



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Higher Education Funding Council for
England (HEFCE)**

**Subject HE Provider Sponsored Academies, University Technical Colleges And
Free Schools: Case Studies And Themes**

Sourcing reference number BLOJEU-CR150089HEFCE

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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UKSBS

Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) and 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 Customers who have access to our services and Contracts are detailed [here](#).

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 the 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 compares 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

Higher Education Funding Council for England

HEFCE distributes public money to higher education institutions in England and ensures that this money is used to deliver the greatest benefits to students and the wider public.

In 2014-15 HEFCE directly funded 130 universities and higher education colleges and 212 further education colleges. The funding is used to support institutions' teaching, research, knowledge exchange and related activities. This includes research and activity to ensure that everyone with the potential to benefit from higher education has the chance to do so.

To ensure that this money is being used appropriately, HEFCE:

- monitors the institutions' financial and managerial health
- ensures that the quality of teaching is assessed
- organises the assessment of research quality with the other UK funding bodies.

2015 Survey of Higher Education Institutions and other Stakeholders

An independent survey has shown further improvements in our communication and relations with stakeholders.

The survey, carried out by Pye Tait Consulting between March and May 2015, found that the vast majority (83 per cent) of stakeholders are satisfied with their relationship with HEFCE (an overall improvement since the previous survey in 2013). They describe HEFCE as a reliable and robust regulatory body with an important role in ensuring stability across the higher education sector.

There has been an overall increase in positive perceptions of HEFCE since the previous survey in 2013. In particular, there has been a 21 per cent increase in the proportion of non-institutional stakeholders who view HEFCE as effective at increasing knowledge exchange activity, and a 20 per cent increase in the proportion of HEIs that consider HEFCE effective at supporting teaching excellence.

HEFCE is using the survey results to further improve its relations, operations and services.

Further information can be found at: <http://www.hefce.ac.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	Nicholson House, Lime Kiln Close, Stoke Gifford, Bristol BS34 8SR
3.2	Buyer name	UK SBS Research Team
3.3	Buyer contact details	research@uksbs.co.uk
3.4	Estimated value of the Opportunity	£16,667 Exclusive of VAT - note there is maximum limit to work inclusive of VAT of £20K
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	28/10/2015 Location: Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	03/11/2015 14.00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	05/11/2015 14.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	10/11/2015 14.00
3.10	Anticipated acceptance of successful bid	17/11/2015
3.11	Anticipated rejection of unsuccessful Bids date	19/11/2015 14.00
3.12	Anticipated Award date	19/11/2015
3.13	Anticipated Contract Start date	November 2015
3.14	Anticipated Contract End date	February 2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Specification summary

1. HEFCE wishes to commission a series of case studies to help inform the development of practical guidance for higher education (HE) providers that wish to enter into sponsorship arrangements with academy schools, develop University Technical Colleges (UTCs) or set up free schools.
2. HEFCE has secured in principle the agreement of 20 HE providers with experience of developing such arrangements to take part in the study. The successful tenderer will produce case studies for each of these 20 HE providers and identify the common themes that emerge.
3. HEFCE will use the case studies and thematic overview to develop the practical guidance for the HE sector.

Background

The Council

4. The Higher Education Funding Council for England promotes and funds high quality, cost-effective teaching and research, meeting the diverse needs of students, the economy and society.
5. The Higher Education Funding Council for England (HEFCE) was established in June 1992 under the terms of the Further and Higher Education Act 1992 as a non-departmental public body operating within a policy and funding context set by the Government. The Council assumed responsibility for funding higher education in England on 1 April 1993. Our main role is to allocate funding from the Government to universities and colleges. The range of institutional activities that this money supports and our current policies in each area can be found on our website: <http://www.hefce.ac.uk/whatwedo/>
6. The Council's main office is in North Bristol and there is a second London office near Chancery Lane. We currently have around 250 permanent staff.

HE provider sponsored academies, UTCs and free schools

7. HEFCE is concerned to understand the nature, scale and impact of new models of HE-school interaction such as HE providers sponsoring academies, establishing UTCs and setting up free schools. We are particularly concerned to understand the longer-term impact of such arrangements on academic performance within the schools and increased participation in higher education for students from more disadvantaged backgrounds.
8. HEFCE has undertaken some initial activity involving desk research and engagement with HE providers. The desk research aimed to:

- define and map activity;
 - analyse the performance of students at schools in such relationships;
 - develop case studies of the activity;
 - review access agreements for the level and nature of expenditure identified by institutions and the impact of this activity.
9. During 2014, HEFCE's work included analysis from semi-structured phone interviews with 28 universities, a review of over 750 Ofsted reports and all OFFA access agreements for 2015-16, analysis of attainment in schools that have become academies with HEI sponsors over time as well as progression to HE. The following key conclusions were drawn from the work:
- a. The level of this activity is relatively low and raises questions of the scalability; we were aware of 119 HEI sponsored academies and 50 UTCs at the time of analysis, compared to over 4,243 academies overall and over 17,349 maintained schools.
 - b. Quantitative analysis shows that GCSE attainment and progression to higher education have increased more rapidly for sponsored academies than other schools; however having an HEI sponsor does not appear to make a difference to this.
 - c. There are two broad sets of motivations for HE providers in these relationships, philanthropic and instrumental. Philanthropic motivations included widening participation in and increasing progression to HE, contributing to school improvement including curriculum design, engaging with the community, providing continuing professional development, and sharing resources. Instrumental motivations centred on teacher training, HE institutions' student involvement, and HE institutions links with partners. Many HEIs have shifted towards larger scale partnerships arrangements and trust models where they are better placed to realise the instrumental benefits of the work.
10. HEFCE held a workshop in March 2015 with participant institutions to share findings of our analysis and hear from institutional colleagues about their experiences of developing their relationships with schools. An outcome from the workshop was the need for clear, HE focussed guidance based on the experiences of those HE providers already engaged in this way with academies, UTCs and free schools.

Aims and scope

11. The aim of this study is to gather and evaluate qualitative information on the experiences of institutions involved in sponsorship of academies, the development of UTCs and establishment of free schools. The consultants should engage with the 20 institutions that have signalled a willingness to participate in face to face or telephone interviews to understand their experiences of entering into and maintaining these relationships with schools. The key research questions should cover the following areas:

Background:	
a.	Nature, scale and scope of relationship – type of sponsorship arrangement, how the institution works with the school, how the institution works with other partners, how these relationships are managed
b.	Motivations of relationship – the reasons for the institution and school entering into a sponsorship relationship
c.	Challenges – how were these overcome
	Resources – the resources required to set up and maintain a sponsorship relationship with school
Outcomes:	
d.	Benefits of sponsorship – to the institution, its staff, its students, the school staff and pupils, and the wider community
	Evaluation – how the impact of the sponsorship relationship is monitored and evaluated
Lessons learned:	
e.	Lessons for others – advice to other HE providers considering sponsorship relationships with schools

12. The institutions identified by HEFCE for the study include those that sponsor a single or very small number of academies, lead a multi academy trust, have developed a UTC, and established a free school.

13. In addition to the individual case studies covering the various arrangements described in para 14, HEFCE also requires an overview of the common themes to emerge from the case studies.

Outputs

14. The key outputs from the study will be a series of 20 case studies and a separate thematic overview report. The case studies and thematic overview reports should be submitted to HEFCE by end of February 2016.

Timetable

15. We require the work to proceed as set out in the table below. Case studies and thematic overview report should be produced in HEFCE house-style; a writing and style guide will be made available.

Interviews with institutions	To be completed by mid-January 2016
Write up of case studies and thematic overview report	First draft to be submitted by mid-February 2016
Submission of case studies and thematic overview report to HEFCE	Final report to be submitted by end of February 2016

Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is ‘for information only’ it will not be scored.

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6 = 16 \div 3 = 5.33$))

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

Scoring criteria			
Evaluation Justification Statement			
In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	15%
Quality	AW6.2	Understanding of Social Policy	20%
Quality	AW6.3	Understanding the HE sector	30%
Quality	AW6.4	Project Plan and Timescales	15%
Quality	AW6.5	Staff and Capability to deliver	20%

Evaluation of criteria

Non-Price elements

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

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

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

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

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

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

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

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

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

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

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

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.
All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

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

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

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

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

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

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

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

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