

# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Department for Business,  
Energy & Industrial Strategy**

**Subject: PS17297 BEIS External Support for the Cirrus Programme**

**Sourcing reference number: PS17297**



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

Registered in England and Wales as a limited company. Company Number 6330639.  
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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 Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for Contracting Authorities for 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](#).

## Section 2 – About the Contracting Authority

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

The Department for Business, Energy and Industrial Strategy (BEIS) was created as a result of a merger between the Department of Energy and Climate Change (DECC) and the Department for Business, Innovation and Skills (BIS), as part of the Machinery of Government (MoG) changes in July 2016.

The Department is responsible for:

- developing and delivering a comprehensive industrial strategy and leading the government's relationship with business;
- ensuring that the country has secure energy supplies that are reliable, affordable and clean;
- ensuring the UK remains at the leading edge of science, research and innovation; and
- tackling climate change.

BEIS is a ministerial department, supported by 46 agencies and public bodies.

We have around 2,500 staff working for BEIS. Our partner organisations include 9 executive agencies employing around 14,500 staff.

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

## 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	Department for Business, Energy & Industrial Strategy of 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Jack Noden
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£100,000.00 Excluding VAT.
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.</b>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	15/12/2017 Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	22/12/2017 14.00pm
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	02/01/2018 14.00pm
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	05/01/2018 14.00pm
3.10	Anticipated selection and the selections of Bids notification date	10/01/2018
3.11	Anticipated Award date	11/01/2018
3.12	Anticipated Contract Start date	12/01/2018
3.13	Anticipated Contract End date	31/03/2018
3.14	Bid Validity Period	60 Days

## Section 4 – Specification

### **[Introduction**

The BEIS Cirrus programme is set to deliver many new services to enhance the end user experience through the implementation of a collaborative technology platform based on cloud technologies including Microsoft Office 365. The new collaborative platform will allow services to be swapped out as and when new / innovative solutions become available within the marketplace in the future.

The Cirrus programme is being taken forward to deliver an improved future technology solution which;

1. is designed around user needs giving them flexible mobile working solution
2. enables users to work together collaboratively with a common set of tools
3. provides economies of scale and a simpler operating model within which to control IT expenditure
4. provides improved in-house service management and technology support functions allows BEIS to exit smoothly and safely from our existing outsourced managed IT contracts

### **Objectives**

The transition from the Cirrus programme to the IT TOM is planned for the coming months and as such BEIS / DIT are seeking support to provide an effective, independent assurance function to support the decision-making process.

This will enable the BEIS / DIT internal management team to focus and address all key risks in the successful delivery of the IT TOM and delivery of the outcomes detailed in the business case.

Success of the Cirrus programme will depend on a successful roll-out to circa 5,900 users in London and across the UK, and an efficient transition of service delivery from the programme to the IT function.

One of the key objectives is to ensure the most appropriate IT Target Operating Model for Cirrus is implemented with an effective, ongoing service delivery function, at the right cost.

Initial focus of this procurement will be on the design and build phase of the IT Target Operating Model (TOM) and may be followed up by a detailed planning and build phase and a transition phase.

## Scope

The successful bidder will be expected to develop governance structures that improve lines of accountability for delivery of the IT TOM and create a detailed mechanism to escalate issues and make decisions in an effective and timely manner.

- The scope of this requirement covers the transition from the Cirrus programme to the IT target operating model.
- The period of external support will run from January 2018 – 31<sup>st</sup> March 2018.
- All work undertaken as part of this contract will be pre-agreed and within scope of this requirement.
- All Statements of Work will be agreed for each discrete work package to be delivered under this agreement.
- Delivery of the successful transition to the IT TOM will be in phases, with Phase I being the immediate focus.
- Any continued external support requirement for delivery of additional phases will be at the sole discretion of BEIS / DIT and will be discussed when appropriate.

All outputs for this contract will be produced by the successful bidder and will be based on regular meetings / engagement with all key stakeholders and will be delivered at agreed stages throughout the initial phase. All outputs to be delivered on time.

The successful bidder will be expected to undertake the following requirements that include but is not limited to:

- Build of data templates, collection of IT FTE and budget data
- Conduct IT organisational interviews
- Form baseline of current in-scope IT operating model
- Develop assessment framework
- Define and model future operating model design options, integrating existing Cirrus work
- Define future state vision and objectives
- Develop a detailed roadmap to reach future state
- Deliver the programme on time and within budget

## **Requirement**

The successful bidder will be required to provide ongoing professional support to the BEIS / DIT Cirrus Programme.

Additionally they will be expected to provide BEIS / DIT with a high level of confidence to be able to achieve planned key outputs and outcomes of the programme within the given time frame and budget.

Specifically, the successful bidder will be expected to provide support for, but not limited to:

### **1. IT TOM design and build:**

This activity will need to provide BEIS / DIT with a level of confidence in the design and build of the IT TOM (including the Network Operations Centre (NOC) and Security Operations Centre (SOC)) and the sourcing decisions to provide an effective ongoing service delivery function.

BEIS / DIT will expect the successful bidder to work closely with all key stakeholders to review the proposed organisation chart and role definitions, define the options available to BEIS (and DIT) for ongoing service delivery structures and processes and assess which of these would be most viable.

The successful bidder will be required to facilitate the agreement of the preferred model and set out the transition criteria for each element into Business as Usual. The activity and output should enable key stakeholders to make effective decisions on the changes required to the current IT organisation, and to seek approval of the plan to deliver these changes.

The successful bidder will need to engage with key stakeholders to drive out the required decision and if appropriate drive the implementation of the TOM.

### **2. Supplier Engagement and Management:**

The successful bidder will be expected to provide support with engagement of current core suppliers, to agree what is required from the commercial framework during transition and exit and, to assure BEIS / DIT that this is appropriately reflected in the suppliers Statements of Work ensuring each supplier meets their obligations in full.

### **3. Key Milestone Review:**

A key requirement of the successful bidders activities will be to create a forward-looking view on the programme's readiness to meet go-no-go or exit criteria. It is expected that the successful bidder will deliver this advanced view 4 - 6 weeks ahead of each key milestone decision.

Additionally, the successful bidder will deliver the following activities:

- identify risks associated with the go-no-go decision,
- shape and / or expand the go-no-go criteria,
- clearly set-out the evidence required to demonstrate the programme meets the criteria,
- validate all activities in the plan are sufficient to provide the level of required evidence,
- agree that all key stakeholders are in full agreement with the defined criteria and are ready to take the decision.

The programme is set to commence roll-out to circa 5,900 users in London and across the UK with plans to complete approximately 6 months later. The immediate focus of the successful bidder will be to support the IT TOM design and build.

To achieve the above, it will be essential that the successful bidder has the required skill set to ensure:

- all core suppliers are fully engaged, integrated and performing at the highest level in the delivery of Cirrus transition,
- development and implementation of key milestones that clearly demonstrate what is to be achieved and clearly evidenced to successfully transition and exit the programme,
- there is a high level of confidence over the design of the target operating model,
- the programme enables key stakeholders to make informed decisions over the target state of the IT organisation,
- approval of the plan is gained to deliver the target operating model,
- deliver effective communications to BEIS / DIT to ensure all new developments are appropriately considered and absorbed into both planning and delivery,
- the inter-dependencies between decisions, options and risks are clearly mapped, so that no material decision point of interdependency is missed (and that the contingency and mitigating action plans to address these subject matters are coherent themselves)

### **Timetable**

Immediate requirement upon award of this contract will be to establish clear milestones / objectives with the successful bidder that will monitor performance for the transition of the Cirrus programme to the IT TOM during the proposed term from January 2018 – 31<sup>st</sup> March 2018.

### **Terms and Conditions**

Bidders are to note that any requested modifications to the Contracting Authority Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

## Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	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
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria			
<b>Evaluation Justification Statement</b>			
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	Methodology to deliver Consultancy Support for the Cirrus transition to the IT TOM.	25%
Quality	PROJ1.2	Team composition	20%
Quality	PROJ1.3	Project Plan & Risk Management	35%

## Evaluation of criteria

### Non-Price elements

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

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

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation:

$$\text{Score} = \{\text{weighting percentage}\} \times \{\text{bidder's score}\} = 20\% \times 60 = 12$$

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

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

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

All questions will be scored based on the above mechanism. Please be aware that 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:  $\text{Score/Total Points} \times 50$  ( $80/100 \times 50 = 40$ )

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

## **Section 6 – Evaluation questionnaire**

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

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

**PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY**

## Section 7 – General Information

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

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Unless formally requested to do so by UK SBS e.g. Emptoris system failure
- 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 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 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 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 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.
- 7.16 Do not contact any UK SBS staff or the Contracting Authority 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 or the Contracting Authority 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 must 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 as part of the evaluation process.
- 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 the Contracting Authority. / UKSBS.
- 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 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.
- 7.35 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 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.

- 7.39 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, 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.

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

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

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

## USEFUL INFORMATION LINKS

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)