial, industrial and economic matters beyond the candidate's immediate business or profession.

Applications are particularly sought from candidates who can also demonstrate:

- a knowledge of manufacturing;
- the ability to run businesses in the economically disadvantaged areas of the UK; or
- the ability to operate effectively in international commerce.

Where candidates display characteristics of equal quality, the need to ensure diversity across the Department's public appointments will also be taken into account.

7 The role requires an individual to provide objective, evidence-based advice on project proposals though he/she will also need to be aware of the broader Government industrial policy aims and the political context in which large investment decisions are taken. The project proposals can range across any industrial sector, including service industries.

8 The Board sees and discusses commercially confidential information on a regular basis; absolute discretion is thus required.

9 The posts are unremunerated, though Members can claim reasonable out of pocket expenses. The term of appointment is three years, extendible for a further period of three years subject to performance.

10 Members are expected to attend IDAB meetings, which take place on a monthly basis at BIS offices in central London. Meetings generally last between one and a half and two hours. Members also need to devote time to reading papers circulated in advance. The total time commitment is of the order of one day per month.

11 Members must demonstrate high standards of corporate and personal conduct. To ensure that public service values are maintained Members of the Board are required, on appointment, to subscribe to the IDAB Code of Practice (attached as Annex B).

12 Members are required to declare any conflict of interest that arises in the course of Board business and need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. BIS maintains a register of such interests, which is publicly available.

13 BIS is looking to appoint between three and six new members by the end of July 2014.

14 BIS is looking to enhance the current Board in two ways:

- By improving the quality of members judged against the person specification set out above; thus the bar will be set high and fewer candidates appointed if the quality of applicants is low; and
- By increasing the diversity of the Board, particularly in relation to female representation, which is currently lagging behind publicly stated targets.

Process and timetable

15 This appointments process will be conducted in accordance with the Code of Practice issued by the Commissioner for Public Appointments. This requires that the appointments are made on the basis of three basic principles: merit, fairness and openness.

16 The selection process will be conducted by a panel which will comprise: the current IDAB Chairman, the Secretary to IDAB (a senior official within BIS) and an independent member. Appointment will be made by the Department's Ministers, on the basis of a report from the selection panel.

17 The process is set out below, together with an indicative timetable:

Stage	Timing
Advertisement published	Early April
Deadline for applications	End April
Initial sift of applicants into A, B and C categories against criteria/Checking by IDAB Secretariat	Early May
Ministerial consideration of strength/diversity of field	Late May/ early June

Panel selects applicants for interview	Early June
Panel holds interviews with eligible applicants	Late June
Ministerial decision	Early July
Successful candidates invited to accept post	Mid July

Role of the recruitment consultants

18 The recruitment consultants will be expected to undertake the following tasks:

- Providing advice and comment on the steps set out at paragraph 22;
- Place the advertisement, the text of which will be agreed with BIS;
- Dealing with indications of interest and sending out application packs, the contents of which will be provided by BIS;
- Identifying a body of suitably qualified potentially appointable candidates, approaching them and persuading them to submit an application;
- Approaching candidates individually identified by the steps set out at paragraph 22 and persuading them to submit an application;
- Receiving and acknowledging applications;
- Performing a quality check of applications to ensure that the candidate understands the nature and requirements of the role and is broadly suitable;
- Checking the details of the record and experience of short listed candidates and taking references where relevant; and
- Making the applications available to the Department in both soft and hard copy formats, identifying the basis on which each applicants applied, eg in response to the advertisement/following an approach from the consultant etc.

19 Consultants are invited to quote in addition for conducting a first phase sift of applications into broad categories, A B and C as the basis on which the selection panel can make a decision at the long listing or short listing stage.

20 The selected consultant will have a track record of experience in recruiting for: not for profit roles, main board roles and public sector appointments and will be expected to nominate a senior member of its team who will have day to day oversight of the process.

21 BIS may require bidders to make a short presentation of their proposals to the selection panel and to answer questions concerning the proposals and the presentation.

22 As well as appointing consultants the Department intends to take the following measures:

- Placing a one off advertisement in a national newspaper. We have previously used the Sunday Times and regard this as the most cost-effective route;
- Approaching those female candidates who have applied to recent BIS recruitment rounds whose CVs indicate they might be a good match with the IDAB person specification, inviting them to consider applying. This would include those identified in a Shareholder Executive exercise to provide Board-experience to women with Board-level potential who might be in a 'Catch 22' position of not being appointed because they haven't previously been on a Board;
- Seeking suggestions from existing Board members for potential female candidates that might be approach and invited to apply;
- Seeking suggestions from other appropriate external contacts;
- Approaching the attenders at a recent Women on Boards event;
- Seeking diverse candidates from the Cabinet Office Public Appointments Unit;
- Publishing the vacancies on the Cabinet Office Public Appointment Unit website;
- Inviting the Department's non-executive directors to suggest names of those who we might approach with a view to submitting an application;
- Inviting BIS senior management to nominate suitable candidates;
- Using the Department's Central Equality and Diversity Team to ensure the advertisement is brought to the notice of networks covering LGBT and Race and Disability groups;
- We also intend to explore the scope for using digital media (ie Twitter, LinkedIn and Facebook) as a means of distributing the message that we are recruiting new members to a wider audience.

IDAB Secretariat

BIS

March 2015

Annex A

Background on the Industrial Development Advisory Board (IDAB)

IDAB's role

IDAB's key objective is to ensure that taxpayers' support is given only to projects with

merit and that represent the best value for money.

The Government's objective is to achieve strong, sustainable and balanced growth that is more evenly shared across the country and between industries. Limited financial resource means making the most efficient use possible of public funds. IDAB evaluates the financial cost to government relative to jobs created and advises on individual projects and on programmes. IDAB also has an oversight role in ensuring that wherever government financial support for job creation is being provided it is done efficiently.

Board members are chosen to provide a range of expertise from industry, banking and the wider community. The Board has a track record of applying its expertise to statutory cases and also to a broad range of non statutory matters important to the Department.

IDAB's workload

A key part of its current role is advising in relation to the Regional Growth Fund (RGF). £3.2bn of RGF funding to date is helping companies throughout England to create sustainable private sector employment every year between now and the mid 2020s.

Occasionally the Board may also be asked to advise on:

- applications for selective financial assistance that fall outside current forms of support;
- proposals to make major modifications to existing forms of support; and
- proposals to introduce new forms of support under Section 8 of the Industrial Development Act 1982.

The Board is asked to give its advice on the basis of detailed case papers, prepared by officials and circulated in advance, and short oral presentations by the appraisal team.

Further information:

on IDAB (including its terms of reference and current membership):

<https://www.gov.uk/government/organisations/industrial-development-advisory-board>

on RGF:

<https://www.gov.uk/government/policies/boosting-private-sector-employment-in-england>

ANNEX B

CODE OF PRACTICE FOR MEMBERS OF THE

INDUSTRIAL DEVELOPMENT ADVISORY BOARD (IDAB)

(Terms and conditions of appointment)

Introduction

1 Membership of the Board is a public appointment and carries with it a general public responsibility. Members must therefore act, particularly in regard to the work of the Board, with the propriety and discretion expected of those holding such positions. Members should avoid activities which conflict directly with the interest of the Board. Members should also conform to this Code of Practice, which is modelled on a code for members of non-departmental public bodies recommended by the Cabinet Office.

Political activities

2 Subject to what is said above and in paragraphs 3 and 4 below, Members are free to engage in any political activity and to maintain associations with trade unions, co-operative societies, trade associations etc.

3 A Member who is elected to the House of Commons, to the European Parliament, or who is elevated to the House of Lords on a party whip, or who becomes an officer carrying out executive duties in any political party is expected to resign from the Board.

4 Members should not normally make political speeches or engage in other political activities on matters affecting the work of the Board.

5 Members should inform the Chair and Secretary of the Board if in the last five years they have held political office (e.g. acted as a political agent, or held office as Chair, Treasurer or Secretary) in a political party (or affiliated body) which fields candidates at local or general elections in any part of the United Kingdom, or in elections to the European Parliament. Members should indicate the political party concerned and whether they have spoken in public support of a political party, have canvassed on behalf of a party or helped at elections, or have stood as a candidate in local, Parliamentary or European Parliament elections. Members are not expected to divulge private membership of or association with (including donations to) a political party or trade union, nor their voting habits.

Official Secrets Act

6 Members are subject to the provisions of the Official Secrets Act 1989 in respect of any knowledge gained in their capacity as Board Members.

Register of Interests

7 A Register of Interests is kept and updated annually by the Board Secretariat. It is open to the public. On appointment, Members should provide the Secretary of the Board with details of their financial and political interests and notify the Secretary

of subsequent changes. In this context, financial interests include their personal interests, which contribute to a Member's wealth, such as directorships, partnerships, shareholdings and other financial and legal instruments. Members should declare shareholding interests, which they perceive might be material to the work of the Board. It is impractical to specify an absolute financial figure for the purposes of the Register, because Members' circumstances differ, but as a general guideline Members are advised to notify individual interests which represent 2% or more of their personal wealth, or individual interests exceeding £20,000, whichever is the lesser amount.

Declaration of financial and other interests on specific cases

8 All Board Members should declare any personal or business interest, which may, or may be *perceived* (by a reasonable member of the public) to, influence their judgment on a specific case. This must include, as a minimum, personal direct and indirect pecuniary interests, and should also include Members' knowledge of such interests of close family members and of people living in the same household. (Close family members include personal partners, parents, children (adult and minor), brothers, sisters and the personal partners of any of these.) Indirect pecuniary interests arise from connections with bodies, which have a direct pecuniary interest (e.g. a major supplier to, contractor to, or competitor of a company in which Members have a significant interest), or from being a business partner of, or being employed by, a person with such an interest. Non-pecuniary interests include those arising from membership of clubs and other organisations.

9 A Member who is in any way or may be perceived to be financially interested in a case on which the Board is advising must, as soon as possible after the relevant circumstances have come to his or her knowledge (e.g. on notification by the Board Secretariat of the Board's likely consideration of a company's application for financial support), declare the nature of the interest to the Chair of the Board and the Secretary. The Chair and Secretary will discuss with the Member the degree of materiality of the interest and advise the Member in the light of this discussion.

10 If in the course of considering the case a Member believes that a potential conflict exists, a declaration of that interest must be made as soon as possible to the Chair and Secretary and the procedures at paragraph 9 will be applied.

11 Where a conflict of interest has arisen, this will be recorded in the minutes of the Board meeting.

12 A recurring issue for Members who are partners or directors of accountancy or financial businesses is whether the business portfolio of their organisations could be perceived to clash with the Member's involvement in a particular Board case. When the issue arises, the potential conflict should be considered by the Member with the Chair and Secretary, and the procedures in paragraph 9 will apply.

13 The purpose of the provisions set out above is to avoid the risk of Board Members being influenced, or appearing to be influenced, by their private interests in the exercise of their public duties.

14 Members should seek permission to take up appointments with or take significant interests in a business on which they have advised in relation to financial support for a period of two years after the most recent IDAB discussion.

Remuneration

15 Service on the Board is unpaid and does not carry with it any right to pension or gratuity on termination. Travel and subsistence expenses incurred in attending Board meetings or on visits on behalf of the Board will be reimbursed by BIS at the rate currently applying to members of the senior civil service. Claims for reimbursement should be made to the Secretary of the Board.

Public service values

16 The Board must at all times:

- observe the highest standards of **impartiality**, **integrity** and **objectivity** in relation to the advice they provide and the management of this public body;
- be **accountable** to Ministers for the standard of advice it provides; and
- in accordance with Government policy on **openness**, comply fully with the Code of Practice on Access to Government Information restricting information only when the wider public interest clearly demands.

17 The Secretary of State is answerable to Parliament for the advice given by and performance of the Board, including the policy framework within which the Board operates.

Standards in Public Life

18 All Board Members must:

- follow the Seven Principles of Public Life set out by the Committee on Standards in Public Life (reproduced, as an attachment to this Code);
- comply with this Code, and ensure they understand their duties, rights and responsibilities, and that they are familiar with the function and role of the Board and any relevant statements of Government policy;
- not misuse information gained in the course of their public service for personal gain or for political purpose, nor seek to use the opportunity of public service to promote their private interests or those of connected persons, firms, business or other organisations; and

- not hold any paid or high-profile unpaid posts in a political party, and not engage in specific political activities on matters directly affecting the work of the Board. When engaging in other political activities, Members should be conscious of their public role and exercise proper discretion.

Role of Board Members

19 Members of the Board have collective responsibility for the operation of this body. They must:

- engage fully in collective consideration of the issues, taking account of the full range of relevant factors, including any guidance issued by BIS or the Secretary of State;
- ensure that the Code of Practice on Access to Government Information (including prompt responses to public requests for information) is adhered to;
- respond appropriately to complaints, if necessary with reference to BIS; and
- ensure that the Board does not exceed its powers or functions.

20 Communications between the Board and the Minister will generally be through the Chair except where the Board has agreed that an individual Member should act on its behalf. Nevertheless, any Member has the right of access to Ministers on any matter which he or she believes raises important issues relating to his or her duties as a Board Member. In such cases the agreement of the rest of the Board should normally be sought.

21 Individual Board Members can normally be removed from office by the Minister if they fail to perform the duties required of them in line with the standards expected in public office.

The Role of the Chair

22 The Chair has particular responsibility for providing effective leadership on the issues above. In addition the Chair is responsible for:

- ensuring that the Board meets at appropriate intervals, and that the minutes of meetings and any reports to the Secretary of State accurately record the advice given and, where appropriate, the views of individual Board Members;
- ensuring that meetings are quorate (a Chair and four Members);
- ensuring, in consultation with the Secretary, that Members' doubts about potential conflicts of interest are resolved when they arise;
- the Board's contribution to the Industrial Development Act 1982 Annual Report;
- representing the views of the Board to the general public; and

- ensuring that new Board Members are briefed on appointment, and
- providing an assessment of their performance, on request, when Members are considered for re-appointment to the Board or for the appointment to the Board of some other public body.

Personal liability of Board Members

23 Legal proceedings by a third party against individual board members of advisory bodies are very exceptional. A Board Member may be personally liable if he or she makes a fraudulent or negligent statement which results in a loss to a third party; or may commit a breach of confidence under common law or a criminal offence under insider dealing legislation, if he or she misuses information gained through their position. However, the Government has indicated that individual Board Members who have acted honestly, reasonably, in good faith and without negligence will not have to meet out of their own personal resources any personal civil liability which is incurred in execution or purported execution of their board functions. Board Members who need further advice should consult the Secretary of the Board.

IDAB Secretariat

December 2013

(Attachment: Seven Principles of Public Life)

THE SEVEN PRINCIPLES OF PUBLIC LIFE

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

Committee on Standards in Public Life

September 1998

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.

To maintain a high degree of rigour in the evaluation of your bid, a process of moderation will be undertaken to ensure consistency by all evaluators.

After moderation 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 ($5+5+6=16\div3=5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria

Evaluation Justification Statement

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

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price. Please include breakdown for fixed administrative charge for the service and a fixed cost for delivering appointable candidates (which must include a 50% proportion of diverse candidates)	40%
Quality	AW6.2	Timing – Please demonstrate your ability to deliver a process that sees applications submitted by 30 April 2015	15%
Quality	AW6.3	Methodology – Please provide an outline of how the consultant will ensure it attracts a broad range of potential candidates, including high calibre and diverse candidates	20%
Quality	AW6.4	Experience and track record – Please provide an outline of the relevant skills and experience of the consultant and how this relates to the present requirement	15%
Quality	AW6.5	<p>Interview - An interview will make up part of the evaluation process of this tender. This interview will be worth 10% of the final score.</p> <p>Bidders who are within 10% of the top ranked bidder after the evaluation of the submitted written bids will be invited for interview. If after evaluating your written submitted bid, you are more than 10% behind the lead supplier's score and therefore have no possibility of being the winning bidder we can provide feedback on your written bid and you will not be required to attend an interview.</p>	10%

		<p>At the interview you will be asked to give a 10 minute presentation on your project team, the approach you have chosen for undertaking the activity and your experience in this area; this will be for information only and will not be scored.</p> <p>On the day there will be a question and answer session surrounding your methodology, knowledge and experience of this work, as well as timescales, costings and capacity for completing the assignment. We expect the presentation and questions to last around 45 minutes.</p> <p>As part of the interview process we would allow you to bring up to 3 representatives. Ideally this should be the project manager, and key members of the team or equivalent.</p>	
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Evaluation of criteria

Non-Price elements

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

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

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

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

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

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

criterion.

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

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20 or 30	Very poor response and not wholly acceptable. Requires major revision to the proposal to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40 or 50	Poor response only partially acceptable with deficiencies apparent. Some useful evidence provided but response falls well short of providing full confidence in the approach / solution described. Low probability of success.
60 or 70	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire. Good probability of success, weaknesses can be readily corrected.
80 or 90	Good response which describes in detail an approach / solution which provides high levels of assurance consistent with a quality provider. Great probability of success, no significant weaknesses noted.
100	Excellent response – comprehensive and useful, demonstrating a detailed understanding of the requirement. High probability of success, no weaknesses noted. The response includes a full description of techniques and measurements to be employed, providing full assurance consistent with a quality provider.

Please be aware that the final score returned may be different as there will be multiple evaluators and their individual scores after a moderation process 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: $\text{Score}/\text{Total Points} \times 50$ ($80/100 \times 50 = 40$)

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

Section 6 – Evaluation questionnaire

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

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

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that typically we will release the answer to the question to all bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who your customer is and what they want – a generic answer does not necessarily meet every customer's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear and concise contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do check and recheck your Bid before dispatch.

What makes a good bid – some simple do not's ☹

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 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](#)

TEMPLATE VERSION CONTROL

Version	Date	Author(s)	Comment
1.0	10/12/2013	James Aldred	Final Template Version
1.1	03/02/2103	James Aldred	Name change GPS - CCS
1.2	04/03/2014	James Aldred	Changes from PPN09/13 and 01/14
1.3	07/04/2014	James Aldred	Enhancements to Section 5.
1.4	04/11/2014	Marian Oram	Change to Section 5 narrative