



Invitation to Quote

Invitation to Quote (ITQ) on behalf of UK Trade & Investment (UKTI)

**Subject: UK SBS Head Hunting Requirement of 6 Contract
Managers for UKTI**

Sourcing reference number: PS150247

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

Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About our Customer</u>
3	<u>Working with UK Shared Business Services Ltd.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>
Appendix	Appendix A – Job Description (located at the foot of this document).

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) 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 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

UK Trade and Investment

UK Trade and Investment helps UK-based companies succeed in the global economy. UKTI also help overseas companies bring their high quality investment to the UK's dynamic economy which is acknowledged as Europe's best place from which to succeed in global business.

The UK Trade & Investment offers expertise and contacts through its extensive network of specialists in the UK and other diplomatic offices around the world.

The organisation provides companies with the tools they require to be competitive on the world stage.

UK Trade and Investment achievements include:

- UKTI launched its five-year strategy Britain Open for Business in May 2011 which set out a clear vision for realising the Government's ambitions for growth through trade and investment. During the year it realigned its headquarters function to more effectively deliver this strategy.
- In 2011-12 we assisted 25,000 UK businesses generate around £30 billion of additional sales which created or safeguarded well over 100,000 jobs. We exceeded our target of 750 inward investment successes and helped the UK maintain its position as the second most successful defence exporter, exporting £8 billion of defence and security goods and services.

www.ukti.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	UK Trade & Investment, 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Alistair Staunton-Lambert
3.3	Buyer contact details	01793 867812
3.4	Estimated value of the Opportunity	£60,00.00
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	06/11/2015 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	11/11/2015 14.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	12/11/2015 14.00hrs
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	16/11/2015 14.00hrs
3.10	Date/time Bidders should be available if face to face clarifications are required	Not applicable
3.11	Anticipated rejection of unsuccessful Bids date	20/11/2015
3.12	Anticipated Award date	20/11/2015
3.13	Anticipated Contract Start date	27/11/2015
3.14	Anticipated Contract End date	31/03/2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

Requirement:

To head-hunt 6 commercial manager candidates for UKTI at G7 level for a two year fixed term located to work at UKTI's head office, 1 Victoria Street, London.

Each contract manager will be in charge of a specific contract or contracts. They will be tasked with managing the contract in line with UKTI's commercial strategy and contract management guidelines and to drive efficiencies by working with UKTI colleagues and suppliers. The salary range which can be offered is below:

Grade 7	£47,995	£55,882
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Deliverables:

To supply good quality candidates from within or outside the civil service hired within the G7 2015 London pay band range for a two year fixed term. The job description is located at the foot of this document.

Please Note – The candidates you will be providing will be hired directly by UK Trade & Investment, on a two year fixed term.

Deadlines: To deliver the 6 contract manager candidates so that all are in place within their role by end March 2016.

Quality Threshold: All candidates to be assessed for quality and cleared by the Head of the Commercial Unit.

Appendix A – Job Description for the positions (located at the foot of this document).

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
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. Bidders are required to complete the Excel Pricing Schedule attached in the Bidder Response section. In this schedule you are expected to provide THREE key prices. 1.A fixed administration charge for the service; and 2. A fixed cost for successfully filling one position as a result of the search process; and 3. For evaluation purposes and in order to compare bidder responses, please state the total cost assuming all 6 positions are successfully filled.	10%
Quality	AW6.2	Executive search and methodology. Bidders must attach a document outlining their strategy / methodology to fulfil this requirement as detailed in the specification. As part of their response, bidders should consider information relating to: • Managing the timeframe to appointment date; • How they would add value in delivering search activities; • Methods undertaken to secure the best candidate; and • How they would manage the	20%

		relationship with potential candidates.	
Quality	AW6.3	Utilising experience and skillset. The bidder should provide details of how they will utilise their relevant experience and associated skillset to deliver the requirements in line with the specification. As part of their response, bidders should consider information relating to: • How they will ensure high standards of service delivery through their internal processes and what quality controls they have in place for the different stages for sifting candidates.	30%
Quality	AW6.4	Range of candidates. Bidders are to outline how they will advise on the most appropriate means of bringing this vacancy to the attention of a broad range of potential candidates, including attracting a diverse field of high calibre candidates. As part of their response, bidders should consider information relating to: • Their networks, in particular to target contract managers for this appointment; • How they will be able to convince UKTI that they have the knowledge and contacts to identify individuals who would be interested in the appointment; • How they will encourage quality diverse candidates to apply in order for the roles; and • Market intelligence on the	40%

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

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

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 50

Evaluator 4 scored your bid as 50

Your final score will $(60+60+50+50) \div 4 = 55$

Price elements will be judged on the following criteria.

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

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

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

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

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

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

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

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

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: $\text{Score/Total Points} \times 50$ ($80/100 \times 50 = 40$)

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

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

Annex A

Contract Management Job Description and Person Specification

UK Trade and Investment plays a crucial role in the UK's economic recovery, supporting UK companies to export and promoting the UK as a location for foreign direct investment.

It is a hugely exciting time to be working at UKTI as new and dynamic projects get off the ground, designed to provide significant benefits to the UK economy. Effective contract management and knowledge management is essential to ensuring the success and VfM of these projects.

A significant proportion of UKTI budgets are spent through large value contracts with the private sector. We are recruiting Grade 7 posts.

General responsibilities and competencies

Relationship Management

- Effectively manage stakeholder and supplier relationships, with a sound and up to date understanding of stakeholder priorities and supplier commercial drivers and constraints
- Effectively manage the supplier interface (formal and informal) to ensure workable and effective communication
- Effectively manage escalations and issues raised by end users and suppliers
- Serve as a first point of contact for internal stakeholders and suppliers in relation to all contract related issues and as first point of escalation for end users

Contract Monitoring/Management

- Set up and manage contract management processes, in accordance with UKTI contract management policies.
- If managing multiple contracts, allocate time and resources to contracts based on their tier and the risk profile, identifying and concentrating on optimum benefit realisation
- Regularly review monitoring and performance information provided by the supplier against contractual requirements, and promptly address and escalate any identified underperformance issues.
- Efficiently use contract performance and KPI data to incentivise improved performance and drive value for money and innovation.
- Establish systems for effective reporting on suppliers based on the contract tier, scope and importance
- Manage contract changes, ensuring that each change provides value for money for UKTI and remains within scope.
- Recruit, train and oversee, as required, operational contract management team members

Financial Management

- Manage the contract budget, including monitoring actual expenditure against financial projections
- Optimise and record any savings achieved for each of the contracts, including changes to scope, deductions, profits share etc. Ensuring initiated savings initiatives do not impact on required provision or risk
- Establish and maintain comprehensive finance monitoring systems
- Continuously monitor the “financial health” of the supplier to ensure contractual viability.

Continuity and Improvement

- Manage exit and contingency plans
- Manage contract related risks
- Manage continuous benefit realisation and drive continuous improvement. Actively use contract tools and provisions to leverage the relationship, continually drive value for money and seek out and implement innovative ideas for improvement
- Maintain oversight of relevant market developments and the supplier's wider financial and operational performance
- Report to senior management on supplier performance against KPIs and any other performance issues identified
- Provide advice and support to senior management on any contract related issues
- Benchmarking and sharing best practice across key contracts.

General

- Manage the administrative aspects of the contract, including:
 - o Meetings with supplier and stakeholders
 - o Document management
 - o Change control
 - o Timeline planning and related tasks
 - o Provision and review of performance information
 - o Escalations and disputes
 - o Budgetary control and invoice validation and authorisation
- Drive continual improvement in contract performance and contract arrangements

Person Specification

Essential:

1. Extensive experience of managing operational contracts,
2. Proven track record of managing and improving supplier performance
3. Proven track record of driving value for money, innovation and improvement through contract management
4. Good numerical and data analysis skills
5. Excellent verbal and written communication skills
6. IACCM Associate certification or similar or willingness to work towards this.

Desirable:

7. Proven track record of effective relationship management between clients and suppliers, including dispute resolution
8. Proven track record of managing contractual changes and addressing changing client priorities
9. Experience of setting up and managing operational contract management teams
10. Good understanding of supplier commercial drivers

Key competences:

Delivering Value for Money

Achieving Commercial Outcomes

Managing a quality service

Leading and communicating