Invitation to Quote

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

Subject UK SBS Options for a sustainable programme of demand-raising activity in modern languages

Sourcing reference number BLOJEU-CR16031HEFCE

UKSBS

Shared **Business** Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

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 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

Higher Education Funding Council for England

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

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

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

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

2013 Survey of Higher Education Institutions and other Stakeholders

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

The survey, carried out by Pye Tait Consulting between July and October 2013, found that HEFCE is considered by its stakeholders to be highly respected, trusted and approachable. Eighty per cent are satisfied with their relationship with HEFCE – an overall improvement since previous surveys were undertaken in 2009 and 2007.

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

Further information can be found at: http://www.hefce.ac.uk/

Section 3 - Working with UK Shared Business Services Ltd.

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

Section 3 – Contact details		
3.1	Customer Name and address	Higher Education Funding Council for England (HEFCE) Nicholson House Lime Kiln Close Stoke Gifford Bristol BS34 8SR
3.2	Buyer name	Liz Vincent
3.3	Buyer contact details	Research@uksbs.co.uk
3.4	Estimated value of the Opportunity	£15,000 Including VAT
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 will result in the Bid not being considered.**

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	10/03/2016
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	15/03/2016 14:00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	16/03/2016
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	21/03/2016 14:00
3.11	Anticipated rejection of unsuccessful Bids date	29/03/2016
3.12	Anticipated Award date	29/03/2016
3.13	Anticipated Contract Start date	30/03/2016
3.14	Anticipated Contract End date	09/05/2016

| 3.15 | Bid Validity Period | 60 Days |

Section 4 – Specification

<u>Options for a sustainable programme of demand-raising activity in modern languages</u>

Introduction

1.   Between 2006-2016 HEFCE has invested £10.5 million to support demand-raising activity in modern languages through the Routes into Languages (Routes) programme, an initiative which aims to enthuse and encourage modern language study and increase the take-up of modern language degree programmes in England.

2.   Independent evaluations published in 2011 by SQW (on Routes) and by Curtis and Cartwright (on HEFCE's programme of support for Strategically Important and Vulnerable Subjects) concluded Routes has made good progress in raising the profile of and increasing interest and engagement of school pupils in languages, and HEFCE would wish this to continue following the end of the funded programme in July 2016.

Aim of tender

To provide a framework for sustainably resourcing key activities and elements of the current Routes programme, appropriate to the current higher education environment, following the end of the HEFCE-funded programme in July 2016.

Requirements of tender

1. Identify which activities and elements of the current Routes programme could be sustained by alternative income sources or by other means

2. Make recommendations, with a supporting rationale, as to:

   a. Elements of the programme which are the most sustainable

   b. How these elements may be sustained by

      i. non-Government income streams
         1. Identify likely costs per annum of sustaining each activity
         2. Identify potential income streams, and advise how these may be accessed

      ii. actions taken by the HE languages community
         1. Identify actions which could be taken, and by whom, and any necessary enablers

3. Using the most viable methods of delivery, propose a model for a sustainable programme which retains, as far as possible, the aims of Routes and the integrity of the Routes identity.

All these requirements are MANDATORY.

Specific output required: a business strategy for a viable future programme of demand-raising activity in modern languages in the current HE environment, which is sustainable without further Government funding.

3.   The successful tenderer will be have access to and be expected to work with the Routes Project Director, other Routes staff and its wider stakeholders to inform their research; particularly with regard to options for sustainability already under consideration by Routes consortia.

Rationale and background
4.   As part of our support for modern languages as a Strategically Important and Vulnerable Subject (SIVS), HEFCE has supported the Routes into Languages (Routes) project since 2006. It was developed in the context of a decline in the number of students taking languages at university, and associated concerns about the vulnerability of modern languages provision in universities and colleges.

5.   The Routes programme aims to promote:
   i.   **increased take-up in learning** languages and associated cultures in secondary and higher education, including the learning of a diverse range of languages.

   ii. **increased take-up of work and study abroad** in language degrees and in other subjects, especially encouraging students to spend a year abroad during their studies.

   iii. **greater national capacity** in those areas of employment that require proficiency in languages and intercultural competence, including careers where cultural mediation is a key asset, as well as careers in translation, interpreting, teaching and research.

   iv. **raised aspirations and attainment** of students in secondary school and higher education, thereby widening access to language study and helping to encourage a broader social profile of undergraduates studying languages (gender, ethnicity, socio-economic background, diversity of languages).

   v.   **greater collaboration** between participating universities, schools and key stakeholders, including cooperation between academic communities with different identities and between academics and managers in widening participation and careers services.

Structure and management of Routes
6.   Routes consists of nine regional consortia across England, comprising a total of 67 universities in England. Each consortium is led by a project team in a partner university with a strong commitment to languages and with specialist expertise in a significant aspect of the programme.   Each consortium delivers a programme of activities with a proven track record

of success, including:

    a.   organising **sustained interventions** to raise attainment and to secure the lasting engagement of school pupils with languages.

    b.   delivering a programme of **one-day events**, aimed at motivating students to continue language learning throughout secondary school, and pursue their language studies at university, both in specialist degrees and in elective modules.

    c.   training **Student Language Ambassadors** from among language undergraduates and other students with languages, and deploying them in schools to support teachers and stimulate interest in pupils.

7.   Statistics for Routes activities in England in 2014-15 are:

- 870 activities and events
- 850 undergraduate student language ambassadors
- 2,300 schools reached by Routes (two thirds of all state secondary schools)
- 87,000 school students reached, including 38,000 from disadvantaged schools.

8.   Routes is managed and co-ordinated by the Programme Director and a team at the University of Southampton. The co-ordinating team has responsibility for:

    a.   co-ordinating the work of the consortia so as to ensure consistency in approach across the country, and promote collaboration, sharing of ideas and innovations;

    b.   monitoring activities, so as to ensure accountability and measurement of performance;

    c.   coordinate the participation of other modern language stakeholders including the University Council for Modern Languages (UCML), Association for Language Learning (ALL), ThirdYearAbroad.com (TYA), the Network for Languages (NfL) and institutions who are leading the development of particular themes, to ensure that the results are disseminated across the country;

    d.   supporting and disseminating the Routes programme through printed and online resources, through national events and through a Routes strand in the biennial HE Languages conference in 2014 and 2016, in collaboration with UCML and AULC.

9.   Key achievements of Routes are outlined in Annex A.

10.   Further information can be found on the Routes into Languages website at https://www.routesintolanguages.ac.uk/

Timeframe

The report should be received by HEFCE **no later than 3rd May 2016** to allow sufficient time for consideration of options by the project's steering group in mid-May 2016.

Indicative Budget

An indicative budget for these activities has been set at around £15,000 inclusive of VAT. Any bids proposing costs higher than this will be expected to provide evidence of significant

added value and return on investment in order to be considered.

Annex A – Key achievements of the Routes into Languages programme (as provided by the Routes project team, January 2016)

- Routes has motivated large numbers of schoolchildren to continue with languages. Surveys of participants in Routes activities have consistently shown their attitude to languages becomes more positive.

- Routes has helped to cushion the decline in take up of foreign languages that has happened in all English-speaking countries. Take up at GCSE in England fell by over 30% from 2002 to 2008, but has since recovered slightly. Take up at A level has only declined by 3.5% since 2002. Routes is one of the factors affecting the take up.

- Routes has given vital support to language teachers through their involvement in many motivating activities and through the student language ambassadors.

- Routes careers events have contributed to a large increase in the recruitment of graduates into specialist postgraduate Translation and Interpreting programmes.

- Routes has raised awareness of the importance of languages in wider society, for example by working with Arsenal FC and similar Double Clubs around the country, and through the involvement of public figures in activities.

Networks of excellence

- Routes is an unparalleled example of working together in HE, with a high level of cooperation and sharing of information and ideas between universities,

- Routes has a very wide network of links between universities and schools, who greatly value the work of Routes.

- Routes provides a rich store of materials and resources for teaching and promotion, and a very large range of imaginative and relevant activities and interventions, which are conducted at local and regional level to promote languages.

- The Routes partners have demonstrated energy and commitment to Routes and have become an experienced and effective group of academic and professional staff that has provided leadership in the area of languages nationally and regionally.

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÷3 = 5.33)

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

Scoring criteria

Evaluation Justification Statement

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

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20.00%
Quality	PROJ1.1	Understanding of the English Higher Education Sector	10.00%
Quality	PROJ1.2	Understanding of the Routes into Languages Programme	20.00%
Quality	PROJ1.3	Project Plan and Risk Management	30.00%
Quality	PROJ1.4	Methodology	10.00%
Quality	PROJ1.5	Project Team and Capability to Deliver	10.00%

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 x 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 x 10 = 6)

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

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

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the

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

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

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will (60+60+40+40) ÷ 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: Score/Total Points multiplied by 50 (80/100 x 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](#)

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