



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Low Pay Commission (LPC)**

**Subject: Impact of the New National Living Wage Target: A Study of Future Changes in Pay Structures and Age-related Pay**

**Sourcing Reference Number: CR20013**

**UK Shared Business Services Ltd (UK SBS)**  
[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
VAT registration GB618 3673 25  
Copyright (c) UK Shared Business Services Ltd. 2014

Version 2.0

**UKSBS**  
*Shared Business Services*

## Table of Contents

| Section | Content  |
|---------|--|
| 1       | <a href="#"><u>About UK Shared Business Services Ltd.</u></a>  |
| 2       | <a href="#"><u>About the Contracting Authority</u></a>         |
| 3       | <a href="#"><u>Working with the Contracting Authority.</u></a> |
| 4       | <a href="#"><u>Specification</u></a>                           |
| 5       | <a href="#"><u>Evaluation model</u></a>                        |
| 6       | <a href="#"><u>Evaluation questionnaire</u></a>                |
| 7       | <a href="#"><u>General Information</u></a>                     |

# 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.

## Our Customers

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>

## **Privacy Notice**

This notice sets out how the Contracting Authority will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the General Data Protection Regulation (GDPR).

### **YOUR DATA**

The Contracting Authority will process the following personal data:

Names and contact details of employees involved in preparing and submitting the bid;  
Names and contact details of employees proposed to be involved in delivery of the contract;  
Names, contact details, age, qualifications and experience of employees whose CVs are submitted as part of the bid.

#### *Purpose*

The Contracting Authority are processing your personal data for the purposes of the tender exercise, or in the event of legal challenge to such tender exercise.

#### *Legal basis of processing*

The legal basis for processing your personal data is processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller, such as the exercise of a function of the Crown, a Minister of the Crown, or a government department; the exercise of a function conferred on a person by an enactment; the exercise of a function of either House of Parliament; or the administration of justice.

#### *Recipients*

Your personal data will be shared by us with other Government Departments or public authorities where necessary as part of the tender exercise. The Contracting Authority may share your data if required to do so by law, for example by court order or to prevent fraud or other crime.

#### *Retention*

All submissions in connection with this tender exercise will be retained for a period of (7) years from the date of contract expiry, unless the contract is entered into as a deed in which case it will be kept for a period of (12) years from the date of contract expiry.

### **YOUR RIGHTS**

You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

You have the right to object to the processing of your personal data.

## **INTERNATIONAL TRANSFERS**

Your personal data will not be processed outside the European Union

**OR**

## **COMPLAINTS**

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF  
0303 123 1113  
[casework@ico.org.uk](mailto:casework@ico.org.uk)

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

## **CONTACT DETAILS**

The data controller for your personal data is:

The Department for Business, Energy & Industrial Strategy (BEIS)

You can contact the Data Protection Officer at:

BEIS Data Protection Officer, Department for Business, Energy and Industrial Strategy, 1 Victoria Street, London SW1H 0ET. Email: [dataprotection@beis.gov.uk](mailto:dataprotection@beis.gov.uk).

## Section 2 – About the Contracting Authority

### Low Pay Commission (LPC)

The Low Pay Commission (LPC) is an independent public body (sponsored by The Department for Business, Energy & Industrial Strategy: BEIS) that advises the Government about the National Minimum Wage. There are 9 Low Pay Commissioners drawn from a range of employee, employer and academic backgrounds. All the commissioners serve in an individual capacity. They are supported by a small secretariat, which has 8 members of staff.

The Low Pay Commission makes evidence-based recommendations based on:

- commissioned and independent research;
- analysis of relevant data regarding the state of the economy and the impact of the minimum wage;
- consultations with employers, workers and their representatives;
- written and oral evidence from a wide range of organisations; and
- fact-finding visits across the UK to meet employers, employees and representative organisations.

<https://www.gov.uk/government/organisations/low-pay-commission>

## 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                | Low Pay Commission (LPC)<br>8th Floor, Fleetbank House, 2-6 Salisbury Square, London, EC4Y 8JX  |
| 3.2.                        | Buyer name  | Alexandra Richards  |
| 3.3.                        | Buyer contact details                                 | Research@uksbs.co.uk  |
| 3.4.                        | Estimated value of the Opportunity                    | £20,000.00 Excluding VAT  |
| 3.5.                        | Process for the submission of clarifications and Bids | <b>All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing is available <a href="#">here</a>. 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.</b> |

| Section 3 - Timescales |  |  |
|------------------------|--|--|
| 3.6.                   | Date of Issue of Contract Advert on Contracts Finder   | Thursday, 6 <sup>th</sup> February 2020<br>Contract Finder |
| 3.7.                   | Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system              | Thursday, 13 <sup>th</sup> February 2020<br>11:00          |
| 3.8.                   | Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal | Friday, 14 <sup>th</sup> February 2020                     |
| 3.9.                   | Latest date and time ITQ Bid shall be submitted through Delta eSourcing  | Monday, 2 <sup>nd</sup> March 2020<br>14:00                |
| 3.10.                  | Clarifications if required   | Wednesday, 4 <sup>th</sup> March 2020                      |
| 3.11.                  | Anticipated notification date of successful and unsuccessful Bids  | Friday, 6 <sup>th</sup> March 2020                         |
| 3.12.                  | Anticipated Contract Award date  | Friday, 6 <sup>th</sup> March 2020                         |
| 3.13.                  | Anticipated Contract Start date  | Tuesday, 10 <sup>th</sup> March 2020                       |
| 3.14.                  | Anticipated Contract End date  | Thursday, 31 <sup>st</sup> December 2020                   |
| 3.15.                  | Bid Validity Period  | 60 Days  |

## Section 4 – Specification

### 1. Background

The Low Pay Commission (LPC) invites tenders from researchers to investigate the impact of the recently announced more ambitious policy for the National Living Wage on pay structures and age-related pay. The research will investigate whether firms will modify their pay and organisational structures, including systems of incentives and rewards, in response to the National Living Wage (NLW) as it begins its journey towards a target of two-thirds of median hourly earnings by 2024 with the age entitlement being reduced from 25 to 21 in two stages – first to 23 in April 2021 and then to 21 by April 2024. It will give initial insights of how firms are planning to adjust their pay structures and use of age-related pay in light of the new and more ambitious policy for the NLW.

The LPC has an ongoing remit to monitor the operation of the UK minimum wage, and to assess the impact of increases in the levels of the NMW and NLW in order to advise the Government on future rates. An important part of assessing the impact of the minimum wage is to examine the effect on the labour market. Previous research has found clear evidence of an impact on hourly earnings but suggests that the NMW has had limited adverse effects on employment levels. Businesses have coped by using a number of adjustment channels, including: adjusting hours; changing pay structures; reducing non-wage benefits; increasing prices to their customers; and squeezing profit margins.

The introduction of the NLW on 1 April 2016 at £7.20 an hour for those aged 25 and above marked a sharp real and relative increase in the level of the minimum wage – an increase of 10.8 per cent in nominal terms on the year previously (around four times pay growth at the median). Since then, the NLW has increased by 14.0 per cent to £8.21 an hour in April 2019 and, is expected to reach the Government commitment of 60 per cent of median earnings, when it increases by 6.2 per cent in April 2020 to £8.72.

Similar research, looking at the impact of the introduction of the National Minimum Wage on pay settlements and pay structures, was conducted for the LPC. It found that the NMW had been an influence on pay settlements and had led to changes in pay structures. Sectors adopted different pay practices with some paying all their workers an established rate, while others, notably fast food restaurants, making use of youth rates. There was evidence that non-wage benefits (such as perks, annual leave and pensions) had been reduced and that premia payments had become less generous in some firms. There was also some evidence



that the introduction and subsequent large upratings in the NMW had compressed pay differentials forcing some businesses in particular sectors to re-organise work structures as a result. This had led some employers to radically redesign their work structures and increase efficiency through training and multi-skilling, or by introducing new incentives. For example, large retailers removed several layers and replaced them with one multi-skilled basic shop assistant grade and some restaurant kitchens with traditional hierarchical pay structures had also radically reorganised work structures in response to compressed differentials.

More recent qualitative research has investigated the impact of the introduction of the NLW on pay structures. Resolution Foundation (2016),<sup>1</sup> and Incomes Data Research (2016 and 2017)<sup>2,3</sup> have suggested that differentials have been squeezed and that some employers are concerned about the resulting disincentives for progression up the career ladder. This concern has also been echoed on Commission visits around the country, when meeting employers and workers. That qualitative work also reported many low-paying sector firms moving their annual pay review dates from October to April. In recent quantitative analysis, Avram and Harkness (2019a and 2019b)<sup>4,5</sup> investigated the impact of the NLW on pay progression and spillovers onto differentials. They found little evidence to suggest that progression had been affected but some evidence of spillover effects on wages up to the 30<sup>th</sup> percentile of the earnings distribution, albeit weaker than the wage increases for those directly affected by the NLW. The finding on spillovers was consistent with previous studies that had looked at the National Minimum Wage, such as Butcher, Dickens and Manning (2012).<sup>6</sup> They concluded that the NLW had compressed the pay distribution and had reduced wage inequality.

---

1

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/579113/Resolution\\_Foundation\\_-\\_Industrial\\_strategies.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/579113/Resolution_Foundation_-_Industrial_strategies.pdf)

2

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/573428/IDR\\_Report\\_on\\_NLW\\_for\\_the\\_Low\\_Pay\\_Commission\\_October\\_2016\\_FINAL.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/573428/IDR_Report_on_NLW_for_the_Low_Pay_Commission_October_2016_FINAL.pdf)

3

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/660565/IDR\\_Employer\\_research\\_FINAL\\_2017\\_Report.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/660565/IDR_Employer_research_FINAL_2017_Report.pdf)

4

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/852505/The\\_impact\\_of\\_minimum\\_wage\\_upratings\\_on\\_wage\\_growth\\_and\\_the\\_wage\\_distribution.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/852505/The_impact_of_minimum_wage_upratings_on_wage_growth_and_the_wage_distribution.pdf)

5

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/852506/The\\_NMW\\_NLW\\_and\\_progression\\_out\\_of\\_minimum\\_wage\\_jobs\\_in\\_the\\_UK.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/852506/The_NMW_NLW_and_progression_out_of_minimum_wage_jobs_in_the_UK.pdf)

<sup>6</sup> <https://core.ac.uk/download/pdf/9694943.pdf>

The LPC therefore wishes to investigate whether there is evidence of similar re-organisation taking place to cope with the NLW and whether there are any signs of new or different adjustments since the announcement of the new target. It also seeks information on the treatment of 21-24 year olds with regards to pay. They were covered by the adult rate of the NMW but were not initially entitled to the NLW. They will however become eligible to the NLW by 2024 in two stages. We are interested in how firms have responded or intend to respond to the changes.

There is global interest among policy-makers in the impact of the NLW. The LPC is required to make recommendations to the Government on the path of the rate of the NLW to 2024. The findings from this research will directly inform policy decisions touching the lives of millions of workers as well as contributing to policy formation in the UK and beyond.

## **2. Aims and Objectives of the Project**

Previous research has broadly established that incremental increases in the minimum wage can raise pay at the bottom of the pay distribution without large adverse side effects on the labour market. However, business and employee representatives have told us that differentials between the lowest paid and those paid just above are being squeezed. They have also told us that pay structures have been changed. The achievement of the 60 per cent target and the advent of the new NLW target is an opportunity to test whether firms have continued and will continue to adapt pay structures in similar ways for more ambitious increases. As the NLW increases to two-thirds of median earnings and the age of entitlement falls to 23 in 2021 and to 21 by 2024, the Commission is particularly interested in how firms are adapting their pay structures to cope with the latest policy changes.

The aim of this study is to investigate the impact of the announcement of the new National Living Wage target of two-thirds of median hourly earnings, with particular emphasis on the treatment of 21-22 year olds when the NLW is extended to those aged 23-24 in 2021.

It could cover several aspects, including:

- a. to investigate whether pay structures will be altered in any way to take account of any squeeze on differentials (that is, the pay of other staff higher up the earnings distribution);
- b. to assess whether firms intend to include 23-24 years in the NLW in 2020 or delay until mandated in 2021;

- c. to assess how firms, intend to treat 21-22 year olds between 2020 and 2024, including whether they introduce a 21-22 year old when 23-24 year olds become eligible to the NLW;
- d. to assess whether firms will change their pay treatment of those workers aged under 21;
- e. to investigate whether wage premia (such as overtime and unsocial hours payments) and non-wage costs (such as annual leave and pension contributions) are expected to be affected;
- f. to investigate whether firms are more likely to substitute their older workforces with cheaper, younger workers; and
- g. to assess whether any of these (intended or actual) effects vary by sector, size of firm or region.

### **3. Suggested Methodology**

The methods and data used are at the discretion of the prospective researchers, but these should be specified in detail. It is anticipated that this study will use new sources of information to examine the issues mentioned above. If using new sources, such as case studies, focus groups and surveys of employers, researchers should indicate: how they propose to gather data for the study; how they intend to make use of these data; and how they propose to overcome any remaining limitations of the data. The time frame for the study should also be specified.

Potential contractors should specify the techniques they intend to employ. Tenders should also state which data are to be used, and give some indication of the strengths and limitations, and in particular whether the available data restrict the analysis in any way.

The research should use up to date, respected, methods, in line with recent studies. It is essential that the methodology and analysis stands up to external scrutiny by professional academics, economists, statisticians and analysts.

### **4. Deliverables**

The initial primary audience for this work will be the LPC. The main output of the study will be a report, detailing the aims and objectives of the research, the methodology adopted and the main findings. The report should include a brief non-technical Executive Summary. An electronic copy (preferably Word and pdf format) for the LPC website will be required. The

LPC will make the findings publicly available, and a synopsis of the report will be included in the Low Pay Commission's 2020 Report.

In addition, there would be other deliverables expected. Deliverables may vary according to individual projects but will include:

- An informal presentation of data sources and methodology to the LPC at an initial meeting;
- A methodology paper;
- Regular updates on emerging findings and project progress;
- An interim report;
- A draft final report;
- A final report incorporating comments from LPC;
- Two presentations of the key aspects of the work (at the research workshops on 23 April 2020 and 3 September 2020); and
- Key datasets and syntax files if appropriate.

The timescale for delivery of the research is flexible according to the needs of the project, but we would be looking in the first instance for an outline of the project at an inception meeting in mid-late March, a presentation on data sources and methodology at the research workshop on 23 April 2020, a detailed methodology paper by 29 May 2020, a draft interim report with initial findings by 21 August 2020, findings for a presentation to the 8<sup>th</sup> Annual LPC Research Symposium on 3 September 2020 and a draft final report by 28 September 2020. Project management is likely to include attendance at an inception meeting at LPC, and review meetings as required.

### **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   |
| 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 the requirements and context Methodology and approach                         | 25%           |
| Quality       | PROJ1.2 | Methodology and approach  | 30%           |
| Quality       | PROJ1.3 | Ability to deliver (including project planning, resource and risk management and expertise) | 25%           |

## 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: Score/Total Points multiplied by 50  $(80/100 \times 50 = 40)$

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

## **Section 6 – Evaluation questionnaire**

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at  
<http://www.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 2<sup>nd</sup> 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](#)