

Invitation to Quote

Invitation to Quote (ITQ) on behalf of UK Research and Innovation
Subject: UKRI LEAN/Agile Training and Coaching
Sourcing Reference Number: CS21021

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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Version 4.0

UKSBS
Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

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

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

Privacy Statement

At UK Shared Business Services (UK SBS) we recognise and understand that your privacy is extremely important, and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UK SBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.
- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

<https://www.uksbs.co.uk/use/pages/privacy.aspx>

For details on how the Contracting Authority protect and process your personal data please follow the link below:

<https://www.ukri.org/privacy-notice/>

Section 2 – About the Contracting Authority

UK Research and Innovation

Operating across the whole of the UK and with a combined budget of more than £6 billion, UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years.

As an independent non-departmental public body UK Research and Innovation brings together the seven Research Councils (AHRC, BBSRC, EPSRC, ESRC, MRC, NERC, STFC) plus Innovate UK and a new organisation, Research England.

UK Research and Innovation ensures the UK maintains its world-leading position in research and innovation. This is done by creating the best environment for research and innovation to flourish.

For more information, please visit: www.ukri.org

Science and Technology Facilities Council (STFC)

STFC is a world-leading multi-disciplinary science organisation. Their research seeks to understand the Universe from the largest astronomical scales to the tiniest constituents of matter, yet creates impact on a very tangible, human scale.

<https://stfc.ukri.org/>

Section 3 - Working with the Contracting Authority.

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

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	UK Research and Innovation, Polaris House, North Star Avenue, Swindon, SN2 1FL
3.2.	Buyer name	Chris Grant
3.3.	Buyer contact details	professionalservices@uksbs.co.uk
3.4.	Estimated value of the Opportunity	<p>The initial contract value is £60,000 excluding VAT.</p> <p>There will be three additional options to extend subject to budgetary approval on a yearly basis (1+1+1). The value of each individual extension is estimated at £100,000.00 excluding VAT</p> <p>The total contract value including all options to extend is estimated at £360,000.00 excluding VAT</p>
3.5.	Sourcing Route	This requirement is being advertised via Contracts Finder as a below-threshold requirement under the Light Touch Regime applicable to Education and Training Services (CPV code 80000000) as prescribed by Section 7 and Schedule 3 of the Public Contract Regulations 2015.
3.6.	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing 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		
3.7.	Date of Issue of Contract Advert on Contracts Finder	Thursday, 04 February 2021
3.8.	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	Tuesday, 09 February 2021 14.00
3.9.	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Thursday, 11 February 2021

3.10.	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Thursday, 18 February 2021 14.00
3.11.	Date/time Bidders should be available if face to face clarifications are required	Tuesday, 23 February 2021
3.12.	Anticipated notification date of successful and unsuccessful Bids	Monday, 01 March 2021
3.13.	Anticipated Contract Award date	Monday, 01 March 2021
3.14.	Anticipated Contract Start date	Thursday, 04 March 2021
3.15.	Anticipated Contract End date	Thursday, 03 March 2022 (there is an option for three one-year extensions 1+1+1)
3.16.	Bid Validity Period	60 Days

• Section 4 – Specification

Introduction

This requirement is for the development and coaching of our people to develop skills and aptitudes to:

- Deliver a suite of improvement projects, further embed a culture of Continuous Improvement (CI) and a mindset shift to improvement proactivity, removal of waste and a focus on activities that add value to our internal and external customers across our 2,500 workforce, spread across four main sites in the UK.
- Pilot new ways of working. Redesigning our future operating models, project delivery methods and culture to improve the effectiveness of our delivery of products, services, software, and value to our internal and external customers. Where appropriate, we would like to evolve a culture which encourages experimentation, innovation, developing deep trust with our people, generating radical transparency and enabling distributed authority.

Aims & Objectives

The overall ambition is to further embed a culture of Continuous Improvement across Science and Technology Facilities Council (STFC) a constituent part of UK Research and Innovation (UKRI).

In order to achieve our ambition we are seeking to develop an initial cohort of 13 people from across our organisation to each deliver an improvement project. We require this cohort to become skilled in the basic tools and techniques of LEAN/Six Sigma, combined with the agile project delivery methodology to ensure pragmatic execution of CI projects with an appropriate sense of urgency (e.g. Kanban and/or Scrum). To support the cohort through their first improvement project, we require follow-on coaching throughout the improvement project lifecycle.

The expected outcome as a result of the training and coaching is that each of the 13 people understand the CI / Agile processes to successfully deliver their follow-on project, resulting in an improvement gain for STFC. If deemed impactful, it will guarantee development of a cohort of CI practitioners year on year.

Furthermore, ensuring we gain the buy-in of our senior leaders in this initiative is essential, therefore we additionally require a course that raises awareness of LEAN/ Six Sigma, business agility and Agile (SCRUM/Sprint) delivery methods.

The objective being to:

- create a common understanding and language that we use across STFC when discussing improvements;
- encourage sponsorship of improvement projects across departments; and
- the increased likelihood of embedding a culture of CI, empowerment of teams, distributed authority and radical transparency.

The ambition to redesign our future ways of working in pilot areas of STFC

Learning from the ways we have worked throughout the pandemic and capitalising on the appetite our staff have to work differently in the future, we would like to provide our trial Directorate teams the opportunity to explore business agility models in order to pilot different models, project delivery methods and stimulate cultural change, to improve the effectiveness of our delivery of products, services, software, and value to our internal and external customers, but most importantly to preserve and improve the happiness and wellbeing of our people. Ultimately evolving a culture which encourages experimentation and innovation, develops deep trust, generates radical transparency and enables distributed authority.

After attending the training and/or coaching, we expect the Department Directors and their senior teams will be in a position to develop detailed action plans to trial within their departments and teams.

Objectives

Embedding Continuous Improvement

The key performance indicators include:

- Most senior leader attendees (at least 80%) have an awareness of the LEAN/Six Sigma tools, techniques and the DMAIC framework. Along with the Agile project delivery methods. Understand how they could benefit STFC and their departments.
- 70% of senior leaders agree that the LEAN / Agile approach would add value to our organisation, can identify and sponsor relevant CI opportunities
- All improvement projects undertaken by the trained cohort are successfully completed, follow the DMAIC process and the individuals feel confident to lead a future project

Redesigning our future ways of working

The key performance indicators include:

- All attendees understand how the different business agility frameworks, methodology and thinking discussed on the course can benefit their Directorates and are able to develop plans to implement these ideas.
- All trained teams have a knowledge of delivering projects using SCRUM, aligned to the Agile Methodology and understand the cultural aspects to embed it successfully.

Background to the Requirement

The overall ambition is to further embed a culture of Continuous Improvement across STFC, increasing our capability and capacity to lead improvements. If this first round of improvement projects are deemed impactful, we would like to extend the contract for upto a further 3 years, reviewing the requirements on a yearly basis, developing a new cohort of CI practitioners year on year.

The success of this initiative depends on the buy-in of our senior leaders, so providing an impactful, evidenced based course for the Executive and Director level, but in the future moving down through the hierarchy.

The ambition to redesign our future ways of working in pilot areas of STFC

In order to stimulate changes in the way we work in the future, we need to foster a culture change. Moving from deep-rooted legacy behaviours to more progressive supportive, trusting and transparent leadership. This course and/or coaching is essential to providing awareness of the opportunities to work differently, allowing pilot department Directors and senior teams the ideas to shift their thinking and ultimately develop action, communication and engagement plans to stimulate change. Some of the teams within the pilot are looking to explore using Agile methods to improve the performance of project delivery, so we require an additional 1 day overview of this method, to provide them an overview and confidence to utilise the methods.

Scope

The scope of the work is to deliver 4 training packages on an initial pilot basis. Should these training packages deliver successful outcomes there is scope to continue the training into years 2, 3 and 4. The packages required are as follows:

- Blended Lean Six Sigma / Agile Training and Follow-on Coaching
- Business Agility for pilot Directorate Directors and their senior teams
- LEAN Six/Sigma – Agile - Business Agility Overview for Leadership
- Overview of SRUM/Kanban Agile project delivery methods

All training should be delivered virtually via video conference (Zoom), with no more than 2 full days of training in any week and no more than 7 hours on a virtual call in any one day. Should government guidelines change and the need for face to face courses to be delivered, STFC will be responsible for arranging the venues for the training.

For the senior leaders awareness course, to ensure maximum attendance, we suggest we schedule as a one day virtual session, via video conference (Zoom), which we intend to schedule into their calendars to run in April or early May 2021 and take place ahead of the other training courses.

The successful supplier will suggest a schedule for the training and manage the invitations, working with the contract manager and other staff across STFC to find the most suitable dates. The successful supplier will be flexible in scheduling to ensure maximum attendance of the courses. STFC has put hold dates in the senior leaders calendars in April and May 2021.

The first year of the contract will include the following magnitude of attendees, this may change in future years:

- Training and ~10 hours per person follow-on coaching in LEAN/Six Sigma and Agile delivery methods for a cohort of 13 people
- Training for senior leaders in Lean/Agile Methods and Business Agility for c25 (+/- 10) people
- Training in Business Agility will be for c30 (+/- 10) people
- Training in SCRUM Agile Methodology will be for c20 (+/-10) people

the successful supplier will monitor and report attendance to the contract manager for all courses.

Every course will be supplemented with hard copies of materials, along with access to digital content to support the on-going learning and mastery of the subject. Some of these materials may need to be provided in different formats to accommodate any disabilities attendees may have. We expect the material to be posted directly to individuals by the successful supplier.

The post-course questionnaire should be developed by the successful supplier, but validated with the contract manager and include a way to measure the key performance indicators outlined above. The supplier will discuss the design of the training with the contract manager, to ensure all expected elements are included in the training.

Requirement

The requirement is to deliver the following 4 training packages to develop continuous improvement and business agility.

Ambition: Embedding a culture of CI

Blended Lean Six Sigma / Agile Training and Follow-on Coaching

Providing training to a cohort of 13 people, delivered virtually and educating the individuals in the concepts, tools and techniques, a framework and an effective methodology to lead improvement projects and become the central “engine” for process led improvements across STFC. The length of the course will be determined by the successful supplier and delivered over a number of consecutive weeks, with no more than 2 full days of virtual training being delivered in any one week, for no longer than 7 hours per day.

Our staff will attend the course having been allocated an improvement project which they will lead after the training, we will share these draft charters with the successful supplier once the contract is awarded. We expect the course to make reference to how the LEAN/Six Sigma tools and techniques can be applied to the improvements STFC hope to make.

We expect the successful supplier to equip our people to be able to:

- Use change management and soft techniques to lead change effectively
- Apply technical Lean Six Sigma skills to deliver sustainable change (technical skills to be demonstrated to at least Lean Six Sigma Yellow Belt standard)
- Use Agile project management techniques to ensure pragmatic execution of CI projects with an appropriate sense of urgency (e.g. Kanban and/or Scrum)

To effectively support our first cohort in delivering these first projects, we also require post-course coaching support; providing the expertise and building the confidence of the project leaders in delivering their first project effectively. The level of coaching required may differ by size of project, time to complete and experience and confidence of the individual, therefore we would like the opportunity to flexibly apply a block of coaching (c.120 hours or 10 hours per project) and your expertise in applying it appropriately across the lifetime of each improvement project, but within the 2021/2022 financial year.

At the end of the course and project delivery, attendees should have the confidence and enthusiasm to undertake and deliver their own improvement projects within their departments.

The trainer and coach(es) must have a strong track record in successfully leading and implementing improvement projects and preferably expertise of working in a scientific, technology based public sector environment.

At the end of the course, we expect each person to become British Quality Foundation (BQF) certified.

Business Agility for pilot Department Directors and their senior teams

A number of STFC departments, as a pilot, are exploring new ways of working and thinking, learning from the way we worked throughout the pandemic and capitalising on the appetite staff have to work differently in the future. Through this journey we have come to appreciate that our legacy processes have been overly bureaucratic and hierarchical. We have an appetite to rethink our future operating models and culture in order to improve the effectiveness of our delivery of products, services, software, and value to internal and external customers etc. Where appropriate, we would like to evolve a culture which encourages experimentation, innovation, develops deep trust with staff, encourages radical transparency and embeds distributed authority.

We are looking for training and guidance on state-of-the-art thinking and how to apply it in our organisation:

- Building purpose-driven organisations with focus on customer value (e.g. managing through VUCA, establishing vision, understanding complexity theory, applying the competing values framework, understanding explore versus exploit etc.)
- Key enablers (e.g. new behaviours, new ways of thinking, empowering teams, servant leadership, psychological safety, growth mindset, ask versus tell, etc.)
- Key techniques (e.g. making value visible, experimentation and hypothesis testing, feedback loops, learning milestones, leading indicators, OKRs, pivots etc.)
- Frameworks and Tools which can help us to apply the thinking (e.g. Lean Systems Thinking, Lean Start-up, Design Thinking, Kanban, Scrum etc.)

We want to stimulate intrapreneurial / entrepreneurial mindsets, and to encourage radical change across our organisation. Training should be delivered virtually and we expect for c30 people. The course will be dispersed, with no more than 2 full days of virtual training being delivered in any one week, for no longer than 7 hours per day.

Attendees should receive ICAgile Business Agile Foundations (BAF) on successfully completing the course.

Overview of Agile Methods for effective and efficient project delivery

Some of the pilot teams (c20 people) will be trialling the delivery of projects using an agile approach and we would like to provide these teams with a 1 day overview of the use of Agile project management techniques to ensure pragmatic execution of projects with an appropriate sense of urgency (e.g. Kanban and/or Scrum)

LEAN Six/Sigma – Agile - Business Agility Overview for Leadership

Virtual training for c.25 senior leaders across our organisation to provide them with an understanding of Lean Agile approaches, and enable them to become active ambassadors able to champion projects and support transformational activity effectively, demonstrating themselves the mindset and cultural shift necessary to encourage business agility across what we do and how we work to drive innovative thinking, and allow us to maintain our world-leading status.

The success of building an appetite for a Lean Agile culture across our organisation depends on the buy-in of these individuals. We expect this overview to include case studies and/or presentations from CEOs/COOs at similar organisations who have adopted this approach successfully to build confidence in the approach and what it can deliver.

At the end of the course, attendees should understand the vital role of leadership within a Lean Agile organisation to enable a high performance culture with effective change management, responsiveness to change and a rigorous focus on the critical few priorities.

The training should include:

- Overview of Lean Agile Thinking
 - Purpose-driven
 - Focus on customer
 - Explore versus exploit - incremental versus radical change
 - Learning organisations and psychological safety
 - Leadership and empowerment
 - Incremental improvement using DMAIC
 - Breakthrough thinking, deploying strategy, and responding to change (use of OKRs, Lean Start-up etc.)
- Continuous engagement and creating the right environment where workers are inspired, and can thrive and create
- An introduction to Lean Management Systems
- Sponsoring initiatives and measuring outcomes:
 - Lean Systems Thinking
 - Linking initiatives to the strategy and measuring success (Business Model Canvas, Value Streams, Strategy Map, Balanced Scorecard, OKRs)

Leaders should leave the training with confidence to understand the language, philosophy and power of a Lean Agile culture and their vital role in making it a success.

Future 3 Year Requirements

The subsequent 3 year requirements will depend on the impact generated and evaluation of the training delivered this first year. If deemed impactful, any changes will be mutually agreed in close collaboration with the supplier.

Account Management

Weekly meetings are required between STFC contract manager and the successful supplier's account manager throughout the contract to effectively design, schedule,

deliver, review attendance and evaluate the success of the training and coaching. This will be conducted virtually via videoconference (Zoom). A pre-course review of the material is required, along with a co-designed post-course questionnaire with the contract manager.

Payment

Payment for the training and coaching will be made on a monthly basis once the training courses have been delivered and a valid invoice has been submitted referencing the Purchase Order Number.

Terms and Conditions

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

Section 5 – Evaluation model

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

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

The evaluation team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required.

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

Pass / Fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	SEL1.3	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL2.10	Cyber Essentials
Commercial	SEL2.12	General Data Protection Regulations (GDPR) Act and the Data Protection Act 2018
Commercial	FOI1.1	Freedom of Information
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Price	AW5.1	Firm and Fixed Price
Price	AW5.4	E Invoicing
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Invitation to Quote – received on time within e-sourcing tool
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of any of the Award stage scoring methodology or Mandatory pass / fail criteria.	

Scoring criteria

Evaluation Justification Statement

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

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	Proj1.1	Understanding	40%
Quality	Proj1.2	Team composition	40%
Quality	Proj1.3	Course Detail and Evaluation	For information Only

Evaluation of criteria

Non-Price elements

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

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

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:

$$\text{Score} = \{\text{weighting percentage}\} \times \{\text{bidder's score}\} = 20\% \times 60 = 12$$

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

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

0	The Question is not answered, or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the 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 there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:

Example

Evaluator 1 scored your bid as 60
 Evaluator 2 scored your bid as 60
 Evaluator 3 scored your bid as 40
 Evaluator 4 scored your bid as 40
 Your final score will $(60+60+40+40) \div 4 = 50$

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.

Evaluation process

The evaluation process will feature some, if not all, the following phases

Stage	Summary of activity
Receipt and Opening	<ul style="list-style-type: none"> • ITQ logged upon opening in alignment with UK SBS's procurement procedures. • Any ITQ Bid received after the closing date will be rejected unless circumstances attributed to the Contracting Authority or the e-sourcing tool beyond the bidder control are responsible for late submission.
Compliance check	<ul style="list-style-type: none"> • Check all Mandatory requirements are acceptable to the Contracting Authority. • Unacceptable Bids maybe subject to clarification by the Contracting Authority or rejection of the Bid.

Scoring of the Bid	<ul style="list-style-type: none"> • Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the Selection criteria.
Clarifications	<ul style="list-style-type: none"> • The Evaluation team may require written clarification to Bids
Re - scoring of the Bid and Clarifications	<ul style="list-style-type: none"> • Following Clarification responses, the Evaluation team reserve the right to independently re-score the Bid and Clarifications and provide a commentary of their re-scoring justification against the Selection criteria.
Moderation	<ul style="list-style-type: none"> • There shall be moderation meeting(s) between the evaluators to agree clarification questions • To agree final scoring for each Bid and relative rankings of the Bids.
Validation of unsuccessful Bidders	<ul style="list-style-type: none"> • To confirm contents of the letters to provide details of scoring

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. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission, we may reject your Bid.
- 7.5 Do ensure you utilise the Delta eSourcing messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information, we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.
- 7.12 Do check and recheck your Bid before dispatch.

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

DO NOT

- 7.13 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.14 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.15 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.16 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.
- 7.17 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.19 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.20 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.21 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.22 Do not exceed word counts, the additional words will not be considered.
- 7.23 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.
- 7.24 Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

Some additional guidance notes

- 7.25 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Delta eSourcing, Telephone 0845 270 7050
- 7.26 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 7.27 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.28 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.29 We do not guarantee to award any Contract as a result of this procurement
- 7.30 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority / UKSBS.
- 7.31 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through the Delta eSourcing Portal.
- 7.32 If you are a Consortium you must provide details of the Consortiums structure.
- 7.33 Bidders will be expected to comply with the Freedom of Information Act 2000, or your Bid will be rejected.
- 7.34 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.35 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.36 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified, we may reject your Bid.
- 7.37 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.38 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.39 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Delta eSourcing Portal.
- 7.40 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of

any Contract. In the event of a Bidder failing to meet one of the compliancy checks the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

- 7.41 All timescales are set using a 24-hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through the Delta eSourcing Portal.
- 7.42 All Central Government Departments and their Executive Agencies and Non-Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, the Contracting Authority may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to the Contracting Authority during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

- 7.43 The Government introduced its new Government Security Classifications (GSC) classification scheme on the 2nd April 2014 to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC. The link below to the Gov.uk website provides information on the new GSC:

<https://www.gov.uk/government/publications/government-security-classifications>

The Contracting Authority reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

USEFUL INFORMATION LINKS

- [Contracts Finder](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)