Invitation to Quote

Invitation to Quote (ITQ) on behalf of UK Space Agency

Subject: SWOT analysis of the UK space science research base

Sourcing Reference Number: PS21189

UK Shared Business Services Ltd (UK SBS)
www.uksbs.co.uk

Version 7.0

UKSBS
Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

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 UK General Data Protection Regulation (UK 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

As your personal data is stored on our IT infrastructure and shared with our data processors Microsoft and Amazon Web Services, it may be transferred and stored securely in the UK and European Economic Area. Where your personal data is stored outside the UK and EEA it will be subject to equivalent legal protection through the use of Model Contract Clauses.

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

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:

UKSA Data Protection Officer, UK Space Agency, Polaris House, North Start Road, Swindon SN2 1SZ. Email: GDPR@ukspaceagency.gov.uk

Section 2 – About the Contracting Authority

UK Space Agency (UKSA)

The Agency is responsible for all strategic decisions on the UK civil space programme and we provide a clear, single voice for UK space ambitions. The UK Space Agency is at the heart of UK efforts to explore and benefit from space. The UK's thriving space sector contributes £9.1 billion a year to the UK economy and directly employs 28.900 with an average growth rate of almost 7.5%.

Collaboration lies at the core of the UK Space Agency ethos and applies across Government as well as to external organisations including European and global partners such as the European Space Agency (ESA), the European Union, national space agencies and the United Nations.

The Agency provides funding for a range of programmes via programmes such as the National Space Technology Programme and FP7 and works closely with national and international academic, education and community partners.

UK Space Agency achievements include:

• Implementing Government £10m National Space Technology Programme to support the development of UK technology and services/applications using space data. The first four flagship programmes totalled £6m, matched by £5m from industry.

• The Climate and Environmental Monitoring from Space facilities at the International Space Innovation Centre, supported by £400,000 funding, will make satellite data available to space businesses and institutions, particularly those which do not have the infrastructure to exploit Earth observation data.

• Chaired and led the International Charter ‘Space and Major Disasters’, to task Earth observation satellites quickly to provide data following a major disaster

www.BEIS.gov.uk/ukspaceagency

Section 3 - Working with the Contracting Authority.

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

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	UK Space Agency, Polaris House, North Star, Avenue, Swindon, Wiltshire, SN2 1SZ
3.2.	Buyer name	Kallista Thomas
3.3.	Buyer contact details	professionalservices@uksbs.co.uk
3.4.	Estimated value of the Opportunity	£99,000.00 (excluding VAT)
3.5.	Process for the submission of clarifications and Bids	**All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing is available here. Please note submission of a Bid to any email address including the Buyer will result in the Bid not being considered.**

Section 3 - Timescales		
3.6.	Date of Issue of Contract Advert on Contracts Finder	Friday, 29 October 2021 Location e.g. Contracts Finder
3.7.	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	Friday, 05 November 2021 11:00
3.8.	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Thursday, 11 November 2021
3.9.	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Wednesday, 17 November 2021 14:00
3.10.	Anticipated notification date of successful and unsuccessful Bids	Friday, 26 November 2021
3.11.	Anticipated Contract Award date	Friday, 26 November 2021
3.12.	Anticipated Contract Start date	Friday, 10 December 2021
3.13.	Anticipated Contract End date	Wednesday, 30 March 2022
3.14.	Bid Validity Period	60 Days

Section 4 – Specification

1. Background

The UK Space Agency

UKSA provide technical advice on Government's space strategy and guide the UK space sector to deliver Government's vision. We design and deliver programmes that implement Government's strategy, including as a sponsor of national capabilities and an early-stage investor in space research and development. We promote the UK space sector's interests and achievements, make connections to join up industry and academia, and represent the UK in international space programmes. To deliver this role, we draw on our deep expertise in space science, technology, and the global space landscape, our core Civil Service skills, and our partnerships across Government, the sector, and with space institutions around the world.

The space sector is a vital part of the UK's economy, worth over £16.4 billion per year and employing over 45,000 people in such diverse and exciting roles as scientists, engineers, entrepreneurs, and innovators.

The Agency supports this growth through providing funding for a range of programmes . It currently has a budget of about £400m per year of which ~£300m is spent with the European Space Agency via subscriptions. The rest of the national budget supports programmes across upstream and downstream areas of the space sector such as the National Space Technology Programme, the Satellite Launch Programme, and the national Space Science programme.

The UK Space Agency works to ensure that the UK investment in civil space brings about real economic and scientific benefits. For this reason, high quality impact assessment and evaluation is vital to strengthen our existing body of evidence on the outcomes of space programmes. To reflect this commitment, the Agency published our Evaluation Strategy[1] in August 2015[2] where it sets out the processes we follow when evaluating our activities and programmes. Moreover, better evidence on anticipated impact and related market intelligence gathering will prove important when shaping future strategic direction.

UK Space Agency's national Space Science Programme

Since 2010 the UKSA Space Science programme has provided ~£200m to the UK's space science research base to secure involvement in the ESA Science Programme. This enables the UK to participate in flagship ESA discovery missions that positions the UK as a global leader in 'gold standard' prize-winning space science R&D. UK involvement space science programme is driven by cutting-edge science missions which answer the next big questions, and by the science priorities of key stakeholder UKRI-STFC.

In any one year, the programme's grant funding supports approximately 300 staff posts throughout the space science research base, including Principal Investigators, technicians, engineers, researchers, and project managers. Funding has supported key leadership roles on virtually all ESA Science Programme missions over the last decade. Currently the

[1] https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/456513/Evaluation_Strategy_August_2015_FINALv2.pdf
[2] https://www.gov.uk/government/publications/evaluation-strategy-uk-space-agency

programme supports participation in 17 missions, many with multiple UK roles. These roles ensure that the UK is central in designing and coordinating the science output of missions, provides intimate knowledge of the scientific instrumentation and the data it returns, and ensures proprietary access to these data. These factors combined place the UK research base in advantageous positions to interpret and exploit the data returned.

An indicative Theory of Change is provided below to give further context to the programme:

Inputs	Activities / outputs	Outcomes	Impacts
• *UKSA management resource, monitoring and evaluation* • *UKSA grant expenditure £18M-£25M p.a.* • *Stakeholder and advisory structure providing strategic guidance and technical expertise*	• *UK roles secured on science missions, influencing mission design around UK strengths* • *Partnerships formed between UK academia and SME supply chain* • *International collaborations formed in mission consortia* • *Cutting edge UK built scientific instrumentation designed, launched and operated* • *New technologies developed and de-risked* • *Science return: Data releases shaped in line with UK scientific priorities*	• *New scientific discoveries, with multi-disciplinary and downstream applications* • *New engineering expertise and techniques proven* • *Knowledge transfer between academia and industry* • *SME upskill* • *Benefits of UK space science and exploration spread to more diverse range of research groups not supported through existing ESA facing activity* • *Technology Readiness Levels raised* • *Outreach & educational value of science attracts new talent to sector* • *Comms value of science raises profile of UKSA and UK research base* • *International reputation: Longer term follow on international partnerships formed* • *Further funding and investment leveraged*	• **Prosperity and Knowledge:** • *Export potential created through new partnerships* • *High skilled jobs in academia and SME supply chain created and safeguarded* • *Enhanced breadth and competitiveness of UK space science research base* • *Enhanced conditions for spin out and commercialisation through technology innovation and knowledge transfer* • **Projecting Global Influence:** • *UK strengths and investment in R&D showcased on the global stage though high profile missions* • *UK reputation enhanced as a trusted partner of choice* • **Security and Protection** • *Space science led technology and engineering spill overs underpin innovation in critical sectors (e.g. optical sensor tech into oil and gas sector, microengineering techniques in to biomedicine)* • *Downstream/spill over applications of space science research: solar physics to space weather modelling and prediction, exoplanet measurements to space situational awareness*
• **Assumptions**	• *STFC funding available for longer term scientific exploitation of scientific data return by UK built instruments* • *UK funded roles and activities remain with cost, schedule and specification thresholds* • *Overarching health and stability of UK research groups such that they can accommodate workload and capture new opportunities*		

The most recent assessment of UKSA space science activity, which highlighted significant economic value, R&D and capacity building to the UK can be found here: https://www.gov.uk/government/publications/an-assessment-of-the-industrial-impacts-of-uk-funding-through-the-esa-space-science-programme

2. Aims and Objectives of the Project

Context and Aims

The UK is a world leader in space science, with UK academics and their supporting teams securing major leadership roles on virtually all ESA Science Programme missions in an increasingly competitive international landscape. The complex internal and external factors to this success include resources, competencies, networks, and partnerships, enabling infrastructure, scientific and technology capabilities, programmatic, policy, strategy and direction, and broader political and economic conditions.

UKSA and sector partners have led and commissioned several impact evaluations of Space Science Programme activity over recent years, each contributing to the sector's evidence base and demonstrating the benefits that accrue from investments in this area. The core competencies and expertise of the UK space science research base are relatively well known (in terms of science disciplines and technology/engineering specialisms), however little in depth research has been undertaken to capture the underlying conditions that enable this impact or underpin these competencies, nor the future direction of space science disciplines at a long term, international level.

The overarching aim of this research is to:

1. Build UKSA's intelligence on the source(s) of the UK's strengths in space science, thereby pinpointing the factors that need to be developed and maintained to remain competitive and identifying any weaknesses that could impact on the sustainability of the UK's competitiveness.
2. At a more macro level, the research should also encompass factors (opportunities and threats) beyond the immediate UK sector itself, considering for example broader political and economic conditions, government policy, international collaboration, and competition
3. Possible pathways that space science will develop in the mid to long term (e.g., 20-30 years)
4. Determine scope within the sector to align with ESAs Voyage 2050 programme[3]
5. Scope for potential future bilateral relationships in space science

HMG has published a new UK national space strategy, which includes UK leadership in space science as a core goal, as well as potential consideration of new policy interventions such as a bilateral programme to enable direct collaborations with other space agencies beyond ESA.

This research will provide insights that shape the development of the strategy underpinning objectives and investment decisions of the existing UKSA national space science programme and its possible future augmentation.

At a BEIS and government policy level, the evidence gathered through this exercise can also feed into the levelling up agenda by providing insights on the distribution of resources and capabilities across the UK space science research base, as well as making the UK a Science Superpower by understanding and eventually harnessing the Space science expertise in the UK.

[3] https://www.cosmos.esa.int/web/voyage-2050

Scope

'Space Science' here is defined essentially as astronomy and astrophysics, and related (sub)disciplines (e.g., solar science, planetary science, space plasma physics etc), which seek to answer fundamental questions such as: How did our Earth and our Solar System form and evolve? What is our place in the Universe? What are the fundamental physical laws of the Universe? Where are we going? Where did life come from, and are we alone?

Though they overlap, other sciences of/from space, such as Earth Observation and Space Exploration, are outside of the scope of this research and supported by partner UKSA policy and programme activities.

'Space Science' relates to **space based** (as opposed to ground based) facilities, and this research piece should focus on the **institutional/academic/national laboratory groups** in the UK which participate in space science missions. Typically this participation involves the development and operation of **scientific instrumentation and supporting data processing ground segments** which are contributed, via UKSA funding, to ESA Science Programme missions and/or other international partners. Recent example missions include Gaia (3D mapping of over a billion stars), Bepi Colombo (enroute to study the composition and geology of Mercury), and Planck (which studied the Cosmic Microwave Background, relic radiation from the Big Bang). UKSA's national Space Science Programme does not directly fund industrial participation in these missions however the industrial supply chain is supported via subcontracts from directly funded institutes – therefore industrial capability, both in terms of skills and technology, and academic-industrial knowledge exchange should be considered in terms of their linkage to the overall UK academic space science landscape.

UKSA's remit is the development of scientific instrumentation and ground segment data processing centres, which deliver data to the academic community to exploit for research and scientific discoveries. UK success in this exploitation is intrinsically linked to UKSA funded mission participation, however it is supported via UKRI-STFC, as part of a dual-key delivery partnership with UKSA. Therefore while data exploitation, and the conditions around it (funding, skills, infrastructure etc), are not the primary focus of this work, the SWOT analysis should acknowledge and consider this significant dependency.

It is important that this research covers the widest breadth of the space science research base as possible, however it is acknowledged that some prioritisation/rationalisation of work could be required as the research proceeds. If so, any rescoping will be agreed with UKSA to ensure that core objectives are met.

Objectives

The principle objectives of this research are threefold:

1. Carry out an in depth SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the UK's academic space science research base:

Strengths and Weaknesses: Internal/micro environment around UK institutional/academic/national laboratory groups participating in space science activities. This should include established organisations, as well as new entrants/emerging groups.

The identification and appraisal of strengths and weaknesses should focus on factors that could positively or negative impact competitive advantage to the UK, primarily through the lens of securing roles on space science missions.

Categorisation should be refined through the research method development (see Suggested Methodology below), but initial considerations would be based around the **identification of core scientific and technology/engineering competencies of the UK space science research base**, and the resources and capabilities that are the **source** of those competencies, such as:

- Human Capital – Skills and talent of work force, including scientific, technical, engineering, managerial and leadership, staff mobility, retention.
- Financial resources – Access to new funding opportunities, leveraged prior investments
- Infrastructural – Access to laboratory and test facilities, High Power Computing (HPC) resources
- Supply chain resources – Partnerships and linkages to industrial supply chain, including for equipment procurement and manufacture
- Innovation resources – Capacity for spin out, linkage to enterprise/commercialisation, and generation of new ideas and technological capabilities
- Non-tangible resources – Reputation, status, collaborative networks, and partnerships

The internal/microenvironment should encompass the academic groups active (or potentially aspiring to be) in the provision of space science instrumentation and ground segment data processing centres, as well as their immediate environment, such as research funding and delivery organisations (UKSA, STFC (and UKRI more broadly), ESA), host institutes/universities and immediate supply chain partners in industry.

Opportunities and Threats: External/macro environment – Wider sector level, political, economic and international environment:

This seeks to place the UK's space science research base in its wider context and identify and consider the effects of externalities stemming from, for example, the broader UK space sector, the wider UK HE/university sector, the wider social, economic and (geo)political climate, and the global space sector. Key focus areas would likely include:

International 'competitor' environment – Space science is inherently collaborative, with virtually all missions and roles involving large scale international collaboration, however mission selection processes, funding approvals, and consortium negotiations to secure roles, all involve competition. This research should therefore seek to capture information on resources, capabilities, core competences, and competitive advantage of equivalent space science research bases outside of the UK. The full scope of this would be agreed during the method development (see Suggested Methodology below), but would likely include national level consideration of the US, Europe (e.g. France, Germany, Italy), as well as Japan and Canada. This should include identification of opportunities for collaborative partnerships, which could be expanded upon in objective 2.

Broader UK space industry – The position of the space science research base within the UK space sector as a whole; including strategic influence, and competition and collaboration with other research/industrial areas with respect to resources such as funding, infrastructure,

skills, and talent. This should include identification of any changes in the dynamics of industry forces that could in turn present opportunities or threats.

Wider UK research sector – Consideration of the UK Higher Education/university sector, and strategic or policy trends that could impact on the space science research base. This should include the throughput of graduates, PhD students, project staff (technicians, engineers etc) skills.

For wider social, economic and (geo)political environments the research may wish to adopt the PEST (Political, Economic, Social, Technological) conceptual framework, or derivatives of it. The key considerations here would likely include the effects of significant recent events such as EU Exit and COVID19, longer term socio-economic trends and strategic/political direction/constraints set through fiscal events such Comprehensive Spending Reviews or national level strategies such as the BEIS Industrial Strategy. Technological developments could consider threats and opportunities via technology 'spin in' to the space sector, or technologies considered novel/'non-traditional' to the space science research base, such as nanosatellite platforms and small sat constellations. As above, there may be cross over here with objective 2.

2. Augment the SWOT analysis with horizon scanning to gather intelligence about the future direction of space science globally, from a scientific (ambition, objectives) and technological perspective

Generate a catalogue of trends, new and emerging space science (sub)disciplines, and technology developments that will, or could be anticipated to, shape future space science research.

The driver is to identify possible pathways that space science could develop as a discipline over the medium to long term (10-30 year) timeframe. From the perspective of scientific ambition/objectives; what are the key questions that space sciences will be seeking to answer over this timeframe, what missions, mission concepts or scientific themes can be identified or anticipated that may seek to address these?

The research is specifically asked **not** to rank or prioritise these opportunities, but identify, where feasible, the associated technologies, instrumentation and data processing capabilities required to meet them – as well as the ambitions of the space science research base in terms of participation in these opportunities, i.e., are there strategic motivations to lead these opportunities or to contribute specific elements?

Trends may be focused largely in terms of the evolution of existing space science (sub)disciplines – e.g. what are the next steps for planetary science – but could also consider emerging/novel technologies and platforms and how they might transform/add to space science research, as well as newly emerging subdisciplines.

Content here is not expected to be heavily technically detailed (for example, not detailing specific technical or performance requirements etc), but a robust and consistent scheme for capturing and classifying this information will be required.

3. Synthesise the findings from objectives 1 and 2 to produce observations on the overall health, sustainability, international competitiveness and opportunities of space science activity in the UK

This SWOT analysis is intended to provide UKSA with a descriptive overview of the environment of the space science research base. It is not intended to be a prescriptive tool that determines the nature of strategic planning, however key themes may emerge that inform strategy development and programme level decisions. It is expected that any such themes would be summarised by drawing together the outcomes of objectives 1 and 2. These themes would be developed as the research progresses and evidence emerges via fieldwork and analysis, but preliminary questions and considerations could be:

- Are there perceived gaps (in terms of resources, competencies etc) between identified strengths and opportunities?
- What is the level of dynamism and opportunity in the space science research base?
- Are strengths and expertise distributed or concentrated around specific disciplines and technologies?
- What are the mid to long term prospects and sustainability of those strengths and related technology specialists in the international context?
- Are there clusters or groupings within the research base (for example by science/technology/geography/other) that are particularly resilient against, or vulnerable to, weaknesses or threats identified?
- What strengths need to be developed and maintained to remain competitive?
- Are there structural/strategic responses required to maintain international competitiveness, such as in the UK strategic/funding landscape or the levelling up/federalisation of resources/capabilities?
- Are there strategies required to minimize the effect of weaknesses and overcome or avoid threats?
- Can internal strengths identified overcome external threats?
- Are there positive or negative long-term trends that can be identified and appraised in terms of UK competitiveness, scientific excellence, participation in space science missions?
- What are the key challenges that can be anticipated for the space science research base in the mid to long term, at the UK and/or international level?
- In terms of opportunities identified, what are the strategic ambitions of the space science research base to lead/participate/contribute to mission concepts? What types of missions and mission leadership does the UK space science research aspire to?

Overall Approach and Sources

The UK's space science agenda and long term ambitions are driven by the scientific community, through its pursuit of scientific excellence and UK science return. As such, the primary approach for this research should be significant stakeholder consultation with:

- Senior representatives of key universities, departments, national laboratories that comprise the UK space science research base
- UK academics (Principal Investigators, researchers etc) that have actively participated in space science missions
- Representatives of UKSA and STFC advisory structure, including Chairs of key advisory committees, advisory panels and grant panels
- Representatives of key learned societies, including Royal Astronomical Society and key UKSA Space Science Programme stakeholder bodies, including the Space Academic Network (SPAN)
- UKSA and STFC programme representatives

These groupings are not exhaustive. Further contacts and introductions to stakeholders can be provided by UKSA.

The bulk of the research fieldwork is expected to rely on consultations as primary sources. In addition, to provide context of the overall landscape of the space science research base, UKSA can provide data and reports detailing historic distribution of UKSA national Space Science Programme funding across institutes, missions, roles and instruments, as well as impact evaluations and assessments at the sector, programme and mission case study level.

Information sources related to resources for external/international environments could include OECD reports, as well as academic publications, and other commissioned space sector reports.

3. Suggested Methodology

If applicable:	**Insert numbers:**
Total number of Participants (experimental design)	
Total number of Interviews (survey)	**50-60**
Total number of Interviews (qualitative)	
Total number of Focus Groups	
Total number of Case Studies	
Any other specific requirements	**N/A**

The above is a suggested methodology, however, bidders may suggest their above approach if different. The work to underpin this research will likely be spread over phases. We envisage that three phases of work should be undertaken and consist of.

- An initial method development and scoping phase
- Fieldwork phase consisting of primary research (primarily with organisations representing the space science research base, and key stakeholder groups (outlined above)
- Analysis and reporting

Stage 1: Method development and early consultation

The first goal of Phase one will be to confirm the overall scope and approach. This will likely consist of desk research, a literature review, and a review of the available programme context reports and documentation that UKSA holds. An initial goal will be to agree on the methodology and approach for any subsequent primary research / analysis in stage 2.

A further step would be to produce a draft landscape model for the space science research base to inform the detail of subsequent fieldwork (i.e., establishing which stakeholders should be focussed on).

Stage 2: Fieldwork phase with organisations participating directly in the programme's various activities as well as relevant key stakeholders

Stage two is where most underpinning evidence will be collected likely to primarily consist of in-depth interviews with UK organisations that are or have been active in the delivery of space science instrumentation and data processing centres, as well as relevant researchers exploiting data.

From experience, the combination of depth and flexibility that these provide make these an effective way of exploring and drawing out relevant evidence. These interviews will need to identify the core scientific and technology competencies and explore stakeholder perspectives of their strengths, weaknesses, opportunities, and threats – and crucially their sources/causes - outlined in the aims and objectives section. This should be corroborated, where appropriate, with empirical scholarly works such as commissioned reports to reduce the reliance on/risk of anecdotal evidence, particularly external opportunities, and threats, where stakeholders may not have detailed or direct visibility.

It is important that these interviews are conducted without prejudice to specific competencies or other factors that may be associated or expected; this is an intelligence gathering exercise and not a prescriptive analysis. The scientific community ultimately sets the future direction of space science research, and it is for the community to describe its competencies, interests, and underpinning factors.

It is expected that the primary 'unit' of analysis would be the research organisations themselves. There are 18 programmes currently or recently funded by the UKSA national Space Science Programme, and several others that are known to be positioning/interested in growing presence in the space science research base.

The ideal respondent within an organisation may vary and will in part depend on the organisation, though it is expected that senior departmental leadership may provide the most representative views. It may be necessary to capture input from more than one representative of an organisation – for example where an institute's interests and activities span across separate departments. Principal Investigators participating in current or recent key space science missions will also be a priority stakeholder group.

Consultation should also take place with wider stakeholders, in order to ensure that a diverse range of experiences and historical factors are taken into account. This is particularly important when attempting to identify wider and more external factors. Because of the long time frame that space science activities and competencies take to develop it will be important to ensure that historical factors are taken into account; developments and trends spanning several decades are likely to be very relevant to informing present status and future prospects.

We envisage that four case studies could be built to develop narratives corresponding to Strengths, Weaknesses, Opportunities, and Threats. These case studies would be expected

to be centred around key themes emerging from the research as opposed to individual organisations or activities.

Stage 3: Analysis and reporting

The focus of this section of the work will be to synthesise the evidence gathered during the inception and fieldwork phases into a report, requiring analysis of the interview content and other evidence gathered. It is important to stress that the final report itself is not expected to contain detailed individual profiles of research organisations (though a profiling approach will be required to some extent through fieldwork in order to meet objective 1, and captured in underpinning datasets) – instead the report is expected to provide a research base level overview, drawing on necessary specific examples and evidence to illustrate key trends where required. Contractors should propose how they intend to aggregate and synthesise both the qualitative and quantitative evidence they expect, and also how they intend on presenting key headlines and data clearly to allow readers to identify trends and patterns - visual representation of information, such as through infographics, is encouraged where appropriate.

This is a suggested methodology and we would welcome bidders' alternative suggestions providing that they also meet the project aims and objectives. Bidders should also justify why they have suggested an alternative approach.

Critical considerations

There are a number of potential wider critical considerations associated with this work that should merit discussion. Bidders should identify these, along with any other ones that may relate to the work, and discuss as part of their proposals.

Self-reporting

One of the primary challenges of this project is likely to be that academics may be more used to considering scientific and technical aspects rather than broader sector environment/strategic level concerns.

Additionally, where there is a perception that reported strengths/weaknesses/opportunities or threats might influence future UKSA strategy development or UKSA Space Science Programme funding decisions, this may lead to there being a potential vested interest in overstating positive and/or negative factors.

It is important that bidders give full consideration to any issues that this may cause.

Response rate

Maximising the response rate is an important consideration for this work. The greater the number of interviews that take place with stakeholders, the more extensive the subsequent full picture of the research bases' environment will be. This is particularly important where the total number of potential respondents is low – each missed response will have significant impact on the work.

Space Science 'lag'

It is important to note that, in space science research generally, mission development timeframes are often decades, and research and exploitation continues for many years

(often decades again) after mission launch. Similarly, as noted in 'analysis and reporting' above, the development of key competencies can be the result of long-term investments. Impact, effects of investment or de investment and trends (either positive or negative) often take many years to materialise, so the successful bidder should give appropriate attention to this in their fieldwork methodology and report.

4. Deliverables

Key deliverables:

Regular (weekly) updates on emerging finding and project progress

- KO + 2 weeks - Interim method plan report
- By 23rd March 2022 - Draft final report with an executive summary
- by 30th March 2022 – Quality assured final report that will be published (with sensitive information removed if necessary), including a technical report/ section detailing the methodology of the research and analysis

Datasets to support those to be published in the final report must be provided in an accessible format (Excel) if appropriate, with ultimate ownership to be retained by the UK Space Agency

In order to increase awareness of research and evaluation reports and maximise research impact, all contractors are to ensure the following are included in the costings for this project:

- Summary poster / infographic
- Slide pack summary

Publication

The final report for this research / evaluation project must be formatted according to BEIS publication guidelines, therefore within the Research paper series template and adhering to BEIS accessibility requirements for all publications on GOV.UK. The publication template will be provided by the project manager. Please ensure you note the following in terms of accessibility:

Checklist for Word accessibility

Word documents supplied to BEIS will be assessed for accessibility upon receipt. Documents which do not meet one or more of the following checkpoints will be returned to you for re-working at your own cost.

- document reads logically when reflowed or rendered by text-to-speech software
- language is set to English (in File > Properties > Advanced)
- structural elements of document are properly tagged (headings, titles, lists etc)
- all images/figures have either alternative text or an appropriate caption
- tables are correctly tagged to represent the table structure
- text is left aligned, not justified
- document avoids excessive use of capitalised, underlined or italicised text
- hyperlinks are spelt out (e.g. in a footnote or endnote)

- Datasets to support those to be published in the final report must be provided in an accessible format (CVS, Excel) on submission of the report.

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÷3 = 5.33)

Pass / Fail criteria		
Questionnaire	**Q No.**	**Question subject**
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	SEL1.3	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL2.10	Cyber Essentials
Commercial	SEL2.12	General Data Protection Regulations (GDPR) Act and the Data Protection Act 2018
Commercial	FOI1.1	Freedom of Information
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Price	AW5.1	Maximum Budget
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	Approach	40%
Quality	PROJ1.2	Staff to Deliver	10%
Quality	PROJ1.3	Understanding the Environment	20%
Quality	PROJ1.4	Project Plan and Timescales	10%

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 = {weighting percentage} x {bidder's score} = 20% x 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 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) ÷ 4 = 50

Once the above evaluation process has been undertaken and the scores are apportioned by evaluator(s) this will then be subject to an independent commercial review and moderation meeting, if required by the commercial lead, any and all changes will be formally recorded relative to the regulatory obligations associated with this procurement, so as to ensure that the procurement has been undertaken in a robust and transparent way.

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.

This evaluation criteria will therefore not be subject to any averaging, as this is a mathematical scoring criteria, but will still be subject to a commercial review.

Evaluation process

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

Stage	Summary of activity
Receipt and Opening	• ITQ logged upon opening in alignment with UK SBS's procurement procedures.

	• Any ITQ Bid received after the closing date will be rejected unless circumstances attributed to the Contracting Authority or the e-sourcing tool beyond the bidder control are responsible for late submission.
Compliance check	• Check all Mandatory requirements are acceptable to the Contracting Authority. • Unacceptable Bids maybe subject to clarification by the Contracting Authority or rejection of the Bid.
Scoring of the Bid	• Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the criteria.
Clarifications	• The Evaluation team may require written clarification to Bids
Re - scoring of the Bid and Clarifications	• Following Clarification responses, the Evaluation team reserve the right to independently re-score the Bid and Clarifications and provide a commentary of their re-scoring justification against the Evaluation criteria.
Moderation meeting (if required to reach an award decision)	• To review the outcomes of the Commercial review • To agree final scoring for each Bid, relative rankings of the Bids • To confirm contents of the feedback letters to provide details of scoring and relative and proportionate feedback on the unsuccessful Bidders response in comparison with the successful Bidders response
Due diligence of the Bid	• the Contracting Authority may request the following requirements at any stage of the Procurement. • Submission of insurance documents from the Bidder • Request for evidence of documents / accreditations referenced in the / Invitation to Quote response / Bid and / or Clarifications from the Bidder • Taking up of Bidder references from the Bidders Customers. • Financial Credit check for the Bidder
Validation of unsuccessful Bidders	• To confirm contents of the letters to provide details of scoring and meaningful feedback on the unsuccessful Bidders Bid in comparison with the successful Bidders Bid.

Section 6 – Evaluation questionnaire

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

Guidance on how to register and use the e-sourcing portal is available at http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.

7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority

7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.

7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission, we may reject your Bid.

7.5 Do ensure you utilise the Delta eSourcing messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information, we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution

7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.

7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.

7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.

7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.

7.10 Do complete all questions in the questionnaire or we may reject your Bid.

7.11 Do ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.

7.12 Do check and recheck your Bid before dispatch.

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

DO NOT

7.13 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.

7.14 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.

7.15 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.

7.16 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.

7.17 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.

7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.

7.19 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.

7.20 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.

7.21 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.

7.22 Do not exceed word counts, the additional words will not be considered.

7.23 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

7.24 Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

Some additional guidance notes

7.25 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Delta eSourcing, Telephone 0845 270 7050

7.26 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.

7.27 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.

7.28 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.

7.29 We do not guarantee to award any Contract as a result of this procurement

7.30 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority / UKSBS.

7.31 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through the Delta eSourcing Portal.

7.32 If you are a Consortium you must provide details of the Consortiums structure.

7.33 Bidders will be expected to comply with the Freedom of Information Act 2000, or your Bid will be rejected.

7.34 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public

7.35 Your bid will be valid for 60 days or your Bid will be rejected.

7.36 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified, we may reject your Bid.

7.37 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.

7.38 If you fail mandatory pass / fail criteria we will reject your Bid.

7.39 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Delta eSourcing Portal.

7.40 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of

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

7.41 All timescales are set using a 24-hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through the Delta eSourcing Portal.

7.42 All Central Government Departments and their Executive Agencies and Non-Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

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

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

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

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

USEFUL INFORMATION LINKS

- Contracts Finder
- Equalities Act introduction
- Bribery Act introduction
- Freedom of information Act

8.0 Freedom of information

8.4.1 In accordance with the obligations and duties placed upon public authorities by the Freedom of Information Act 2000 (the 'FoIA') and the Environmental Information Regulations 2004 (the 'EIR') (each as amended from time to time), UK SBS or the Contracting Authority may be required to disclose information submitted by the Bidder to the to the Contracting Authority.

8.4.2 In respect of any information submitted by a Bidder that it considers to be commercially sensitive the Bidder should complete the Freedom of Information declaration question defined in the Question FOI1.2.

8.4.3 Where a Bidder identifies information as commercially sensitive, the Contracting Authority will endeavour to maintain confidentiality. Bidders should note, however, that, even where information is identified as commercially sensitive, the Contracting Authority may be required to disclose such information in accordance with the FoIA or the Environmental Information Regulations. In particular, the Contracting Authority is required to form an independent judgment concerning whether the information is exempt from disclosure under the FoIA or the EIR and whether the public interest favours disclosure or not. Accordingly, the Contracting Authority cannot guarantee that any information marked 'confidential' or "commercially sensitive" will not be disclosed.

8.4.4 Where a Bidder receives a request for information under the FoIA or the EIR during the procurement, this should be immediately passed on to UK SBS or the Contracting Authority and the Bidder should not attempt to answer the request without first consulting with the Contracting Authority.

8.4.5 Bidders are reminded that the Government's transparency agenda requires that sourcing documents, including ITQ templates such as this, are published on a designated, publicly searchable web site, and, that the same applies to other sourcing documents issued by UK SBS or the Contracting Authority, and any contract entered into by the Contracting Authority with its preferred supplier once the procurement is complete. By submitting a response to this ITQ Bidders are agreeing that their participation and contents of their Response may be made public.

8.5. Response Validity

8.5.1 Your Response should remain open for consideration for a period of 60 days. A Response valid for a shorter period may be rejected.

8.6. Timescales

8.6.1 Section 3 of the ITQ sets out the proposed procurement timetable. the Contracting Authority reserves the right to extend the dates and will advise potential Bidders of any change to the dates.

8.7. The Contracting Authority's Contact Details

8.7.1 Unless stated otherwise in these Instructions or in writing from UK SBS or the Contracting Authority, all communications from Bidders (including their sub-contractors, consortium members, consultants and advisers) during the period of this procurement must be directed through the e-sourcing tool to the designated UK SBS contact.

8.7.2
All enquiries with respect to access to the e-sourcing tool may be submitted to Delta eSourcing on 0845 270 7050 please not this is a free self-registration website and this can be done by completing the online questionnaire at https://uksbs.delta-esourcing.com/

8.7.3 Bidders should be mindful that the designated Contact should not under any circumstances be sent a copy of their Response outside of the e-sourcing tool. Failure to follow this requirement will result in disqualification of the Response.

Appendix 'A' Glossary of Terms

TERM	MEANING
"UK SBS"	means UK Shared Business Services Ltd herein after referred to as UK SBS.
"Bid", "Response", "Submitted Bid ", or "ITQ Response"	means the Bidders formal offer in response to this Invitation to Quote
"Bidder(s)"	means the organisations being invited to respond to this Invitation to Quote
"Central Purchasing Body"	means a duly constituted public sector organisation which procures supplies/services/works for and on behalf of contracting authorities
"Conditions of Bid"	means the terms and conditions set out in this ITQ relating to the submission of a Bid
"Contract"	means the agreement to be entered by the Contracting Authority and the Supplier following any award under the procurement
"Contracting Bodies"	means the Contracting Authority and any other contracting authorities described in the Contracts Finder
"Contracting Authority"	A public body regulated under the Public Procurement Regulations on whose behalf the procurement is being run
"Customer"	means the legal entity (or entities) for which any Contract agreed will be made accessable to.
"Due Diligence Information"	means the background and supporting documents and information provided by the Contracting Authority for the purpose of better informing the Bidders responses to this ITQ
"EIR"	mean the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such regulations
"FoIA"	means the Freedom of Information Act 2000 and any subordinate legislation made under such Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such legislation
"Invitation to Quote" or "ITQ"	means this Invitation to Quote documentation and all related documents published by the Contracting Authority and made available to Bidders and includes the Due Diligence Information. **NOTE:** This document is often referred to as an Invitation to Tender within other organisations
"Mandatory"	Means a pass / fail criteria which must be met in order for a Bid to be considered, unless otherwise specified.
"Named Procurement person "	means the single point of contact for the Contracting Authority based in UK SBS that will be dealing with the procurement
"Order"	means an order for served by any Contracting Body on the Supplier
"Other Public Bodies"	means all Contracting Bodies except the Contracting Authority
"Supplier(s)"	means the organisation(s) awarded the Contract
"Supplies / Services / Works"	means any supplies/services and supplies or works set out at within Section [4] Specification