



Invitation to Quote

Invitation to Quote (ITQ) on behalf of the **Department for Business, Innovation and Skills (BIS)**

Subject UK SBS **Executive Search for the Office for Students Chief Executive**

Sourcing reference number **PS16202**

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial 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

The Department for Business, Innovation and Skills (BIS) is the department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BIS also protects consumers and reduces the impact of regulation.

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

Our priorities for 2016 to 2017 include:

- business and enterprise
- competitiveness and exports
- science and innovation
- labour markets

We have around 2,500 staff working for The Department for Business, Innovation and Skills (BIS).

Our partner organisations include 9 executive agencies employing around 4,500 staff.

We have BIS offices in London, Sheffield, Billingham, Cardiff, Darlington, Glasgow, Manchester, Nottingham, Runcorn and Watford.

Department for Business, Innovation and Skills achievements include:

- Funding 457,000 apprenticeship starts in 2010-11 Academic Year
- Committing £75 million to support innovation in technology-based SMEs
- Helping 25,000 UK businesses (mainly SMEs), employing over 13 million people, to make the most of opportunities for growth in overseas markets; Growth Accelerator is a new Department for Business funded-service to help up to 26,000 small and medium enterprises (SMEs) grow as much as they can over three years. Working with an experienced coach, businesses will receive a personalised growth plan, training and workshops, networking and peer to peer support. SMEs can also learn how to develop their leadership and management capability.
- With the Cabinet Office, leading the review of 1,200 regulations across Government as part of the Red Tape Challenge, more than half of which will be scrapped or improved.

<http://www.bis.gov.uk>

Section 3 - Working with UK Shared Business Services Ltd.

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

Section 3 – Contact details		
3.1	Customer Name and address	Department for Business, Innovation and Skills (BIS), 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Tessa Gawthorn
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£25,000.00 excluding 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 <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	27/10/2016 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	03/11/2016 11:00am
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	07/11/2016 14:00am
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	10/11/2016 14:00
3.10	Date/time Bidders should be available if face to face/telephone clarifications are required	Not Applicable
3.11	Anticipated rejection of unsuccessful Bids date	18/11/2016
3.12	Anticipated Award date	18/11/2016
3.13	Anticipated Contract Start date	21/11/2016
3.14	Anticipated Contract End date	28/02/2017
3.15	Bid Validity Period	60 days

Section 4 – Specification

Proposed Office for Student Chief Executive Job Description and Candidate Specification

Job Specification and Selection Criteria – OfS CEO

The Chief Executive of the Office for Students (OfS) is a full time executive role at the forefront of the Government's Higher Education reform agenda. The Chief Executive will both lead the creation of the OfS in the run up to its legal establishment in April 2018, and lead the operational work of the OfS in its first years of existence. This role will be integral to the success of this new organisation, having responsibility for a multi-faceted organisation with a substantial budget.

The OfS will be a new body created to enable the regulatory environment to reflect fundamental changes to funding and increased providers in the Higher Education sector. Combining the existing regulatory functions of Higher Education Funding Council for England (HEFCE) and the Office for Fair Access (OFFA), establishing the vision and culture for the new organisation and it will have clear and consistent powers to regulate the sector. It will create and oversee a regulatory environment in higher education which puts the interests of students at the heart of the system, focusing on choice and competition. Its Board membership will reflect the diversity of the higher education system, and will also draw on the expertise of individuals with experience of fostering choice and competition, and of robust financial control.

The Role

The Chief Executive will be integral to the success of this new organisation, having operational responsibility for a multi-faceted organisation with an annual budget in excess of £1 billion. This new leadership role will be responsible for the design and set up of the new organisation, working alongside the new Chair and officials to establish the new body. The successful candidate will also manage the transition to the OfS, establishing the vision and culture for the new organisation and merging some of the functions of the HEFCE and OFFA into the OfS. The Chief Executive will work closely with the executive officers of these bodies, as well as government officials, and engage with leaders across the academic and business communities to ensure the effective establishment of the OfS. Once established, the Chief Executive will lead the OfS to successfully deliver its functions and objectives as a market regulator, promoting and protecting student interests.

We are seeking a candidate with a track record of leading large organisations who can command the respect of the full range of higher education providers to deliver the functions of the OfS effectively. The successful candidate will have either a Higher Education background or a regulatory and consumer background. An understanding of working effectively with Government to deliver policy objectives will be crucial to success in this role. We are open to applications from a wide range of backgrounds.

Roles and responsibilities:

In transition the Chief Executive will:

1. Take a leading role in the formation of the OfS including the recruitment and selection of

the executive board, ensuring that the leadership of the organisation incorporates a range of experience and reflect OfS priorities and the diversity of the sector.

2. Take responsibility for developing a new organisational design and culture for the OfS and managing the transition from current arrangements to the OfS, retaining relevant skills and expertise within the new organisation.
3. Build effective relationships with partners and engage with the academic and business community, Government departments, Parliament as well as other public, private and third sector partners to establish the OfS as a credible and effective independent market regulator.
4. Develop a strategic plan for the new organisation and communicate this persuasively to internal and external audiences, ensuring that the strengths of existing institutions are preserved and built on and create a clear vision for the future
5. Ensure business as usual and enable the current system to continue to perform to full effectiveness while the transition takes place.

Once OfS has been established the Chief Executive will:

1. Lead the OfS in the successful pursuit of its objectives, providing the strategic leadership, direction, and vision necessary to achieve its aims as an independent regulator promoting student choice and competition.
2. Work closely with the Chair to set the strategic direction of the OfS, and to deliver successful change management to align operational activities with strategic objectives.
3. Deliver the Teaching Excellence Framework, in line with Government policy, to incentivise excellent teaching and enable the best new providers to compete on a level playing field.
4. Work closely with the CFO to ensure robust financial management to deliver efficiencies across the organisation and be accountable to Parliament for all funding allocated by the OfS.
5. Promote OfS' activities across the sector, championing the student interest and ensuring effective relationships with partners in the academic and business community, and with government ministers and officials.
6. Develop lasting and strategic opportunities with UK Research and Innovation and other public bodies to share data and work together on areas of common interest.

The Candidate

Skills and Experience

It is expected that prospective applicants will have many of the following experiences and attributes:

- Substantial experience of senior leadership in a large and complex organisation

- A track record of leading and managing corporate change, particularly establishing a new organisation or leading a restructure, and setting strategic direction in this context
- Proven ability to develop and drive forward a clear strategic vision for the organisation
- The ability to command the respect and build credibility and strong relationships with the diverse range of higher education providers, as well as students and employers
- Experience and understanding that covers one or more of business, higher education, regulation or Government.
- Demonstrate excellent communication, relationship building and influencing skills, strategic thinking and sound judgement.

Terms of Appointment

Terms: 4 year contract to commence early 2017

This is a full time executive position. The successful candidate would initially be based in Government offices in London but then in due course work in the offices currently occupied by HEFCE in Bristol.

Objectives and success measures for this recruitment contract:

- To provide a cost effective and professional service in delivering search and recruitment for the campaign with positive feedback on delivery from senior stakeholders;
- To provide targeted search that ensures applicants have the relevant skills and ability as set out in the role description and selection criteria;
- Applicants diversity monitoring data and political questionnaire submitted to appointment team;
- Success will be the appointment of a high calibre candidate to the post drawing on a wide and diverse pool of applicants both within the UK and potentially from overseas that ensures the Minister has a choice of whom to appoint.
- The appointment is made along the lines of the Commissioner's Code

Background to the requirement:

This is a new role stemming from the creation of the Office for Students, as set out in the White Paper *Higher Education: Success as a knowledge economy*, and the Higher Education Bill. It has strong Ministerial and No10 interest, and the successful appointee will report to the BIS Secretary of State.

Scope:

The appointed search and recruitment consultancy firm will be required to deliver search requirements and assist the appointment and policy teams in BIS with the selection process for the vacancy in order for the successful applicant to be appointed by February 2017. This post is not currently regulated by the Commissioner for Public Appointments (OCPA) but will

be in the future. Therefore the campaign process will follow best practice according to those appointment principles, with the intention that the role will be regulated by OCPA once in statute.

Further details on the role is set out in Annex B

Requirement:

The consultants will be required to undertake the following work:

- Attend planning meetings and discuss search and campaign requirements with the Independent Panel Member(s), both appointment teams and other key stakeholders to agree the search, advertising strategies and timetable
- Provide search and selection services ensuring a strong and diverse field of candidates;
- Give support and advice on the preparation of recruitment documents and ensure applicant packs are made available in alternative formats if requested;
- To respond to requests for applications via post and e-mail. To receive, log and acknowledge applications about the post and answer any queries by email or telephone.
- Advise on advertising text and negotiating with media on prices for placing external adverts, plus placing advert; and bringing the advert to the attention of names of potential applicants (the team are considering the following publications/websites for advertisements Guardian Jobs Online, the Times Higher Education Online, and the Economist);
- Provide weekly campaign updates and statistics on the search and selection, including diversity;
- Prepare printed and ring bound long list, short list and interview packs and circulate them to panel members.
- Sift applications against agreed competencies for the role. Make recommendations as to the suitability of each candidate and document the reasons why candidates have been rated in a particular order and agree a shortlist with the panel.
- Arrange and carry-out initial checks with long listed candidates;
- Take up references;
- Notify successful and unsuccessful candidates of the outcome via telephone or email at each stage of the campaign.
- Arrange 1:1s with senior colleagues (as required);
- Arrange interviews with candidates and prepare selection panel for interviews including panel pack;
- Attend a wash-up meeting post interviews and provide feedback to all candidates at the end of the search and selection process;
- Assist with securing the appointment of the preferred candidate, including securing any outstanding references and undertaking due diligence checks.

Deliverables:

- Through executive search, suitably qualified, high calibre applicants are identified and drawn from a strong field applying for the vacancy;
- Advertising is proportionate, placed in the publications outlined above, and relevant to attract high calibre applicants for the vacancies;
- Recommendations / referrals are followed up with individuals applying for the vacancy;
- All recruitment documents are accessible and professional;
- All contact made with applicants and potential applicants by the consultants is

delivered professionally;

- Research is delivered to a high standard in the right format to meet both Departments' needs and delivered on time;
- The pre-sift process results in a strong field of applicants progressing through the recruitment process;
- The pre-sift results are accepted by the selection panel members as accurate against the agreed criteria;
- Strong field of applicants is recommended for interview;
- Diversity data is accurately recorded and applicants completed forms are submitted to both appointments team;
- The service is delivered on time and to a high standard with key stakeholders providing positive feedback on the consultant's added value.

You will be expected to:

- Keep in touch on a regular basis with the key contacts in both appointment teams throughout the process and, if any issues arise, get in touch without delay so these can be resolved together;
- Update your contacts on a regular basis throughout the search period;
- Attend meetings when required;
- Have at least one meeting with senior stakeholders and keep in touch as required;
- Supply a list of applicants approached and provide a report on search activities and outcome. When undertaking the search and following up recommendations, to ensure that potential applicants understand that this is an open competition and that appointments are based on merit;
- Deliver the stages covered in the programme of work, in partnership with the points of contact in both appointment teams ensuring all recruitment documents have had the necessary clearance before they are used.
- Participate in an evaluation review at the end of the appointments process to share what went well and any areas identified for improvement.
- Be familiar with the Commissioner for Public Appointments Code of Practice April 2012 and the Cabinet Office Making and Managing Appointments, Best Practice Guidance.
- Retain key documents for the competitions, as required under the Commissioners Code and forward to both appointment teams.
- Handle sensitive personal data securely. You are asked to note that personnel working on this assignment should not hold any data of a personal nature relating to applicants on an unencrypted laptop, drive or memory stick.
- Head all documents / emails that contain information about applicants with the following protection marking "official sensitive"
- Ensure quality of standards, as set out in your proposal, are delivered throughout this assignment.

Proposed project process timetable:

The below timetable is preliminary and may be subject to change. The proposed duration will remain the same for delivering the requirement, however potential bidders will need to be flexible as there may be a need to move all timescales backwards as this campaign will need to align with the appointment of the Office for Students Chair.

Chief Executive

- **Campaign to go live –November**
- **Sift and interviews – December/January**

- **Candidates to meet BIS Secretary of State – early January**
- **CEO appointment to be confirmed – mid February**

Changes in the way in which BIS delivers its ministerial public appointments.

On 1 April 2015, the appointments team was formally established within the Partner Organisations and Governance team in BIS to deliver excellence in ministerial public appointments across the Department. This was a key part of the Sponsorship Reforms made possible through the Future Shape of BIS Programme which implemented the recommendations of the BIS Strategic Review. This Programme was one of the Department's top priorities for 2014/15 with the aim to create a simpler and more efficient and effective BIS, and it moves the responsibility for delivering the bulk of the campaign process away from sponsor teams across the department to a central hub. The appointment team is responsible for:

- managing ministerial public appointments
- setting the appointments strategy
- leading and making decisions on public appointment policy
- providing expert advice and guidance
- leading the commercial management of executive search consultants; and
- co-ordinating the planning for BIS ministerial public appointments and re-appointments.

You will be working primarily with a named contact from the BIS public appointment teams, who will be responsible for:

- contract management of the search and recruitment consultancy, ensuring the campaign delivers its key milestones and success criteria resulting in high calibre candidates appointed to the posts ;
- project managing the campaign to ensure the campaign remains on track and any risks / issues are mitigated / addressed
- working with the appointed consultants on the content of appointment documentation and advertising to ensure high quality of standards are delivered;
- working with the consultants on a targeted diversity campaign;
- working with consultants on the sifting and interview process;
- drafting ministerial submissions
- arranging the selection panel members;
- liaising with BIS Minister's offices, Parliamentary Unit and Communications as part of the appointments process.

The campaign will also be supported by colleagues from across the department who will carry out specific roles in the successful delivery of the campaign and appointment on-boarding. The appointments team will also be liaising closely with the relevant policy team throughout the campaign.

Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification

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	<p>Price</p> <p>Price to include a fixed administration charge for the service and a fixed cost for successfully filling the position</p>	30%
Quality	PROJ1.1	<p>Demonstrating expertise and resources to deliver the requirement.</p> <p>Bidders are to detail how they will utilise their available resources and associated expertise including acumen and creativity to achieve the aims and deliverables of the specification.</p>	40%
Quality	PROJ1.2	<p>Methodology and Approach</p> <p>Bidders are to provide a proposed methodology and approach for achieving the aims and deliverables of this contract in accordance with the specification. This must include but is not limited to:</p> <ul style="list-style-type: none"> • Awareness of challenges • Research of the breadth of markets • Approach to bring this vacancy to market • How suitable candidates will be identified • How this specific role will be approached 	30%

Evaluation of criteria

Non-Price elements

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

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

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$)

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

Example if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ($60/100 \times 10 = 6$)

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

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

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

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

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 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: $\text{Score}/\text{Total Points}$ multiplied by 50 $(80/100 \times 50 = 40)$

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

Section 6 – Evaluation questionnaire

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

Guidance on completion of the questionnaire is available
at <http://www.ukpbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

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