



Mini Competition

Mini Competition against an existing Framework Agreement (MC) on behalf of Department for Business, Energy and Industrial Strategy (BEIS)

Subject UK SBS Drivers, barriers and benefits associated with international engagement in research and innovation

Sourcing reference number FWRECR17104BEIS Lot 1

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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 Customers who have access to our services and Contracts are detailed [here](#).

Section 2 – About Our Customer

Department for Business, Energy and Industrial Strategy (BEIS)

The Department for Business, Energy and Industrial Strategy brings together responsibilities for business, industrial strategy, science, innovation, energy, and climate change, merging the functions of the former BIS and DECC.

BEIS is responsible for:

- developing and delivering a comprehensive industrial strategy and leading the government's relationship with business
- ensuring that the country has secure energy supplies that are reliable, affordable and clean
- ensuring the UK remains at the leading edge of science, research and innovation
- tackling climate change

BEIS is a ministerial department, supported by 47 agencies and public bodies.

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, Energy and Industrial Strategy 1 Victoria Street , London, SW1H 0ET
3.2	Buyer name	Liz Vincent
3.3	Buyer contact details	Research@uksbs.co.uk
3.4	Maximum value of the Opportunity	£150,000 excluding VAT
3.5	Process for the submission of clarifications and Bids	<p>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here.</p> <p>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.</p>

Section 3 - Timescales		
3.6	Date of Issue of Mini Competition to all Bidders	04/09/2017
3.7	Latest date/time Mini Competition clarification questions should be received through Emptoris messaging system	12/09/2017 14:00
3.8	Latest date/time Mini Competition clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	14/09/2017
3.9	Latest date/time Mini Competition Bid shall be submitted through Emptoris	22/09/2017 14:00
3.10	Interview	W/C 2 nd October 2017
3.11	Anticipated rejection of unsuccessful Bids date	13/10/2017
3.12	Anticipated Award Date	13/10/2017

3.13	Anticipated Call Off Contract Start Date	18/10/2017
3.14	Anticipated Call Off Contract End Date	28/02/2018
3.15	Bid Validity Period	60 Working Days
3.16	Framework and Lot the procurement should be based on	BIS Research & Evaluation Framework CR150025 LOT 1

Section 4 – Specification

Background

Research and innovation are vital underpinning elements of economic growth and national wellbeing, and at the heart of the Government's Industrial Strategy and Plan for Britain. One of the UK's objectives, as set out by the Prime Minister, is ensuring the UK 'remains the best place for research and innovation'.

To support this, it is important to capitalise on the UK's strong research and innovation performance, to reinforce the UK's position in global networks and further improve international collaborations.

An [international comparison of the UK research base](#) estimated that approximately half of UK articles in 2012 resulted from international collaboration, and this was associated with higher field weighted citation impact than research resulting from domestic collaboration or non-collaborative research. The UK's top collaborative partners for academic research in 2008-2012 were the United States, Germany, the Netherlands, France, Italy and Australia.

In addition, 72% of researchers were internationally mobile over the period 1996-2012. In that period, the largest group, accounting for 50% of the UK research population, were transitory (staying for less than 2 years).

International business collaboration appears relatively less common than international collaboration in research. The latest [UK Innovation Survey](#) reported that 53% of businesses were innovation active in the period 2012 to 2014; with large businesses more likely to be innovation active than small and medium sized businesses. 40% of innovative businesses reported having co-operation arrangements with other parties, mostly with industry, on innovation-related activities. [OECD analysis](#) of the link between global value chains and global innovation networks has noted that larger firms tend to innovate more openly than SMEs and that multi-national enterprises tend to be central to cross-border corporate research and innovation activities.

In 2005, a study entitled '[Drivers, Barriers, Benefits and Government Support of UK International Engagement in Science and Innovation](#)' reviewed evidence from over 200 UK organisations on the drivers, barriers and benefits associated with international engagement in research and innovation.

The study identified a range of modes of international engagement in research and innovation, including:

- Monitoring and influencing international S&I developments;
- Creating new knowledge through international S&I collaborative activities;
- Exploitation of national S&I in foreign markets; and
- Acquisition and exploitation of international S&I resources in the home market.

Since then, the global research and innovation landscape has shifted.

- The economic weight of emerging economies has increased, creating new opportunities for collaboration, but also increased competition for globally mobile investment and skills;
- There has been a significant expansion in investment in research and innovation by our counterparts, particularly in the East;
- Research and innovation networks and the creation of scientific knowledge have progressively shifted from the national to the international arena.

The UK research and innovation landscape has also evolved. From 2018, UK Research and Innovation will be established to create a single strategic research and innovation funding body, which will build on and protect the strengths and values of the current system. It will be a strengthened, unified voice for the UK's research and innovation funding system, facilitating the dialogue with government and partners on the global stage.

This study would look to refresh and build upon the evidence gathered in 2005 to reflect the nature, barriers and motivations for international engagement in the new global research and innovation landscape.

Aims and Objectives of the Project

The study would be a review of the drivers, the barriers and the benefits associated with international collaboration in research and innovation and it is intended to inform the Government's approach to international engagement in research and innovation.

The aims of this study are to:

- Identify the main barriers, drivers and benefits associated with international collaboration;
- Analyse the relationships and interdependencies between drivers, barriers and benefits;
- Understand how the drivers, barriers and benefits of international engagement in research and innovation have evolved in response to the shifting landscape; and
- Identify the most appropriate types, modes and level of intervention.

This study will seek evidence on how views of the barriers, drivers and benefits associated with international collaboration vary according to the types of organisation, including: businesses, universities, academics and research and technology transfer organisations and intermediaries.

The focus of the study will be to gather views from a range UK-based researchers and innovators, but gathering views on how the perceptions of barriers, drivers and benefits associated with international collaboration vary for different global regions. The following section looks in detail at the research questions that the study should cover.

We invite bidders to consider the feasibility of exploring these areas through a combination of a qualitative semi structured interviews and survey responses, and suggest other ways of collecting some of the information if it is felt that it is not best-suited to such an approach.

Key research questions

The study will need to address the following research questions; however some questions will be more appropriate for specific target groups. As this study builds on existing analysis, this exercise should, where possible, provide a comparison with the previous results, highlighting where responses differ significantly, and the extent to which this is attributable to changes in the landscape of global research and innovation opportunities.

It is expected that prior to the commencement of fieldwork, the contractor will develop, together with experts in international research and innovation policy and BEIS analysts, a detailed questionnaire and discussion guide.

Engagement in international research and innovation

- What new modes of international engagement are being used to conduct collaborative research and innovation activities? Exhibit 1 in the 2005 study lists a selection of activities. How have these evolved since the 2005 study?
- What is the relative importance of different modes of international research and innovation activity? Are any activities critical to the success of the research or innovation project or to the organisation? How does this vary by type of organisation?
- What types of partners do these activities seek to engage? Why do UK organisations choose to engage with these organisations? Is the engagement primarily between organisations of the same type or across organisations of different types? Which countries are the primary partners for international engagement? How is the group of primary research and innovation partners changing?
- What additional activities are organisations engaged in to support international engagement? E.g. Protection of IP, Promotion and advertising, etc.
- How has the nature and extent of international research and innovation engagement activity changed in the last 10-15 years and how is it expected to change over the next 10 years? Which partner countries are expected to have increasing significance to UK researchers and innovators?

Drivers and international engagement in research and innovation

- What are the drivers of international research and innovation engagement and what is their relative importance for different types of organisation?
- What is the relationship between the drivers of international engagement and the modes of engagement adopted by different types of organisation?
- Do the drivers of international engagement vary for different global regions? If so, in what ways?
- Are these drivers changing as the global research and innovation landscape evolves? If so, in what ways? How have the drivers of engagement changed in the last 10-15 years?

Benefits of international engagement in research and innovation

- What are the main benefits of international engagement in research and innovation? How

does this compare to domestic engagement? What is their relative importance and how does this vary for different types of organisation?

- What is the relationship between the different modes of international engagement and the nature of the benefits?
- How do the benefits of international research and innovation benefit different partners in the engagement? How do the benefits of engagement vary for different geographic regions?
- What is the relationship between international research and innovation activities and domestic research and innovation activities?
- How have the benefits of international research and innovation engagement evolved in the last 10-15 years?

Barriers to international engagement in research and innovation

- What barriers exist, or might emerge, which depress the level of international engagement of UK-based organisations and may lessen the benefits the UK derives from that engagement?
- If there are additional costs to international engagement, what are they and how do these compare to domestic collaboration in research and innovation?
- What is the relative importance of these barriers for different types of organisation and different types of engagement activity? How do different organisations respond to these barriers?
- What is the relationship between the modes of international engagement and the barriers to engagement?
- What is the role of social attitudes and perceptions in influencing the choice of international partners?
- How do these barriers vary for different geographic regions?
- How have the barriers to international research and innovation engagement evolved in the last 10-15 years?

Government support for and enablers of international engagement in research and innovation

- What is the level of awareness of government support schemes for international research and innovation engagement? What features of the UK are seen as enablers of international research and innovation activity?
- What types of support are perceived as being successful at addressing barriers to effective international research and innovation engagement?
- Which countries are perceived as being successful at addressing barriers to effective international research and innovation engagement?
- What features of these systems are seen as contributing to the success of these countries and how does this appeal to different types of organisation?

What schemes or provision are perceived as being missing from the successful at addressing barriers to effective international research and innovation engagement support landscape?

Suggested Methodology

The above referenced 2005 study was based on desk research, semi structured interviews, a questionnaire survey and six in-depth case studies.

Note: the previous study raised an issue that the response rate to the questionnaire was lower than anticipated; around 7%. Bidders are invited to suggest creative ways to increase the likelihood of response.

This is a suggested methodology and we would welcome bidders' alternative and innovative suggestions providing that they also meet the project aims and objectives. Bidders should justify why they have suggested an alternative approach.

For the purposes of price evaluation please provide costings for each objective detailed in the price schedule which will give the potential maximum value of the contract. On inception, we will expect discussion around the composition for the interviews, surveys and case studies.

To enable some comparability with the 2005 study, we outline a similar approach in this study.

- An initial phase of desk research to develop baseline material and research tools, including familiarisation with the approach and findings from the 2005 study and literature which will be provided by BEIS. This should be used to inform the study design and to help to interpret the results. A full synthesis of the existing literature is not required.
- A programme of approximately 65 one-hour semi-structured interviews with key representatives from research-active businesses, universities, public sector research establishments (PSREs), research and technology organisations (RTOs). These should be used to gather in-depth insights in to the changing nature of drivers, barriers and benefits of international research and innovation engagement; further inform the questionnaire design and the approach for data collection; to develop and refine our understanding with regards to the research questions; and to identify examples of good practice from overseas. It is expected that this will comprise:
 - At least 20-25 interviews with businesses/innovators, of which half would be with large organisations and half with small and medium sized enterprises.
 - At least 20-25 interviews with universities, of which 10-15 would be targeted at individuals and research teams, with the remainder targeted at senior managers responsible for larger scale and strategic engagement activities. Of these,
 - At least 15-20 interviews with public sector research establishments and research and technology organisations.

It is likely that the interviews will be with key representatives responsible for identifying, establishing, conducting and maintain international engagement activities in research and innovation. We envisage the interviews may be face-to-face or over the phone (depending on practicalities) and last up to 60 minutes on average. For the purposes of price evaluation please provide costings for telephone-based interviews in the pricing schedule. Please present information for face to face interviews in a separate schedule for information.

It will be important to the success of this project that the interviewer can maintain an informed flexible conversation with the organisations and individuals which are interviewed. It is important to ensure the interview questions minimise hypothetical scenarios and concentrate on real experiences of international engagement activities.

Experts from BEIS and partner organisations will work closely with the successful contractor to agree a discussion guide and a suitable selection structure.

- A questionnaire survey directed to research- and innovation-active businesses, universities, public sector research establishments (PSREs) and independent research and technology organisations (RTOs). The survey should be designed to collect information on the international engagement activities of these different groups of actors, the drivers, barriers and benefits associated with their primary mode(s) of engagement. The design of the survey should seek to achieve some comparability with the 2005 study, however, it should also be designed to identify emerging opportunities and challenges for international engagement.

Where possible the study should look to gather evidence from organisations and individuals which are not currently internationally active as well as from those which are active in other countries. It is expected that this frame will be comprised of approximately equal number of responses from business and university/academic organisations. Bidders should include, in the 'Approach and risk management' section of their bids, a detailed approach to how they would take develop the full sampling frame in their responses; in particular explaining the approach to achieve responses from hard to reach organisations.

There are a number of reasons why we might anticipate response rates to be low, including the delivery method for the survey, the structure of international engagement activities within organisations, time of the year, and availability of personnel.

It is expected that the delivery method will be critical to the success of this phase of the study. A telephone based survey may increase the likelihood of participation relative to alternative however we invite bidders to propose and cost relevant options, including both online and telephone administered alternatives, commenting on the confidence in achieving the required sample.

Bidders are invited to suggest approaches to increase response rates with a view to achieving approximately 200 responses across a mix of businesses, universities, public sector research establishments (PSREs), and research and technology organisations (RTOs).

Experts from BEIS and partner organisations will work closely with the successful contractor to agree the questionnaire and suitable survey recruitment.

- A selection of up to 6 case studies to investigate in more detail examples of best practice in supporting international engagement activities. It expected that experts in international research and innovation policy will seed this analysis with three countries of particular interest, and up to three additional examples will be identified through the semi structured interviews.
- Once the field work is completed, the successful bidder will then conduct a robust analysis of the interviews, survey responses and transcripts, summarising and synthesising the results in a report, setting out the main findings with regard to the

key research questions. Key themes emerging from the analysis should be drawn out, including but not limited to, a discussion of the main changes in the drivers, barriers and benefits in response to the changing global landscape.

In their proposals, bidders should clearly demonstrate, in the 'Staff to Deliver' sections of their bids, their expertise in conducting and managing semi-structured interviews and surveys, particularly relating to different types of research and innovation organisations, including innovation-active businesses, universities, public sector research establishments (PSREs), and research and technology organisations (RTOs).

In order to bring together the varied expertise required to carry out this research we recognise that partnering may be required. Consortium bids are therefore welcomed.

We expect the success of this project will depend on the following key elements:

- The delivery method for the survey is appropriate to achieve a large enough sample.
- Organisations and individuals selected and agreeing to participate reflect a mix of views. BEIS and experts in partner organisations will work with the contractor to identify organisations to interview by providing information on organisations previously surveyed and businesses which have previously received support for innovation.
- Whilst ensuring the required information is collected, adequate permissions are sought, and the confidentiality of respondents and their affairs is maintained throughout.
- The study approach is fit for purpose; addressing the research aims and objectives and eliciting open and honest responses. We encourage tenderers to comment on the appropriateness of the suggested approach in the context of the research objectives and questions, and suggest (and cost for) innovative alternative approaches should they feel it would better meet the project objectives.
- Interviewers are suitably trained and appropriately briefed to conduct flexible interviews on international engagement in research and international engagement in business.
- Interviews are recorded and analysed in a rigorous and systematic way, using appropriate software both to manage and to analyse.
- Findings are synthesised and reported in a clear and logical way, including the extraction of high level messages and themes from the study, ensuring their applicability to the policy development process.

Proposals must set out in the 'Approach and risk management' sections of their bids, the feasibility of achieving these elements and the mitigation of the risks associated with them.

Sampling frame

It is essential that this study captures a balance of views across research and innovation engagement activities. As such it is expected that the sampling frame is balanced across businesses, universities and other research and innovation organisations. We expect that response rates may differ for each of these types of organisations, and bidders are invited to suggest creative approaches to achieve a balance of views in both the in depth interviews and in the survey.

Similarly the organisations and individuals should be selected to encompass the broad range of views of UK innovation-active businesses, universities, public sector research

establishments (PSREs), and research and technology organisations (RTOs), but also focus on those not currently, but with potential to, engage in international research and innovation activities.

A number of specific criteria should be borne in mind when selecting the sample. These are likely to include:

- Mix of organisations - UK innovation-active businesses, universities, public sector research establishments (PSREs), and research and technology organisations (RTOs).
- The level of engagement decisions: organisational, institutional, departmental, individual - The insights from each level will be different sometimes conflicting sometimes complimentary – In an environment where much activity is driven bottom up and relationships at project level are held by individual researchers/ institutes/ or teams, direct engagement with researchers or innovators will be needed. For experience of establishing larger scale institutional strategic engagements and agreements abroad, senior management will be required. Bidders should look to engage at both levels.
- Stage of research and innovation project development – Basic research, Feasibility studies, prototyping, development, deployment, etc.
- Stage of organisations development and size of organisation - pre-revenue firms, scale-up firms, profit making multi-innovation firms, etc; and a mix of organisations to reflect the views of SMEs as well as multinationals, universities and RTOs.
- Industry sector and field of research
- Geographical Location – across the whole of the UK.
- Geographic partners – a diversity of engagement partners.

Within the limitations of qualitative research, it is intended that there will be scope to draw some meaningful comparisons, for example, between organisations which are similar in each of these areas.

BEIS will work with experts in partner organisations in Research Councils, HEFCE and Innovate UK to provide a seed list of potential contacts. However this will not be a complete sampling frame and the bidder will be expected to propose additional steps to complete the sampling frame, adopting a mix of methods where appropriate (e.g. sourcing from bibliometric databases, sourcing from the in depth interviews, UK Innovation Survey, intermediary distribution, etc).

It is anticipated that the agreement of organisations to participate in the study is a potential source of bias and a core function of the contractor will be to ensure that participant selection is robust and transparent. The exact choice of subjects for the study and their method of selection will be decided in consultation with the successful contractor. Tenderers should nevertheless outline in full, in the 'Approach and Risk Management' section of their bids, their proposed approach to selecting, screening, and recruiting organisations to the study. This should include steps that will be taken to mitigate the risk of low number and/or bias in the businesses which agree to participate in both the interviews and the focus groups (note the 2005 study achieved 7% response rates).

Deliverables

It is important for this study that results are analysed according to different organisation types, with a specific compare and contrast between businesses and universities and research organisations.

In order to increase awareness of research and evaluation reports, all contractors are to ensure the following are included in the costings for this project:

- Summary poster / infographic
- Slide pack summary
- Detailed discussion guide
- Interim report of findings from the semi structured interviews
- Detailed survey questionnaire
- Dataset of survey results
- Interim report of survey results
- Interim report on case studies of best practice
- Regular updates on emerging findings and project progress (frequency to be agreed at the inception meeting)
- Presentation to policy officials
- Quality assured final report consistent with publication requirements set out below.
- Anonymised excel workbook of data underlying charts and tables in final report.

Publication

The final report for this research / evaluation project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. Please ensure you note the following in terms of accessibility:

Checklist for Word accessibility

Word documents supplied to BEIS will be assessed for accessibility upon receipt.

Documents which do not meet one or more of the following checkpoints will be returned to you for re-working at your own cost.

- document reads logically when reflowed or rendered by text-to-speech software
- language is set to English (in File > Properties > Advanced)
- structural elements of document are properly tagged (headings, titles, lists etc)
- all images/figures have either alternative text or an appropriate caption
- tables are correctly tagged to represent the table structure
- text is left aligned, not justified
- document avoids excessive use of capitalised, underlined or italicised text
- hyperlinks are spelt out (e.g. in a footnote or endnote)

Datasets to support those to be published in the final report must be provided in an accessible format (CVS, Excel) on submission of the report.

Section 5 – Evaluation of Bids

The evaluation model below shall be used for this Mini Competition, 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 ($5+5+6 = 16 \div 3 = 5.33$))

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	AW1.4	Data Sharing
Commercial	AW4.2	Non Disclosure
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Price	AW6.3	Maximum Budget
Quality	AW6.1	Compliance to the Specification
-	-	Invitation to Quote – received on time within e-sourcing tool

The Response Question and Answer Document must be used by all tenderers to answer the PROJ (Quality Questions). This should then be uploaded as an attachment to PROJ1.1. This is the only document assessors will evaluate; any other method used by bidders to answer questions will not be evaluated. Scoring shall be based on 0-100 scoring methodology (as outlined below). Each question has a page limit and this should be adhered to. Any additional content provided beyond this will not be considered or scored during the evaluation process

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 Mini Competition. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Approach and Risk management	30%
Quality	PROJ1.2	Staff to Deliver	10%
Quality	PROJ1.3	Understanding the Environment	10%
Quality	PROJ1.4	Project Plan and Timescales	10%
Quality	PROJ1.5	Interview	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 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: Score/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.ukpbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions.
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our Mini Competition. 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 (CCS – 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 Mini Competition 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 Special 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 Call Off 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 Call Off 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 Mini Competition 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 Mini Competition to reflect any changes introduced by the GSC. In particular where this Mini Competition 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](#)