



# Mini Competition

**Mini Competition against an existing Framework Agreement (MC) on behalf of UK Space Agency (UKSA)**

**Subject Contracting Authority Assessment of the industrial impacts of UK funding through the ESA space science programme**

**Sourcing reference number CR18133 – Lot 3**

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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 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.

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

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

## 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 £13.7 billion a year to the UK economy and directly employs ~38,500 people with an average growth rate of 6.5%.

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](http://www.BEIS.gov.uk/ukspaceagency)

## Section 3 - Working with UK Space Agency (UKSA)

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 ( CA) Name and address	UK Space Agency Polaris House North Star Avenue Swindon SN2 1SZ
3.2	Buyer name	Victoria Clewer
3.3	Buyer contact details	<a href="mailto:research@uksbs.co.uk">research@uksbs.co.uk</a>
3.4	Maximum value of the Opportunity	£60,000.00 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>.</b>  <b>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 Mini Competition to all Bidders	Wednesday, 19 <sup>th</sup> September 2018
3.7	Latest date/time Mini Competition clarification questions should be received through Emptoris messaging system	Friday, 5 <sup>th</sup> October 2018 14:00 BST
3.8	Latest date/time Mini Competition clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	Wednesday, 10 <sup>th</sup> October 2018

3.9	Latest date/time Mini Competition Bid shall be submitted through Emptoris	Friday, 19 <sup>th</sup> October 2018 14:00 BST
3.10	Anticipated rejection of unsuccessful Bids date	Friday, 26 <sup>th</sup> October 2018
3.11	Anticipated Award Date	Monday, 29 <sup>th</sup> October 2018
3.12	Anticipated Call Off Contract Start Date	Monday, 29 <sup>th</sup> October 2018
3.13	Anticipated Call Off Contract End Date	30 <sup>th</sup> April 2018
3.14	Bid Validity Period	60 Working Days
3.15	Framework and Lot the procurement should be based on	BIS Research & Evaluation Framework CR150025 LOT 3

## Section 4 – Specification

### Background

#### The UK Space Agency

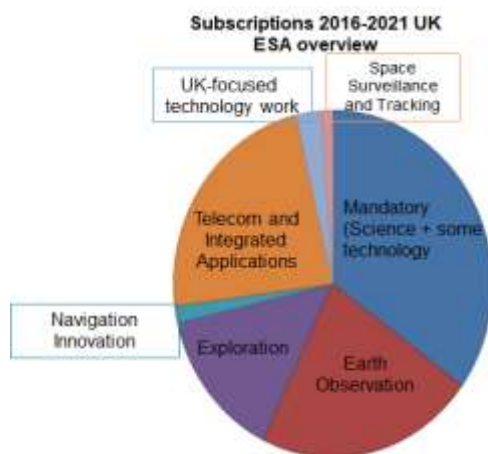
The UK Space Agency (UKSA) is responsible for all strategic decisions on the UK civil space programme, providing a clear, single voice for UK space ambitions. It is at the heart of UK efforts to explore and benefit from space.

The UK's thriving space sector contributes £13.7 billion a year to UK GDP and directly employs over 38,500 people. Since 2012/13 industry income has grown by 6.5% and 5.4% per annum, respectively.

The Agency supports this growth through providing funding for a range of programmes. It has a budget of about £380m per year of which £300m is spent with the European Space Agency. The rest of the national budget supports programmes such as the National Space Technology Programme, a national Space science programme and our ambitions in providing a national launch capability.

Our rationale for working with the European Space Agency is to maximise our investment by pooling our resources, giving UK Companies and scientist's access to European partners, suppliers and customers meaning our £300m also brings us benefit from the total ESA spend of €4.25 bn per year.

The UK chooses what programmes it supports with ESA at ESA Ministerial meetings which occur every 3- 4 years (the next one is in December 2019). The science programme is mandatory but all others are optional and countries choose them to play to industrial and scientific strengths. The breakdown of UK ESA subscriptions are shown below:



The UK is committed to collecting evidence of the benefits of investment in ESA both to demonstrate value for money for that investment but also to inform future investment decisions with the European Space Agency. The next key milestone is a Ministerial meeting in December 2019 where the UK will decide the balance of its investment across several key programmes.

Some recent UK successes in the ESA programme:

- UK has, with ESA, made breakthroughs in demonstrating the possibility of space-based Gravitational Wave technology through the Lisa Pathfinder mission.
- The UK has built a Rover due to explore the surface of Mars in 2021.
- The Aeolus mission built at Airbus in Stevenage will launch at the end of August 2018 to study wind speed thus improving environmental models.

[www.BEIS.gov.uk/ukspaceagency](http://www.BEIS.gov.uk/ukspaceagency)

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 has published our Evaluation Strategy<sup>1</sup> in August 2015<sup>2</sup> where it sets out the processes we follow when evaluating our activities and programmes. Moreover, better evidence on the anticipated impact from our space investments will prove important when shaping future strategic direction.

### Space Science programme

The Science Programme is ESA's core mandatory programme, designed first and foremost to undertake frontier scientific research concerning the Solar System, our Sun and the Universe beyond. At the same time, the programme is charged with stimulating competitive industrial capability. Its fixed annual budget is used to build, launch and operate a set of science spacecraft selected through open competition to deliver indisputably world-class space science.

The ESA Science Programme has two main objectives:

- To provide the scientific community with the best tools possible to maintain Europe's competence in space.
- To contribute to the sustainability of European space capabilities and associated infrastructures by fostering technological innovation in industry and science communities, and maintaining launch services and spacecraft operations.
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All Member States contribute pro-rata to their Net National Product (NNP), providing budget stability and allowing long-term planning of the programme's scientific goals. Currently the UK plans to invest approximately €490M in the ESA Science Programme between 2017-2021 (approx. €80M per year which equates to 15% of the programme's total annual budget). A minimum return coefficient of 0.9 is aimed for each Member State's contributions over set periods, with the next review point in 2019.

Long-term science planning and mission calls are established through bottom-up selection processes. In the programme's current 'Cosmic Vision 2015-2025' scheme missions are broadly grouped into Large-class (~€1bn), Medium-class (~€500M), and Small-class (~€50M), and are selected primarily based on scientific value, timeliness, and relevance to key scientific questions.

Through a combination of direct and competitive procurement, UK industry regularly secures major ESA contracts to provide mission spacecraft platforms, support mission operations and develop major subsystems and subassemblies. To support UK involvement in the build and data exploitation of the science instruments themselves, UK Space Agency provides national grant funding to academic and industrial space groups and national laboratories. The exacting demands of this frontier science, often driven by the requirements of UK academics in key leadership roles, aims to provide a strong challenge to industry; the programme's success rate and quality and assurance requirements are unparalleled. In addition to the direct industrial contractual benefits, UK investment aims to facilitate technology transfer, industrial-academic knowledge transfer, and contribute to the UK skills base by attracting and developing young talented scientists and engineers through high profile missions such as the ESA Rosetta mission, which in 2014 completed a ten year voyage to rendezvous with a comet.

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<sup>1</sup>[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/456513/Evaluation\\_Strategy\\_August\\_2015\\_FIN\\_ALv2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/456513/Evaluation_Strategy_August_2015_FIN_ALv2.pdf)

<sup>2</sup><https://www.gov.uk/government/publications/evaluation-strategy-uk-space-agency>



The top missions for UK industrial participation have returned approximately €630M in ESA contracts from 2000-2018, including over €300M for the Solar Orbiter mission, €130M for LISA Pathfinder, €126M for BepiColombo, and approximately €90M for GAIA. A full list and more detailed breakdown of contract value and recipient to date will be provided on award of contract.

### Evaluation

Given the significant UK financial contribution to these space science missions, it is crucial that we are able to understand the impacts and benefits these activities have had. This will not only allow us to demonstrate how effectively public funds have been spent to date, but strengthen the case for future investment in space science at the next ESA ministerial in 2019.

The 'scientific outcomes' of this UK investment in space science are already monitored and analysed annually through a tool called Researchfish. Principle Investigators that receive space science grant funding are required to submit on a number of key outcomes, including, publications, engagement opportunities, further funding, collaborations and partnerships, and IP produced.

However, it is also important for the UKSA to understand the extent to which UK industry has benefited through UK space science spend. The UKSA is keen to understand how this space science spend to secure ESA contracts and the associated work/development activities have led to commercial growth within beneficiary organisations, primarily through employment and revenue generation, which contribute to wider growth within the UK space sector.

### **Objectives of the Project**

The principal aim of this piece of research will be to provide evidence in relation to the impacts of UK space science funding within the UK space industry. More specifically;

- What impacts have occurred to UK organisations who have won ESA space science contracts?
- To what extent has UK space science funding contributed to wider growth of the UK Space sector and how?

To answer these questions this research project will need information from UK space sector organisations who have received past and near-complete ESA contracts to develop the necessary spacecraft platforms, support mission operations and develop major subsystems and subassemblies, to underpin ESA missions. This research will need to explore the specific activities these organisations have undertaken, and subsequent outcomes and impacts. It will be necessary to corroborate these positions through evidence-based metrics and any relevant wider information.

### **Impact evaluation**

*Impact evaluation* will be the central approach used in this piece of research. This method of evaluation aims to answer the key question as to the difference or change that can be attributable to a specific intervention – in this case, the intervention in question is UK space science funding, the associated activities and the anticipated impacts primarily relate to the economic impact and growth of the UK space sector that has occurred as a result.

The wider space science funding to date is characterised by a number of individual missions, which in turn may consist of multiple projects, all of which can be associated with a range of potential impacts. This will include those directly experienced by the beneficiary, including

commercial impacts, such as the creation of jobs, or generation of income through sales, as well as wider benefits, such as increased competitiveness or reputation. There are also wider benefits not necessarily limited to the beneficiary, but to other non-participating organisations, as well as society as a whole, in the form of spill-over impacts.

This evaluation should therefore provide evidence on the extent to which this range of impacts on funding beneficiaries, UK Space Sector growth and wider impacts on the UK economy, and any wider benefits to society (for example, associated with the technology/ application) have occurred. By building up a picture of impact on an individual project by project basis, the wider impact of the programme to date can be understood. Another important element of the evaluation should be to explore the extent to which any *impact is directly attributable* to the space science programme, relative to what would have happened in its absence (the counterfactual).

Though not all impacts need to be pre-determined prior to the evaluation, questions under this heading might ask:

- To what extent have the ESA space science contracts led to the generation of revenue through improved business sales and performance/profitability within UK?
- What is the mechanism by which this has taken place?
- To what extent have these activities led to the creation or safeguarding of employment within participating organisations?
- Have these contracts specifically allowed you to attract more skilled staff / develop the skills of existing staff? Has there been any subsequent impact on business performance?
- How has space science funding influenced the development of the technology in question? (E.g. has it led to an increase in the TRL level?)
- Has the programme allowed those who won contracts to be more innovative (e.g. new patents)?
- Did the contracts produce any innovative products?
- Did we see any effect on UK competitiveness as a result of contracts awarded to UK organisations?
- Did the contracts lead to any spill-over impacts? For example, have there been any wider benefits to society? (I.e. as a result of the technology / application produced in a different context?)
- Did the contracts lead to increased collaboration?
- Did the contracts lead to any knowledge transfer between academia and industry?
- Any spin-in from outside the space sector.
- What future benefits are anticipated?
- Have there been any displacement and substitution effects, i.e. has space science funding displaced other provisions?
- What are the next steps that the contract recipients are considering or undertaking to progress their work to the next level? How has space science funding enabled this or provided the opportunity to do this?

Please see Annex 1 for a list of possible impacts. This is not an exhaustive list and intended to be a starter for discussion only. We would welcome suggestions for areas of further investigation. We also recommend looking at other evaluation and research in similar areas to identify what other impacts might be expected.

Besides providing evidence on any direct impacts, the evaluation should also investigate wider impacts on beneficiary companies and any other unintended consequences, if any. More detail on our suggested methodology of how best to identify impacts is provided below.

### *Counterfactual*

An important aspect of any impact evaluation is to establish the extent to which any impact or change is a direct result of the intervention in question.

One way of achieving this is to work out what would have happened in the absence of an intervention (i.e. the counterfactual). In this context, the question of the counterfactual would be what would have occurred in the absence of UK space science funding? This is often achieved via the use of a control group, a matched set of participants / organisations that did not receive the intervention.

However in this context may be difficulties in establishing a robust control condition due to the fact that unsuccessful applicants likely systematically differ to successful applicants. Self-reported attribution / assessment of the counterfactual by the beneficiary is also associated with its own set of limitations, such as potentially overstating the impact of finance in order to secure more in future.

Contractors should make reference to this in their proposals, and how they recommend taking it into account during the research.

### *Economic evaluation*

As one of the overall strategic objectives of the UKSA is to contribute the growth of the UK space sector, it is important to understand the extent to which the overall programme of space science funding has facilitated this. In order to understand this, we need to establish **value for money** provided by the programme.

The focus of this aspect of the evaluation will be to establish the extent to which the benefits of space science funding compare to the costs, more specifically;

- How did the anticipated costs and benefits and timing compare with actual outcomes?
- To what extent was the realisation of benefits dependent on UK space science funding?
- Did the benefits of the policy justify the costs?

We expect the evaluation to generate both quantitative and qualitative measures of the impact on key outputs and outcomes (increased innovation, new products, impact on competition, increased sales, etc.). These impacts should be adjusted for deadweight, displacement effects, substitution and leakage.

### **Evaluation Scope**

Ideally, the overall goal of this work is to understand what impacts have occurred as a result of UK funding through the ESA space science programme. In order to understand the full extent of any associated impacts of overall funding to date, it is important that this work covers the breadth of various activities and key missions. However, that said, some prioritisation of work will likely be required and if so, should reflect where UK effort has focussed to date, and ensure that the widest range of programme activities has been taking into account. For example a focus on Solar Orbiter, Lisa Pathfinder and GAIA could all be seen as recent and relevant vs the newer missions (i.e. JUICE, EUCLID) and historic missions (Rosetta, Bepi-Colombo etc.).

## **Suggested Methodology**

The work to underpin this research will likely be spread over a number of separate phases. We envisage that three separate 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 who have been awarded space science contracts)
- Analysis and reporting

### **Stage 1 – Method development and early consultation**

The first goal of Phase one of this research will be to confirm the overall scope and approach of this work. This will likely consist of desk based research and a review of the available documentation that the UKSA holds, and any information available from ESA. An initial goal of this phase will be to agree on the methodology and approach for any subsequent primary research / analysis in stage 2.

In addition to the general programme level information provided in the ITT, UKSA will also provide more detailed information upon project inception. This will include;

- Project name and brief detail
- Beneficiary organisation (prime)
- Contract value (in Euro)
- Contract start date
- Contract end date (or anticipated)

A further step that could take place during stage 1 would be to produce a theory of change model for the programme. Theories of change outline the various activities and impacts associated with a programme, including the causal relationship between them. This would be particularly useful in informing the detail of subsequent fieldwork (i.e. establishing which impacts should be focussed on).

### **Stage 2: Fieldwork phase with UK industrial organisations delivering the ESA space science contracts and wider stakeholders**

Stage two is likely where the vast majority of evidence to underpin this evaluation will be collected. We currently envisage that will primarily consist of in-depth interviews with UK industry organisations delivering the relevant space science contracts. From experience, the combination of depth, and flexibility that these provide make these an effective way of exploring impact in this context. This interviews will need to explore the impacts outlined in the aims and objectives section.

In terms of the sample, UK space industry organisations who have won contracts to deliver the ESA space science programme will be the core respondents in this research. There are approximately 20 UK organisations who have been awarded contracts to deliver this work, and this research should attempt to include as many of these projects as possible.

In the context of this evaluation, the relatively small number of potential respondent organisations which reflect a significant proportion of total spend mean that a more detailed case-studies should be employed accordingly. These individual case-studies can build narrative around the associated inputs, activities, outcomes and impacts associated with a contract/mission, which can then be built bottom-up to form an overall assessment of not only mission specific impact but also of space-science funding in total.

However, consultation should also take place with wider stakeholders, in order to ensure that a diverse range of experiences are taken into account. Specific stakeholders should be agreed through discussions with the UKSA on project kick off. This is particularly important when attempting to identify any relevant indirect / wider benefits (I.E Spill overs) and may require wider consultation within the space-sector, as contracted organisations may not be fully aware of the range of wider impacts resulting from their technology/ application.

The ideal specific respondent within an organisation may vary and will in part depend on the organisation in question, though ideally it should be someone with a good understanding of the project in question (such as the project manager),

### **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. Contractors should propose how they would intend on analysing interview responses, including both qualitative and quantitative data that they will likely provide.

One particularly important element of this stage of the research will be to conduct economic analysis to establish the overall impact of this funding on the UK economy. Contractors should propose how they intend on conducting this analysis. Particular consideration should be given to how economic impact will be quantified, and how important considerations such as deadweight, leakage, substitution and displacement into account.

Additionally, 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 impact***

One of the primary challenges of this project is likely to be that organisations and project managers may be more used to considering the technical rather than economic impacts of an investment.

Additionally, where there is a perception that reported impacts might influence future UK space science investment, which may lead there being a potential vested interest in overstating the benefits of a contract.

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 contracted organisations, the more extensive the subsequent full picture of impact 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

#### ***Impact lag***

It is important to note that in some respects this is an interim rather than full evaluation. The full impact of technology development programmes such as this often take many years to materialise, so the successful bidder should give appropriate attention to this in their report.

## Deliverables

Additional Deliverables:

- Regular (weekly/fortnightly) updates on emerging finding and project progress
- Interim method plan report
- Draft final report with an executive summary
- 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 of Bids

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

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

To maintain a high degree of rigour in the evaluation of your bid, a process of moderation will be undertaken to ensure consistency by all evaluators. After moderation 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	SEL3.12	Cyber Essentials
Commercial	SEL3.13	General Data Protection Regulations (GDPR)
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW4.1	Special Terms
Price	AW5.1	Maximum Budget
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable bids
-	-	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 Mini Competition. The Contracting Authority considers these weightings to be in line with the framework.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Approach	50%
Quality	PROJ1.2	Staff to Deliver	10%
Quality	PROJ1.3	Understanding the Environment	10%
Quality	PROJ1.4	Project Plan and Timescales	10%

## Evaluation of criteria

### Non-Price (Quality) 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 specific: questions will be marked based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged to determine your final score as follows: :

### Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 40

Evaluator 3 scored your bid as 80

Evaluator 4 scored your bid as 60



Your final score will be calculated as follows  $(60+40+80+60) \div 4 = 60$

**Price elements** will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.  
All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

For example - Bid 1 £100,000 scores 100,  
Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80  
Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.  
Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.  
Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.  
Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50

In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: Score/Total Points multiplied by 50  $(80/100 \times 50 = 40)$

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

## **Section 6 – Evaluation questionnaire**

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

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

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

## Section 7 – General Information

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

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected. Unless formally requested to do so by UK SBS e.g. Emptoris system failure
- 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 Mini Competition. 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 and concise and ideally generic contact details; telephone numbers, e-mail 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

- 7.12 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 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 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, unless the Framework explicitly permits this.
- 7.23 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

- 7.23 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 (CCS – 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 Mini Competition 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, 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 Call Off 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 Mini Competition 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 Mini Competition to reflect any changes introduced by the GSC. In particular where this Mini Competition 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](#)



Annex 1 - potential  
indicators.pdf