



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of the Department for
International Trade (DIT)**

Subject UK SBS Gulf Health Observatory Scoping Phase

Sourcing reference number PS16196

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

Registered in England and Wales as a limited company. Company Number 6330639.
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UKSBS

Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

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 Customers who have access to our services and Contracts are detailed [here](#).

Section 2 – About Our Customer

The Department for International Trade

The Department for International Trade (DIT) was created in July 2016 and is responsible for promoting British trade across the world and ensuring the UK takes advantage of the huge opportunities open to the UK.

DIT's responsibilities include those of the former UK Trade & Investment in helping UK-based companies succeed in the global economy. The Department also helps overseas companies bring their high quality investment to the UK's dynamic economy which is acknowledged as Europe's best place from which to succeed in global business.

The Department offers expertise and contacts through its extensive network in the UK and other diplomatic offices around the world. The organisation provides companies with the tools they require to be competitive on the world stage.

The Department has a regionally-based delivery network providing support for exporters and foreign investors. The delivery of export support is through nine regionally-structured contracts within England. DIT funds these contractors on an annual basis to assist a specified minimum number of new exporters (including companies who have not exported in the previous 12 months) to achieve export success. It is a condition of DIT's contracts with these contractors that they increase the export support in their region through maximising use of European Funding opportunities, using their DIT funding as match.

(<https://www.gov.uk/government/organisations/department-for-international-trade>)

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 International Trade, 1 Victoria Street, London, SW1E 5ND
3.2	Buyer name	Greg Pyle
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	Maximum contract value £50,000 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	11/11/2016 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	17/11/2016 14:00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	18/11/2016 14:00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	25/11/2016 18:00
3.10	Anticipated rejection of unsuccessful Bids date	30/11/2016
3.11	Anticipated Award date	30/11/2016
3.12	Anticipated Contract Start date	05/12/2016
3.13	Anticipated Contract End date	01/03/2017
3.14	Bid Validity Period	60 Days

Section 4 – Specification

AIMS

As part of Healthcare UK's plan of activities to support the Gulf Cooperation Council countries we are looking to establish a Gulf Observatory on Health Systems and Policies (from this point on referred to as "the Observatory").

The Observatory will develop data and analysis from six Gulf states (Bahrain, Kuwait, Oman, Saudi Arabia, Qatar and the UAE) to provide analysis to guide healthcare reform in the region. The Observatory will support and promote evidence-based health policymaking through comprehensive and rigorous analysis of the dynamics of health care systems in the Gulf and will engage directly with policymakers. Bridging policy and academia, the Observatory will conduct monitoring, research, knowledge brokering and capacity building. By bringing multiple research strands, monitoring activities and stakeholders together within one coherent initiative, the Observatory has far greater capacity for cost effective policy impact than single issue projects.

We are seeking to set up a flagship partnership between Gulf governments, HMG and academia to support and inform healthcare policymaking and provision in the region. We will propose an equal partnership between all parties to avoid it being perceived as a vehicle for one particular government and to ensure that it has the intellectual credibility to inform policy.

There are several other "observatories" providing monitoring and analysis functions, but this project is seeking to go beyond simply monitoring and analysis to offer a platform for data sharing, policy discussion and capacity building. This requirement is based on the European Observatory model that has equal partnerships and a depth of engagement between government and academic stakeholders.

This request is specifically for the scoping phase of establishing a Gulf Observatory on Health Systems and Policies as the significant projected scale will require work in several phases.

OBJECTIVES

The term 'observatory' refers to the function of monitoring health events and trends using objective and verifiable methods and to the process of data sharing and policy development as part of an equal partnership between governments and academic organisations. The major objectives are:

- monitoring health situations and trends, including assessing progress toward agreed-upon health-related targets;
- producing and sharing evidence and;
- supporting the use of such evidence for policy and decision making.

This specific phase will focus on providing an action plan and make recommendations for future funding pathways. Healthcare UK will work with the chosen supplier to develop the initial scoping report to ensure that the project meets all stakeholders requirements.

The outcomes of the scoping phase are likely to be:

- Terms of reference for The Observatory.
- Clear understanding of the commercial benefits that The Observatory would provide for UK organisations

- Clear understanding of how The Observatory would complement and build on existing work from all parts of HMG
- Confirmation of commitment to the project by Gulf States (including confirmation of funding)
- Sustainable funding model
- Defined next steps to implement a pilot programme

BACKGROUND TO THE REQUIREMENT

The Observatory will directly contribute to UK strategic objectives in the region:

- First, the Observatory will establish the UK as a pivotal partner for Gulf states in the health sector. Sustained and close, people-to-people collaboration on health policy will strengthen academic, industry, Ministerial and civil service links and position the UK as the international reference point for healthcare reform in the region. The long-term nature of the Observatory's engagement and interaction with government, business and academia could also contribute to the Next Generation Gulf initiative, identifying and supporting emerging health leaders.
- Furthermore, the Observatory will promote and protect UK economic interests. Observatory analysis will help to identify and increase opportunities for trade and investment for UK businesses in the sector, for example in pharmaceuticals, medical technology, insurance, IT, new hospitals, consultancy, education and training. The Observatory's monitoring and research outputs will highlight opportunities for healthcare reform and investment, which UK providers are well positioned to capitalise on. Observatory staff will work closely with Healthcare UK to ensure activities are complementary and are coordinated both formally and informally. Furthermore, improved intelligence on the Gulf healthcare landscape will inform broader regional analyses including investment and country risk assessments. Guiding healthcare reform and expansion will also contribute to economic diversification and resilience in the region, increasing the stability of commercial and political ties.
- Finally, the Observatory will contribute to the long-term security of the region. Better-informed policy will support improved healthcare reform and governance. Capacity building will enhance care delivery by increasing the effectiveness of the civil service and health sector workforce. Public health emergencies are a constant global threat, as illustrated by the emergence of the Middle East respiratory syndrome coronavirus. Strengthening the Gulf region's ability to detect, contain and combat emerging health threats and to manage public health emergencies will enhance long-term regional security, benefitting the UK and the global community more broadly.

The proposed operating model and staffing structure is based on the European Observatory model.

Although we are not yet at the implementation stage of the Observatory it is envisaged (based on the European Observatory model) that the team will comprise a Director, Senior Project Manager and Deputy Project Manager. This leadership team will be supported by seven research officers – two for the Emirates and one for each of the other Gulf States. In addition to the UK based team seven in-country staff (two for the Emirates and one for each of the other Gulf states), will be placed at partner organisations in the Gulf. The country specific staff will undertake the bulk of the ongoing monitoring and data collection work, whilst the leadership team will focus on the analytical outputs. It is anticipated that the UK will provide senior resource to oversee the establishment and strategic direction of the

Observatory (estimated at approx. 20% of their time). Similarly, each of the regional partners should dedicate 20% of a senior expert to the Observatory.

SCOPE

This is the scoping phase of establishing a Gulf Observatory on Health Systems and Policies and over the scoping period which we estimate will last two months.

Healthcare UK and the supplier will jointly agree the outcomes of the scoping report; the two main deliverables are a scoping report including action plan and recommendations for future funding pathways.

The supplier will deliver a scoping report including:

- Terms of reference for The Observatory.
- Articulation of the commercial benefits that The Observatory would provide for UK organisations
- Clear articulation of how The Observatory would complement and build on existing work from all parts of HMG
- Suggested sustainable funding model and confirmation of commitment to the project by Gulf States (including confirmation of funding)
- Defined action plan to implement a pilot programme

REQUIREMENT

The scoping element of the Gulf Health Observatory programme carries significant reputational risk both to Healthcare UK and to the UK as a whole and therefore requires delivery by an organisation with a number of different skill sets:

- Ability to found and host a policy Observatory that brings together academia, government and international organisations in an equal partnership.
- Breadth and depth of knowledge in global health policy and comparative health systems analysis that can be applied in the Gulf States.
- Global policy engagement: with a potential worldwide network of research and advisory activity.
- Unique combined skillset a combined skillset of: Observatory knowledge, developed world health policy knowledge, and the potential for active regional engagement.

TIMETABLE

We require the scoping report to be completed by the end of February to meet wider programme deadlines.

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 ($5+5+6=16\div3=5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
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	Price	20%
Quality	AW6.2	Health Policy Knowledge	25%
Quality	AW6.3	Gulf Complexities	25%
Quality	AW6.4	Methodology	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.

Once the evaluation process and due diligence is complete, should the result of the process result in a tied place(s) then the supplier(s) who scored the highest total in total criteria shall be considered the successful supplier and shall be awarded the opportunity

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](#)