

Request for Proposal



Request for Proposal (RFP) on behalf of **United Kingdom Research and Innovation (UKRI)**

Subject: **UKRI PE capability building**

Sourcing Reference Number: **GSS24648**

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Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UKSBS) 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 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 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.

UKSBS 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 DSIT / DENEZ & UKRI, UKSBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

Our Customers

UKSBS currently manages £700m expenditure for its Contracting Authorities. Our Contracting Authorities who have access to our services and Contracts are detailed [here](#).

Privacy Statement

At UK Shared Business Services (UKSBS) we recognise and understand that your privacy is extremely important, and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UKSBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.
- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

<https://www.uksbs.co.uk/use/pages/privacy.aspx>

For details on how the Contracting Authority protect and process your personal data please follow the link below:

<https://www.ukri.org/privacy-notice/>

Section 2 – About the Contracting Authority

UK Research and Innovation (UKRI)

Operating across the whole of the UK and with a combined budget of more than £6 billion, UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years.

As an independent non-departmental public body UK Research and Innovation brings together the seven Research Councils (AHRC, BBSRC, EPSRC, ESRC, MRC, NERC, STFC) plus Innovate UK and a new organisation, Research England.

UK Research and Innovation ensures the UK maintains its world-leading position in research and innovation. This is done by creating the best environment for research and innovation to flourish.

For more information, please visit: www.ukri.org

Section 3 – Working with the Contracting Authority

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	UK Research and Innovation (UKRI) Polaris House, North Star Avenue, Swindon, SN2 1FF
3.2.	Buyer	Liz Vincent
3.3.	Buyer contact details	coreservices@uksbs.co.uk
3.4.	Estimated value of the Opportunity	Estimated contract value over the 5 years £360,000 Excluding VAT Phase 1 £150,000.00 Excluding VAT Phase 2 £110,000.00 Excluding VAT Phase 3 £100,000.00 Excluding VAT There will be break clauses and review stages in the contract between each phase to enable UKRI to manage the contract and its budget.
3.5.	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Messaging Centre of the eSourcing portal. Guidance on how to obtain support on using the eSourcing portal can be found in Section 7.1.11. 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, unless formally advised to do so by UKSBS.

Section 3 - Timescales		
3.6.	Date of posting of Contract advert to Find a Tender and Contracts Finder	Monday 11 th November 2024
3.7.	Latest date / time RFP clarification questions shall be received through the eSourcing Portal	Thursday 5th December 2024 Thursday 12 th December 2024 11:00
3.8.	Latest date / time RFP clarification answers should be sent to all Bidders by the Buyer through the eSourcing Portal	Monday 9th December 2024 Monday 16 th December 2024
3.9.	Latest date and time for Bidder to request access to the RFP documents	Monday 16th December 2024 Monday 23 rd December 2023 10:00
3.10.	Latest date and time RFP Bid shall be submitted through the eSourcing Portal (the Deadline)	Monday 16th December 2024 Monday 23 rd December 2024 11:00

3.11.	Anticipated notification of proposed Contract award to unsuccessful bidders	Thursday 9th January 2025 Friday 17 th January 2025
3.12.	Anticipated Contract Award Date	Monday 20th January 2025 Monday 27 th January 2025
3.13.	Commencement of Contract	Wednesday 29th January 2025 Friday 31 st January 2025
3.14.	Completion of Contract	Monday 28th January 2030 Wednesday 30 th January 2030 Contract break clauses will be included within the contract after 1 year and 3 years. There will be a break clause after phase 1: Programme development has been completed and after phase 2: Pilot programme.
3.15.	Bid Validity Period	90 Days

Section 4 – Specification and about this Procurement

1. Introduction

Summary

UKRI are looking for a supplier (or consortium of suppliers) to design and deliver a programme of learning and development for UKRI staff to support them to develop the skills, knowledge and behaviours to include the public in research and innovation (PE L&D for UKRI staff). This will include delivering insight; pilot approach to learning and development; toolkit; evaluation and communications. The bidders *must* demonstrate expertise of delivering learning and development programmes in the research and innovation sector. Expertise in public participation in R&I - broadly defined - is also required.

Delivery must involve collaboration with the UKRI PE team and an internal public engagement learning and development (PE L&D) working group.

We are inviting bids for a five-year programme (January 2025-December 2029/January 2030). The programme and outputs will include the following elements:

1. Phase 1: Programme development - year 1
Deliver insight, prepare for pilot training and toolkit, prepare evaluation baseline and initial comms
2. Phase 2: Pilot and evaluation - years 2-3
Deliver pilot training and toolkit, evaluation of pilot programme and comms to launch pilot
3. Phase 3: Roll out – years 4-5
Deliver full training and toolkit, evaluation of full programme and leadership and learning comms

There are checkpoints at the end of year 1 (December 2025) and at the end of year 3 (December 2027) where UKRI will assess progress over the first year and first three years respectively. At the checkpoints UKRI will assess based on delivery of the specification through the project outputs, and also check any suggested changes to the budget are appropriate to make a decision at these times as to whether or not we will continue with the pilot and full programmes.

Budget, profile and timeline:

Date	Jan 2025-Dec 2025	Dec 2025	Jan 2026-Dec 2027	Dec 2027	Jan 2028-Dec 2029	Jan 2025-2030
Phase	Programme development (1 year)	Checkpoint	Pilot and evaluation (2 years)	Checkpoint	Roll out (2 years)	1+2+2 years with checkpoints
Programme outputs	Draft and test insight resources	Assess if delivery partner can continue	Evaluate pilot	Assess if delivery partner can continue	Evaluate full programme	Insight and evaluation
	Launch and analyse insight		Pilot evaluation report		Full evaluation report	
	Draft and test evaluation resources		Deliver pilot of training and toolkit		Deliver full programme	Training and toolkit
	Gather baseline		Toolkit update (March 2026 and March 2027)		Comms to lead sector and share	Communications
	Draft and test training and toolkit		Comms to launch pilot			
	Pilot toolkit live					
	Comms around insight					
Budget	£150,000		£110,000		£100,000	£360,000
Financial year	2024/25	2025/26	2026/27	2027/28	2028/29	5-year programme

Please note that there is some flexibility in balance of price across the phases, which can be explored once the contract has begun.

Background

An inclusive definition

In UKRI we see public engagement as including the public (people acting in a personal capacity) in all types of activity where people and communities shape research and innovation.

This programme focusses on how UKRI staff in a range of roles develop their practise to embed public engagement, both in the work of UKRI and the work of those we fund:

What is embedding PE at UKRI?

1. *Enabling organisations, researchers and innovators we fund to include the public in their work:*
 - Researchers and innovators can include the public throughout the research cycle (research design to data collection and analysis to dissemination and evaluation), where the public has different levels of participation in decisions in research and innovation (at one end, collaborating, through to consulting and to the other end where it is informing), including:
 - Collaborative research
 - Patient and public involvement (PPI)
 - Citizen science
 - Knowledge exchange
 - Events and exhibitions
 - Research organisations and businesses can include the public through civic engagement (how Higher Education sector's civic activities benefit local society, economy, and environment and maximise the contribution universities can make towards addressing societal challenges and responding to policy priorities)
2. *Embedding public engagement in UKRI priorities, programmes, policies and processes:* this is across all UKRI's work and funding (research and innovation funding, research training and skills, strategic needs, capital, user testing etc), with more depth needed for work which is more societally linked, more applied, more contentious and/or more place-based.

Where can UKRI embed PE?

This initial mapping of staff guides who to gather data from for the insight and who to include in the testing.

- Gathering insight to inform R&I
- Designing or managing R&I
- Planning the assessment process of R&I
- Designing, using or improving an internal policy or process
- Leading or communicating on behalf of UKRI
- Delivering public engagement activity and support

Co-delivery and consultation summary

Consulting and informing

- PE Strategic Leadership Group (PE-SLG)
- PE with research network (PERN)
- Patient and public involvement (PPI) and People with lived experience (PWLE) group
- People, Culture and Talent (PCT) Board
- Researchers and public groups

PE L&D working group

- Memberships is a spread of roles across councils (whilst also not duplicating efforts within councils)
- Purpose is to share insight; provide feedback; trial delivery and raise the profile of the project, acting as a representative of their team, role and area of work

Purpose

This programme is designed with the purpose of realising positive benefits and outcomes of R&I, through increasing public engagement as part of a responsible and ethical approach.

Desired Outcomes

Primary outcomes:

- Knowledge and skills: Building staff skills, knowledge, behaviours and aspirations for UKRI public engagement, including what public engagement and quality is/isn't, why it matters, what changes need to happen and UKRI approach
- Embedding public engagement: Increase number of staff actively working on their public engagement practise leading to increased volume and quality of opportunities to include the public both in the work of UKRI staff (priority setting, programmes, policies and processes) and the work of those we fund

Secondary outcomes:

- Recognition: Staff feel incentivised to improve their practice in including the public and that it is valued by senior colleagues
- Advocacy: More senior advocates and championing of PE
- Impact: Increased evidence of value of public engagement (to R&I, UKRI as an organisation and our staff, and public), including to produce advocates and build recognition.

2. Aims & Objectives

Vision

The vision is for UKRI to lead as a funder where PE is embedded throughout “the behaviours, values, expectations, attitudes and norms” of UKRI staff and our priorities, programmes, policies and processes. This in turn “influences researchers’ career paths and determines the way that research is conducted and communicated” (based on UKRI’s approach to research culture and the Royal Society’s definition).

Aims

- To build the ‘organisational ability’ of UKRI to apply public engagement as part of our responsible approach to R&I with positive outcomes, through a leading programme of support, learning and development that builds and shares staff skills, knowledge, behaviours and aspirations
- To embed reflective public engagement practice across UKRI, where there is potential to add value in a meaningful sense, through staff making changes in their work (which help to achieve their role objectives) in how we do the following (in the broadest sense of each):
 - Bring the public voice into UKRI's approach to determining its strategies and priorities
 - Enable public experts (by experience) and PE specialists to be involved in funding programme design, management and decisions about what we fund (including all types of funding and support, and across all disciplines (basic/applied etc))

- Ensure local policies and processes enable public engagement

Project Objectives

1. To design and deliver methodology and resources for gathering, collating and analysing insight and information about UKRI PE and culture change to inform the most effective approach(es) for meeting the programme aims, including:

- Approach
 - This should be achieved through using existing and new internal evidence and external evidence (such as published reports, consulting with researchers, public etc.), working with UKRI PE team and UKRI's internal advisory and governance groups
 - Approach includes what insight is required, who we will gather this information from (based on initial mapping of staff and understanding their differing needs and roles) and how; and approach to gathering the data (from existing information (preferred, where possible), staff surveys, focus groups, interviews etc))
 - Insight must be presented in a report for UKRI
 - There must be some contingency in budget plans to respond to the outcomes of the scoping
- What is the current situation?
 - Develop a systems thinking approach (e.g. Theory of Change) to UKRI's current approach to the programme aims, including:
 - Mapping and analysis of existing approach
 - Identifying good practice through a diversity of examples
 - Identifying key areas for improvement
 - Analyse skills, knowledge, behaviours (including barriers/incentives, such as workload and appraisals) and aspirations across different groupings of UKRI staff and policies/guidance etc. about public engagement in a broad sense, with a deep dive on senior staff and line managers
- Where next?
 - Suggest current gaps, opportunities, threats and recommendations for UKRI
 - Develop options for future model of how to embed PE into the current overall system
 - Analyse what to prioritise in pilot, including:
 - Identifying key individuals/teams, networks of influence (that have advocates for including the public) and so on
 - Making specific recommendations as to what is needed for different staff role types and groupings (e.g. some staff need to be PE specialists; some staff need to have some understanding of PE and to know when to work with a PE specialist); how to support staff to prioritise the training; what is the best form for the L&D to take, how to link training and practice and how to embed in other L&D offers (e.g. new starters, leadership programme)
- What approach will we take?
 - Map out typology of UKRI themes and approaches, priorities and programmes (e.g. for discovery/strategic research, different disciplines etc) and of public engagement and how they might interact, in order to create a decision tree and planning tool (or similar tool) to support staff

- Collate 'what works' and what doesn't for different areas of PE culture change and for different people in the process/sector (including other funders in the UK and internationally)

Please note that objectives 2 and 3 are dependent on the outcomes of the insight gathered for objective 1. The outcomes of the insight will inform the most appropriate interventions to be delivered although we anticipate that they might be training and practice support and a toolkit. These therefore might be subject to change.

2. To design and deliver a pilot approach to learning and development to support staff with a range of different needs to include the public in R&I. This pilot will respond to the insight report and learning from across the programme; designed based on consultation (including with the public, funding applicants etc); and be developed and tested with staff. The approach to the pilot will include:

- A response which is creative, active, engaging, reflective and personalised to individual roles, teams and learning styles, and delivered according to different levels of understanding and capability (for example, introduction versus more in-depth continual professional development)
- Building learning (e.g. through training) and developing this learning through applying them in practice (for example, planning and delivering an intervention to embed public engagement).

3. To design, develop and collate a toolkit of digital resources and signposting to places for support on our internal system (The Source PE page) which is designed in a clear and user-informed way; responds to the insight report and learning from across the programme; and is developed and tested with staff. The content of the toolkit will take account of the findings of the insight (objective one), but could include:

- Library of sources of insight into public opinion (e.g. annual reports such as Monitor of Engagement with the Natural Environment (MENE) etc) to inform a priority or programme (by categories), and connect this to UKRI insight resources.
- Decision tree and planning tool for deciding what PE approach is best at the scale of both research disciplines and to embed PE in UKRI with a clear purpose and approach to take
- How to... guides for specific topics:
 - How to... commission bespoke public opinion on your research topic
 - How to... support public partnerships (including partnership finder, seed funding etc)
 - How to... include public experts in the process of developing a funding opportunity
 - How to... set up an assessment process with public assessors
 - How to... evaluate public engagement (outcomes and process)
- Example texts to copy and edit, from business cases, funding opportunities, assessment criteria and assessor guidance, strategies, research grant handbooks, policies (e.g. terms and conditions) and guidance (e.g. ESRC guidance for including project co-leads from outside academia in research funding applications, MRC Equality Impact Assessment), Impact Stories which include PE etc
- Contact details of internal and external PE specialists and UKRI staff with experience of embedding PE – for advice, evidence, brokering

partnerships with public, evaluation and impact, to act as assessors and so on.

4. To design and deliver ongoing formative evaluation of the programme over all 3 phases, and in addition summative evaluation after the pilot (end of year 3). Impact and learning reports should be compiled, at the end of phases 1 and 2 (which will inform the future approach) and phase 3. Impact and learning evaluation reports will be in advance of the UKRI checkpoints and will help to determine the release of further funding for work to continue. All evaluation will require ongoing reflection and collating information with existing UKRI reporting and evaluation.

5. To raise the profile of PE L&D as part of broader culture change via internal and external communications through designing and developing resources and activities with key audiences (internally and externally (e.g. public engagement professionals, senior leaders in Higher Education Institutes, researchers, public etc.)), including:

- Develop communications plan, indicators of success and associated resources, which is tested out plans with staff, to share the approach and lessons learned
- Focus activity on communicating insight findings; launching pilot, sharing examples and opportunities to improve; and leading the sector and sharing resources and learnings
- Support and resources for internal and external comms activities
- External report sharing the experience and lessons learned of exploring these issues within a funder
- Inform funding applicants of opportunities to include the public through UKRI funding
- Share resources and approach to changing culture with other funders in the UK and internationally
- Work with senior leaders to create plans for raising the profile of public engagement internally within their part of UKRI and externally with key groups, depending on need

3. Background to the Requirement

Outline Business Case

- Including the public is a responsible approach to doing R&I, which brings positive benefits and outcomes to both research and society:
 - Impact: positive change in society, culture, economy, environment; and positive relationships
 - Relevance: meets real world needs and builds trust
 - Skills and knowledge: of public and researchers
 - Responsible: ethical and inclusive approach to research and spending public money
- Strategic focus:
 - UKRI public engagement strategy
 - UKRI strategy has engagement as a principle
- UKRI delivery plans and council public engagement strategies
- UKRI demonstrates exemplary practise in public engagement, however, this is not consistent across the organisation
- Momentum in UKRI and sector:
 - Government interest in participatory decision making

- Embedding PE through culture change at UKRI, other funders and HEIs
- Researcher interest in PE
- Chief Executive support
- Delivers together with other UKRI frameworks (Research culture, Responsible Research and Innovation (RRI), Knowledge exchange and impact (and REF 2029))
- Changes to policies and processes through The Funding Service (e.g. public contributors such as people with lived experience can now be included on grants as specialists)
- Mitigating risks to reputation and ethical issues

4. Scope

Project Scope

This work will build on the development of the UKRI public engagement strategy, an internal review of how UKRI could embed support for including the public in its operations and processes, and the body of knowledge from other culture change work in the sector.

The L&D programme will be primarily delivered through commissioning a delivery partner, working alongside a UKRI programme manager to lead the project.

Out of Scope

The L&D programme contributes to a wider set of activities aiming to make public engagement a *shared goal for UKRI staff* through creating conditions and culture where public engagement is valued, championed, supported and recognised (from UKRI public engagement strategy). This wider work is being delivered by UKRI staff, including public engagement specialists, focussing on:

- Senior advocacy
- Changes to policies and processes
- Community of practice and staff recognition
- Support for communities, researchers, panels & HEIs
- Internal and external comms

5. Requirement

Project Outputs

The following draft outputs are the responsibility of the contractor, which must all be delivered in collaboration with UKRI PE team and working group, and signed off by the UKRI PE team:

Phase 1: Programme development - year 1

- Equality impact assessment (EIA) approach – draft and final version
- Insight approach and resources – draft, test and deliver
- Insight report – draft and final versions
- Training and toolkit – draft and test
- Pilot toolkit available to staff
- Evaluation approach and resources (including gathering baseline) – draft, test and deliver baseline
- Comms phase 1 approach and resources – draft, test and deliver (insight focus)
- Regular consultation with and contribution to the public engagement L&D working group meetings

Phase 2: Pilot programme - year 2-3

- EIA approach – redraft and final version
- Training – deliver pilot approach and improve throughout
- Toolkit – redraft, test and publish updates
- Toolkit – provide additional PE specialist support for UKRI staff, depending on need if there is not sufficient support available already
- Evaluation approach and resources – redraft and deliver pilot
- Evaluation report – draft and final versions
- Comms phase 2 approach and resources – draft, test and deliver (launching pilot focus)
- Regular consultation with and contribution to the public engagement L&D working group meetings

Phase 3: Roll out - year 4-5

- EIA approach – redraft and final version
- Training – deliver full approach and improve throughout
- Toolkit – redrafts, tests and publish updates
- Toolkit – provide additional PE specialist support for UKRI staff, depending on need if there is not sufficient support available already
- Evaluation approach and resources – redraft and deliver formative evaluation
- Evaluation report – draft and final versions
- Comms phase 3 approach and resources – draft, test, deliver (lead sector and share learnings focus)
- Regular consultation with and contribution to the public engagement L&D working group meetings

*** test’ – refers to working with UKRI public engagement team and working group as a minimum*

The following draft outputs are the responsibility of the UKRI programme manager for this piece of work:

- Draft approach to the programme (EIA, insight, training, toolkit, evaluation and comms) which bidder will respond to develop the programme approach.
- Running the public engagement L&D working group
- Connecting the L&D work with other UKRI frameworks and existing structures, e.g. leadership training, inductions for staff, peer mentors

The following draft outputs are the responsibility of UKRI through wider work on culture change:

- Activities focussed on senior advocacy
- Changes to UKRI policies and processes
- Activities associated with network or community of practice
- Activities focussed on staff reward and recognition
- Support for communities, researchers, panels & HEIs
- Ongoing design and delivery of internal and external communications around wider culture change (except for what is specified to be done as part of the objective above), including communications activity related to sharing the impact of public engagement

6. Timetable

Month	Phase	Task
Jan (2025)		Develop plans, responding to UKRI’s draft approach to EQIA and insight

Feb	Planning and development (1 year)	Develop plans, responding to UKRI's draft approach to training and toolkit; evaluation; and communications
Mar		Draft and test insight resources
April		Draft and test evaluation resources
May		Gather baseline evaluation
June		Insight opens
July		Analyse insight
Aug		Insight report
Sept		Draft and test training and toolkit
Oct		
Nov		Draft comms resources and activities; Pilot toolkit live
Dec		CHECKPOINT: Assess if delivery partner can continue
Jan (2026)	Deliver and evaluate pilot (2 years)	CHECKPOINT: Assess if delivery partner can continue
Feb		EQIA
Mar		Start to deliver and evaluate pilot of training and toolkit
April		External comms campaign
May		
June		Toolkit update
July		
Aug		
Sept		
Oct		
Nov		
Dec		
Jan (2027)		EQIA
Feb		
Mar		
April		
May		
June		Toolkit update
July		
Aug		
Sept		Pilot evaluation report
Oct		
Nov		CHECKPOINT: Assess if delivery partner can continue
Dec		CHECKPOINT: Assess if delivery partner can continue
Jan (2028)	Implement and evaluate full programme (2 years)	EQIA
Feb		Start to deliver and formative evaluation of roll out of programme of training and toolkit
Mar		
April		
May		
June		Toolkit update

July		
Aug		
Sept		
Oct		
Nov		
Dec		
Jan (2029)		EQIA
Feb		
Mar		
April		
May		
June		Toolkit update
July		
Aug		
Sept		
Oct		Full evaluation report
Nov		End comms campaign
31st Dec 2029		Close of programme

Equality, diversity and inclusion (EDI)

The Supplier will be expected to:

- demonstrate and evidence their commitment to EDI in their workplace, practices and operations.
- provide evidence of how they will consider equality considerations, including those highlighted by UKRI.

Some key equality considerations are outlined below:

- **Delivery of project**
 - Considering bias in data and analysis
 - Considering bias in testing learning and development and toolkit
 - Considering bias in evaluation (including feedback on the inclusivity of the programme and learnings shared and implemented within the team; what demographics are being measured and why; whose voices are being heard) and sharing EDI evaluation and lessons learnt.
 - Considering bias in which groups of people the project is shared with and how (including from senior leaders)
- **Overall considerations about the project**
 - Making digital and written information and resources accessible
 - Considering bias in events (e.g. training, communications events) and meetings
 - Bringing more diverse views to the project through consultation (including with EDI advocates)
 - Making a positive contribution to EDI in research and innovation sector through the content of the project and inclusive practice

Social Value

- The Supplier will be expected to align to the principles, obligations and aspirations set out in the Social Value Act (2012)¹. The Supplier shall identify and deliver on Social Value initiatives as identified and agreed. The Supplier will be responsible for recording and reporting performance against agreed Social Value scorecards.
- Based on the Social Value Model², UKRI have identified that “equal opportunity” and “wellbeing” are the Key Themes most relevant to this Contract. Information about the Key Themes is presented in the table below:

Table of Social Value Key Themes:

Key Themes		
Theme:	Equal Opportunity	
Policy Outcome:	Reduce the disability employment gap	Tackle workforce inequality
Delivery Objectives (Activities that):	<ul style="list-style-type: none"> • Demonstrate action to increase the representation of disabled people in the contract workforce. • Support disabled people in developing new skills relevant to the contract, including through training schemes that result in recognised qualifications. • Influence staff, suppliers, customers and communities through the delivery of the contract to support disabled people. 	<ul style="list-style-type: none"> • Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce. • Support in-work progression to help people, including those from disadvantaged or minority groups, to move into higher paid work by developing new skills relevant to the contract. • Demonstrate action to identify and manage the risks of modern slavery in the delivery of the contract, including in the supply chain
Reporting Metrics:	<ul style="list-style-type: none"> • Total percentage of full-time equivalent (FTE) disabled people employed under the contract, as a proportion of the total FTE contract workforce, by UK region. • Number of full-time equivalent (FTE) disabled people employed under the contract, by UK region. • Total percentage of disabled people on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on apprenticeship schemes (Level 2, 3, and 	<ul style="list-style-type: none"> • Total percentage of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, as a proportion of the total FTE contract workforce, by UK region. • Number of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, by UK region. • Total percentage of people from groups under-represented in the workforce on

	<p>4+) within the contract workforce, by UK region.</p> <ul style="list-style-type: none"> • Number of disabled people on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region. • Total percentage of disabled people on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region. • Number of disabled people on other training schemes (Level 2, 3, and 4+) under the contract, by UK region. 	<p>apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.</p> <ul style="list-style-type: none"> • Number of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region. • Total percentage of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region. • Number of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, by UK region. • Percentage of all companies in the supply chain under the contract to have committed to the five foundational principles of good work. • Number of companies in the supply chain under the contract to have committed to the five foundational principles of good work. • Percentage of the supply chain for which supply chain mapping has been completed to the appropriate tier or to source in order to reduce the risks of modern slavery.
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		<ul style="list-style-type: none"> Number of people-hours devoted to supporting victims of modern slavery under the contract.
Key Themes		
Theme:	Wellbeing	
Policy Outcome:	Improve health and wellbeing	Improve community integration
Delivery Objectives (Activities that):	<p>Activities that:</p> <ul style="list-style-type: none"> Demonstrate action to support the health and wellbeing, including physical and mental health, in the contract workforce. Influence staff, suppliers, customers and communities through the delivery of the contract to support health and wellbeing, including physical and mental health. 	<p>Activities that:</p> <ul style="list-style-type: none"> Demonstrate collaboration with users and communities in the codesign and delivery of the contract to support strong integrated communities. Influence staff, suppliers, customers and communities through the delivery of the contract to support strong, integrated communities
Reporting Metrics:	<ul style="list-style-type: none"> Percentage of all companies in the supply chain under the contract to have implemented measures to improve the physical and mental health and wellbeing of employees. Percentage of all companies in the supply chain under the contract to have implemented the 6 standards in the Mental Health at Work commitment. Number of companies in the supply chain under the contract to have implemented the 6 standards in the Mental Health at Work commitment. Percentage of all companies in the supply chain under the contract to have implemented the mental health enhanced standards, for companies with more than 500 	<ul style="list-style-type: none"> Number of people-hours spent supporting local community integration, such as volunteering and other community-led initiatives, under the contract.

	employees, in Thriving at Work. • Number of companies in the supply chain under the contract to have implemented the mental health enhanced standards, for companies with more than 500 employees, in Thriving at Work.	
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The Contract duration shall be for a period of 5 years from commencement of the Contract. There is a break clause after year 1 on completion of phase 1: Programme development (approx. December 2025) where UKRI will assess if the delivery partner can continue and after phase 2: Pilot programme (approximately December 2027) where UKRI will assess if the delivery partner can continue.

For the purposes of evaluation and Contract Management, Bidders are required to provide costs for each phase separately within the pricing schedule. The total cost (excluding VAT) for all phases will be used for evaluation purposes.

All prices submitted within the AW5.2 Pricing Schedule shall remain firm and fixed for phase 1 and phase 2, years 1 - 3 the of the Contract (January 2025 – December 2027) and then variable for phase 3 in line with the Consumer Price Inflation (CPI) Index.

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

5.1. Introduction

- 5.1.1. The evaluation process will be conducted to ensure that Bids are evaluated fairly to ascertain the bidders who can demonstrate the required skills qualities, technical ability and capacity, commercial stability, and experience to ensure successful performance of the Contract.
- 5.1.2. The evaluation team may comprise staff from UKSBS and the Contracting Authority, and any specific external stakeholders the Contracting Authority deem required

5.2. Evaluation of Bids

- 5.2.1. Evaluation of Bids shall be based on a Selection questionnaire and Award criteria as clearly defined in the e-sourcing tool.

5.3. SELECTION questionnaire

- 5.3.1. The Selection questionnaire shall be marked against the following Selection pass / fail and scoring criteria.
- 5.3.2. The selection questionnaire shall be marked against the following Mandatory or discretionary pass / fail criteria.

Selection Pass/fail criteria		
Evaluation Envelope	Q No.	Question subject
Qualification Questionnaire Part 1: Potential Supplier Information		
Section 1	1.1(a) – p	Contact details
Qualification Questionnaire Part 2: Exclusion Grounds		
Section 1	1.2 (a)(i)	Administration, Management, supervisory body convictions
	1.2(a)(ii)	Participation in a criminal organisation
Section 1	1.2 (a) - (iii)	Corruption
Section 1	1.2 (a) - (iv)	Terrorist Offences or offences link to terrorist activities
Section 1	1.2 (a) - (v)	Money laundering or Terrorist financing
Section 1	1.2 (a) - (vi)	Child Labour and other forms of trafficking in human beings
Section 1	1.2 (a) - (vii)	Any other offence within the meaning of Article 57(1) of the Directive as defined by the law of any jurisdiction outside England, Wales or Northern Ireland.
Section 2	2.1(a) (i-ii)	Payment of tax or social security
Section 3	3.1	Detailed grounds for exclusion
Section 3	3.1 (a)	Situations summarised
Section 3	3.1 (b)	Breach of environmental law obligations
Section 3	3.1 (c)	Breach of social law obligations

Section 3	3.1 (d)	Breach of labour law obligations
Section 3	3.1(e)	Bankruptcy or subject to Insolvency
Section 3	3.1(f)	Guilty of grave professional misconduct
Section 3	3.1(g)	Distorting of competition
Section 3	3.1(h)	Conflict of Interest
Section 3	3.1(i)	Involved in preparation of procurement procedure
Section 3	3.1(j)	Prior performance issues
Section 3	3.1(k)	Serious Misrepresentation, withholding information, undue influence and undue advantages.
Section 3	3.1(l) to 3.2	Modern Slavery
Qualification Questionnaire Part 3: Selection Questions		
Section 4	4.1(a)	Financial statements filed with Companies House
Section 4	4.1(b)	Detailed accounts
Section 4	4.1(c)	Annual Turnover profit and loss accounts etc..
Section 4	4.2	Financial reliance upon others and guarantee
Section 6	6.1	Relevant experience and contract examples
Section 6	6.2	Subcontracting and healthy supply chains
Section 6	6.3	Technical and Professional Ability
Section 7	7.1	Insurance
Section 8	8.1(a)	General Data Protection Regulations
Section 8	8.1(b)	General Data Protection Regulations – Technical Facilities and Measures
Section 8	8.2(a)	Health and Safety
Part 3	SEL1.10	Information Security
Part 3	SEL2.12	General Data Protection Regulations and Data Protection Act 2018
Part 3	SEL2.19	PPN 01/22 - Contracts with suppliers from Russia or Belarus
Part 3	FOI1.1 – 1.2	Freedom of Information
Part 3	Declaration	Covering all sections of the bid submission
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of the any of the selection stage scoring methodology, nor the Award stage scoring methodology or Mandatory pass / fail criteria.	

- 5.3.3. Each Mandatory pass / fail question includes a clear definition of the requirements of a successful response to the question.
- 5.3.4. The evaluation model below shall be used for this RFP which will be determined to two decimal places.
- 5.3.5. Questions marked ‘for information only’ do not contribute to the scoring model.
- 5.3.6. During the evaluation stage, the intention is that only Bidders who achieve a Pass of all the Mandatory and Discretionary requirements of the RFP will be considered for award stage evaluation.

5.4. AWARD questionnaire

- 5.4.1. The award questionnaire shall be marked against the following Mandatory or discretionary pass / fail criteria. Each Mandatory pass / fail question includes a clear definition of the requirements of a successful response to the question.

Award Pass / Fail criteria		
Evaluation Envelope	Q No.	Question subject
Qualification	AW1.1	Form of Bid
Qualification	AW1.2	Bid validity period
Qualification	AW1.3	Certificate of bona fide Bid
Qualification	AW3.2	Conflict of Interest Declaration
Qualification	AW3.2.1	Conflict of Interest Declaration Supporting Information
Qualification	AW4.1	Compliance to the Contract Terms
Qualification	AW4.2	Changes to Contract Terms
Qualification	AW6.1	Compliance to the Specification
Qualification	AW6.2	Variable Bids
Commercial	AW5.3	Firm and Fixed Price
Commercial	AW5.5	E Invoicing
-	-	Request for Proposal response – received on time within the eSourcing Portal
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of the any of the selection stage scoring methodology, nor the Award stage scoring methodology or Mandatory pass / fail criteria.	

- 5.4.2. The Award stage of due process shall be marked against the following Award scoring criteria.
- 5.4.3. The evaluation model below shall be used for this RFP which will be determined to two decimal places.
- 5.4.4. Questions marked 'for information only' do not contribute to the scoring model.
- 5.4.5. Do not exceed the page limits specified within each of the Non Commercial criteria, any additional content provided beyond the specified page limit will not be considered or scored during the evaluation process. Where bidders include a cover page and/or annex, this will be taken into consideration within the page limit and therefore this is discouraged. Where a Non Commercial criteria requires an additional attachment such as an organogram or risk register bidders are to note the eSourcing Portal only permits 1 document upload per question therefore bidders must attach their response as a Zip folder.

Award Scoring criteria
<p>Evaluation Justification Statement</p> <p>In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this</p>

RFP. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.

Evaluation Envelope	Q No.	Question subject	Maximum Marks	
			Overall	Breakdown
Commercial	AW5.1	Price	10%	10%
Technical	PROJ1.1	Methodology and Approach	90%	30%
Technical	PROJ1.2	Team Composition, Skills & Expertise		10%
Technical	PROJ1.3	Understanding the Project Environment		10%
Technical	PROJ1.4	Project Plan and timescales		15%
Technical	PROJ1.5	Responsible Procurement – Environmental Sustainability		5%
Technical	PROJ1.6	Responsible Procurement – Health and Safety in Supply Chains		5%
Technical	PROJ1.7	Social Value		10%
Technical	PROJ1.8	Equality, Diversity and Inclusion		5%

Award Evaluation of criteria

Non-Commercial Elements

Each question will be evaluated 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 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.
<p>All questions will be scored based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:</p> <p>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 $(60+60+40+40) \div 4 = 50$</p> <p>Once the above evaluation process has been undertaken and the scores are apportioned by evaluator(s) this will then be subject to an independent commercial review and moderation meeting, if required by the commercial lead, any and all changes will be formally recorded relative to the regulatory obligations associated with this procurement, so as to ensure that the procurement has been undertaken in a robust and transparent way.</p>	
Commercial Elements will be evaluated on the following criteria.	
<p>The lowest price for a response which meets the pass criteria shall score 100.</p> <p>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 Commercial criterion.</p> <p>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.</p> <p>Where the scoring criterion is worth 50% then the 0-100 score achieved will be multiplied by 50.</p> <p>In the example if a supplier scores 80 from the available 100 points this will equate to 40% by using the following calculation: $\text{Score/Total Points} \times 50$ ($80/100 \times 50 = 40$)</p> <p>The lowest score possible is 0 even if the price submitted is more than 100% greater than the lowest price.</p> <p>This evaluation criteria will therefore not be subject to any averaging, as this is a mathematical scoring criterion, but will still be subject to a commercial review.</p>	
The scores achieved for the Non Commercial and Commercial Criteria will be combined to give a bidders total score and ranking.	

Award criteria in the event of a tied place for an award decision

If as a result of the application of the aforementioned scored criteria applicable to Commercial and Non Commercial has been undertaken and suitable due diligence has occurred to ratify this position, this then results in a tied place re more than one supplier has attained a score that is equal to another bidder under this procurement procedures due process, then the Contracting Authority shall make an award decision on the basis of the bidder who provided a bid that attained the highest score under Non Commercial criteria.

For example:

Bidder A scores 12.50 for Commercial and 45.00 for Non commercial

Bidder B scores 15.10 for Commercial and 42.40 for Non commercial

The result is a tied place at score of 57.50

The Contracting Authority stated in its procurement documents that the bidder who score the highest on under Non commercial criteria in a tied place, shall be awarded the contract therefore Bidder A wins the award.

This evaluation criteria will therefore not be subject to any averaging.

5.5. Evaluation process

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

Stage	Summary of activity
Receipt and Opening	<ul style="list-style-type: none"> RFP logged upon opening in alignment with UKSBS's procurement procedures. Any RFP Bid received after the closing date will be rejected unless circumstances attributed to UKSBS, the Contracting Authority or the eSourcing Portal beyond the bidder control are responsible for late submission.
Compliance check	<ul style="list-style-type: none"> Check all Mandatory requirements are acceptable to the Contracting Authority. Unacceptable Bids maybe subject to clarification by the Contracting Authority or rejection of the Bid.
Scoring of the Bid	<ul style="list-style-type: none"> Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the criteria. The bid may be subject to moderation as advised in the criteria section, prior to any award decision.
Clarifications	<ul style="list-style-type: none"> The Evaluation team may require written clarification to Bids
Re - scoring of the Bid and Clarifications	<ul style="list-style-type: none"> Following Clarification responses, the Evaluation team reserve the right to independently re-score the Bid and Clarifications and provide a commentary of their re-scoring justification against the Selection and / Award criteria.
Moderation meeting (if required to reach an award decision)	<ul style="list-style-type: none"> To review the outcomes of the Commercial review To agree final scoring for each Bid, relative rankings of the Bids To confirm contents of the Standstill letters to provide details of scoring and relative feedback on the unsuccessful Bidders response in comparison with the successful Bidders response

Due diligence of the Bid	<ul style="list-style-type: none"> • the Contracting Authority may request the following requirements at any stage of the Procurement: <ul style="list-style-type: none"> ○ Submission of insurance documents from the Bidder ○ Request for evidence of documents / accreditations referenced in the / Request for Proposal response / Bid and / or Clarifications from the Bidder ○ Taking up of Bidder references from the Bidders Customers. • Financial Credit check for the Bidder
Validation of unsuccessful Bidders	<ul style="list-style-type: none"> • To confirm contents of the letters to provide details of scoring and meaningful feedback on the unsuccessful Bidders Bid in comparison with the successful Bidders Bid.

Section 6 – Evaluation Response Questionnaires

6.1. Qualification / Selection Questionnaire

- 6.1.1 Bidders should note that the Qualification / Selection Questionnaire is located within the **eSourcing Portal**.

Guidance on how to register and use the eSourcing portal is available at

<https://beisgroup.ukp.app.jaggaer.com/>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

6.2. Technical and Commercial Questionnaire

- 6.2.1 Bidders should note that the Technical and Commercial Questionnaire is located within the **eSourcing Portal**.

Guidance on how to register and use the eSourcing portal is available at

<https://beisgroup.ukp.app.jaggaer.com/>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General information

7.1. Introduction

- 7.1.1. The Contracting Authority wishes to establish a Contract for the provision of UKRI PE capability building. The Contracting Authority is managing this procurement process in accordance with Public Procurement (as may be amended from time to time) (the “Regulations”). This is a services Contract(s) being procured under the Open Procedure
- 7.1.2. The Contracting Authority is procuring the Contract for its exclusive use.
- 7.1.3. UKSBS and the Contracting Authority logo, trademarks and other identifying marks are proprietary and may not be incorporated in the Companies response without or the Contracting Authority’s written permission.
- 7.1.4. The Bidder shall indemnify and keep indemnified UKSBS and the Contracting Authority against all actions, claims, demands, proceedings, damages, costs, losses, charges, and expenses whatsoever in respect of any breach by the Bidder of this document.
- 7.1.5. If there is any doubt with regard to the ambiguity of any question or content contained in this questionnaire then PLEASE ASK a clarification question, but please ensure that your question is via the formal clarification process in writing to the UKSBS representative nominated. No approach of any kind in connection with this opportunity should be made to any other person within or associated with UKSBS or the Contracting Authority. All information secured outside of this named contact shall have no legal standing or worth and should not be relied upon.
- 7.1.6. It remains the responsibility of the Bidder to keep UKSBS and the Contracting Authority informed of any matter that may affect continued qualification.
- 7.1.7. Prior to commencing formal evaluation, Submitted Responses will be checked to ensure they are fully compliant with the Pass / Fail criteria within the Evaluation model. Non-compliant Submitted Responses may be rejected by the Contracting Authority. Submitted Responses which are deemed by the Contracting Authority to be fully compliant will proceed to evaluation. These will be evaluated using the criteria and scores detailed in the matrix set out in [Section 5](#).
- 7.1.8. Whilst it is the Contracting Authority’s intention to purchase the majority of its services under this Contract Arrangement from the Supplier(s) appointed this does not confer any exclusivity on the appointed Suppliers. The Contracting Authority reserve the right to purchase any services and services (including those similar to the services covered by this procurement) from any Supplier outside of this Contract.
- 7.1.9. The Contracting Authority reserves the right not to conclude a Contract as a result of the current procurement process. Bidders should review the contents of Section 7 paragraph 7.8.1 when considering submitting their Response.
- 7.1.10. The services covered by this procurement exercise have NOT been sub-divided into Lots.

- 7.1.11. The Contracting Authority shall utilise the eSourcing Portal available at <https://beisgroup.ukp.app.jaggaer.com/> to conduct this procurement. There will be no electronic auction following the conclusion of the evaluation of the Request for Proposal (RFP) responses. Bidders will be specifically advised where attachments are permissible to support a question response within the eSourcing portal.

All enquiries with respect to access to the eSourcing portal and problems with functionality within the portal must be submitted to eSourcing Helpdesk

Phone 08000 698 632

Email customersupport@jaggaer.com

Please note; the eSourcing Portal is a free self-registration portal. Bidders can complete the online registration at the following link:

<https://beisgroup.ukp.app.jaggaer.com/>

- 7.1.12. Please utilise the messaging system within the eSourcing Portal located at <https://beisgroup.ukp.app.jaggaer.com/> within the timescales detailed in [Section 3](#). If you have any doubt as to what is required or will have difficulty in providing the information requested. Bidders should note that any requests for clarifications may not be considered by the Contracting Authority if they are not articulated by the Bidder within the discussion forum within the eSourcing Portal.
- 7.1.13. Bidders should read this document, and all attachment, messages and the response envelopes located within the eSourcing portal carefully before completing the Response submission. Failure to comply with any of these instructions for completion and submission of the Submitted Response may result in the rejection of the Response. Bidders are advised therefore to acquaint themselves fully with the extent and nature of the services and contractual obligations. These instructions constitute the Conditions of Response. Participation in the RFP process automatically signals that the Bidder accepts these Conditions.
- 7.1.14. All material issued in connection with this RFP shall remain the property of the Contracting Authority and shall be used only for the purpose of this procurement. All Due Diligence Information shall be either returned to the Contracting Authority or securely destroyed by the Bidder (at the Contracting Authority's option) at the conclusion of the procurement.
- 7.1.15. The Bidder shall ensure that each and every sub-contractor, consortium member and adviser abide by the terms of these instructions and the Conditions of Response.
- 7.1.16. The Bidder shall not make contact with any other employee, agent or consultant of UKSBS or the Contracting Authority or Customer who are in any way connected with this procurement during the period of this procurement, unless instructed otherwise by the Contracting Authority.
- 7.1.17. The Contracting Authority shall not be committed to any course of action as a result of:
- 7.1.17.1. issuing this RFP or any invitation to participate in this procurement ;
 - 7.1.17.2. an invitation to submit any Response in respect of this procurement;
 - 7.1.17.3. communicating with a Bidder or a Bidder's representatives or agents in respect of this procurement; or

- 7.1.17.4. any other communication between UKSBS or the Contracting Authority (whether directly or by its agents or representatives) and any other party.
- 7.1.18. Bidders shall accept and acknowledge that by issuing this RFP the Contracting Authority shall not be bound to accept any Response and reserves the right not to conclude a Contract for some or all of the services for which Responses are invited.
- 7.1.19. The Contracting Authority reserves the right to amend, add to or withdraw all or any part of this RFP at any time during the procurement.
- 7.1.20. Bidders should not include in the Response any extraneous information which has not been specifically requested in the RFP including, for example, any sales literature, standard terms of trading etc. Any such information not requested but provided by the Bidder shall not be considered by the Contracting Authority.
- 7.1.21. If the Bidder is a consortium, the following information must be provided: full details of the consortium; and the information sought in this RFP in respect of each of the consortium's constituent members as part of a single composite response. Potential Providers should provide details of the actual or proposed percentage shareholding of the constituent members within the consortium as indicated in the relevant section of the selection questionnaire SEL1.9 specifically refers. If a consortium is not proposing to form a corporate entity, full details of alternative proposed arrangements should be provided as indicated in the relevant section of the RFP. However, please note the Contracting Authority reserves the right to require a successful consortium to form a single legal entity in accordance with regulation 19(6) of the Regulations. The Contracting Authority recognises that arrangements in relation to consortia may (within limits) be subject to future change. Potential Providers should therefore respond in the light of the arrangements as currently envisaged. Potential Providers are reminded that any future proposed change in relation to consortia must be notified to the Contracting Authority so that it can make a further assessment by applying the selection criteria to the new information provided and consider rejection of the Response if the Contracting Authority reasonably consider the change to have a material impact of the delivery of the viability of the Response.

7.2. Bidder conference

- 7.2.1. A Bidders' Conference will not be held in conjunction with this procurement.

7.3. Confidentiality

- 7.3.1. Subject to the exceptions referred to in paragraph 7.3.2, the contents of this RFP are being made available by the Contracting Authority on condition that:
 - 7.3.1.1. Bidders shall at all times treat the contents of the RFP and any related documents (together called the 'Information') as confidential, save in so far as they are already in the public domain;
 - 7.3.1.2. Bidders shall not disclose, copy, reproduce, distribute, or pass any of the Information to any other person at any time or allow any of these things to happen;
 - 7.3.1.3. Bidders shall not use any of the Information for any purpose other than for the purposes of submitting (or deciding whether to submit) a Response; and
 - 7.3.1.4. Bidders shall not undertake any publicity activity within any section of the media in relation to this procurement

- 7.3.2. Bidders may disclose, distribute, or pass any of the Information to the Bidder's advisers, sub-contractors or to another person provided that either:
- 7.3.2.1. This is done for the sole purpose of enabling a Response to be submitted and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms as if that person were the Bidder; or
 - 7.3.2.2. The disclosure is made for the sole purpose of obtaining legal advice from external lawyers in relation to the procurement or to any Contract arising from it; or
 - 7.3.2.3. The Bidder is legally required to make such a disclosure
- 7.3.3. In paragraphs 7.3.1 and 7.3.2 above the term 'person' includes but is not limited to any person, firm, body, or association, corporate or incorporate.
- 7.3.4. UKSBS and the Contracting Authority may disclose detailed information relating to Responses to its employees, agents or advisers and they may make any of the Contract documents available for private inspection by its officers, employees, agents, or advisers. UKSBS and the Contracting Authority also reserve the right to disseminate information that is materially relevant to the procurement to all Bidders, even if the information has only been requested by one Bidder, subject to the duty to protect each Bidder's commercial confidentiality in relation to its Response (unless there is a requirement for disclosure as explained in paragraphs 7.4.1 to 7.4.3 below).
- 7.3.5. 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. Subject to section 7.4 below, the information will not be disclosed outside Government. Bidders taking part in this RFP consent to these terms as part of the competition process.

- 7.3.6. The Government revised its Government Security Classifications (GSC) classification scheme on the 2nd April 2014 to replace the previous 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>

- 7.3.7. The Contracting Authority reserves the right to amend any security related term or condition of the draft contract accompanying this RFP to reflect any changes

introduced by the GSC. In particular where this RFP is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

USEFUL INFORMATION LINKS

- [Contracts Finder](#)
- [Find a Tender](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

7.4. Freedom of information

- 7.4.1. In accordance with the obligations and duties placed upon public authorities by the Freedom of Information Act 2000 (the 'FoIA') and the Environmental Information Regulations 2004 (the 'EIR') (each as amended from time to time), UKSBS and the Contracting Authority may be required to disclose information submitted by the Bidder to the to the Contracting Authority.
- 7.4.2. In respect of any information submitted by a Bidder that it considers to be commercially sensitive the Bidder should complete the Freedom of Information declaration question defined in the Question FOI1.2.
- 7.4.3. Where a Bidder identifies information as commercially sensitive, the Contracting Authority will endeavour to maintain confidentiality. Bidders should note, however, that, even where information is identified as commercially sensitive, the Contracting Authority may be required to disclose such information in accordance with the FoIA or the Environmental Information Regulations. In particular, the Contracting Authority is required to form an independent judgment concerning whether the information is exempt from disclosure under the FoIA or the EIR and whether the public interest favours disclosure or not. Accordingly, the Contracting Authority cannot guarantee that any information marked 'confidential' or "commercially sensitive" will not be disclosed.
- 7.4.4. Where a Bidder receives a request for information under the FoIA or the EIR during the procurement, this should be immediately passed on to the Contracting Authority and the Bidder should not attempt to answer the request without first consulting with the Contracting Authority.
- 7.4.5. Bidders are reminded that the Government's transparency agenda requires that sourcing documents, including RFP templates such as this, are published on a designated, publicly searchable web site, and, that the same applies to other sourcing documents issued by the Contracting Authority, and any contract entered into by the Contracting Authority with its preferred supplier once the procurement is complete. By submitting a response to this RFP Bidders are agreeing that their participation and contents of their Response may be made public.

7.5. Response Validity

- 7.5.1. Your Response should remain open for consideration for a minimum period of 90 days. A Response valid for a shorter period will be rejected.

7.6. Timescales

- 7.6.1. [Section 3](#) of the RFP sets out the proposed procurement timetable. The Contracting Authority reserves the right to extend the dates and will advise potential Bidders of any change to the dates.

7.7. The Contracting Authority's Contact Details

- 7.7.1. Unless stated otherwise in these Instructions or in writing from UKSBS or the Contracting Authority, all communications from Bidders (including their sub-contractors, consortium members, consultants, and advisers) during the period of this procurement must be directed through the eSourcing tool to the designated UKSBS contact.
- 7.7.2. Bidders should be mindful that the designated Contact or other persons associated with this opportunity, should not under any circumstances be sent a copy of their Response outside of the eSourcing portal, unless the portal cannot receive your response due to an outage, should this happen then Contracting Authority will suitably formally instruct all bidders as to how to submit your Response. Failure to follow this requirement will result in disqualification of the Response.

7.8. Preparation of a Response

- 7.8.1. Bidders must obtain for themselves at their own responsibility and expense all information necessary for the preparation of Responses. Bidders are solely responsible for all costs, expenses and other liabilities arising in connection with the preparation and submission of their Response and all other stages of the selection and evaluation process. Under no circumstances will UKSBS or the Contracting Authority, or any of their advisers, be liable for any such costs, expenses or liabilities borne by Bidders or their sub-contractors, suppliers or advisers in this process.
- 7.8.2. Bidders are required to complete and provide all information required by the Contracting Authority in accordance with the Conditions of Response and the Request for Proposal. Failure to comply with the Conditions and the Request for Proposal may lead the Contracting Authority to reject a Response.
- 7.8.3. The Contracting Authority relies on Bidders' own analysis and review of information provided. Consequently, Bidders are solely responsible for obtaining the information which they consider is necessary in order to make decisions regarding the content of their Responses and to undertake any investigations they consider necessary in order to verify any information provided to them during the procurement.
- 7.8.4. Bidders must form their own opinions, making such investigations and taking such advice (including professional advice) as is appropriate, regarding their Responses, without reliance upon any opinion or other information provided by the Contracting Authority or their advisers and representatives. Bidders should notify the Contracting Authority promptly of any perceived ambiguity, inconsistency, or omission in this RFP, any of its associated documents and/or any other information issued to them during the procurement.

- 7.8.5. Bidders must ensure that each response to a question is within any specified page limit. Any responses with pages in excess of the page limit will only be considered up to the point where they meet the page limit, any additional pages beyond the volume defined in the page limit will not be considered by the evaluation panel.
- 7.8.6. Bidders must ensure that each response to a question is not cross referenced to a response to another question. In the event of a Bidder adding a cross reference it will not be considered in evaluation.

7.9. Submission of Responses

- 7.9.1. The Response must be submitted as instructed in this document through the e-sourcing tool. Failure to follow the instruction within each Section of this document, to omit responses to any of the questions or to present your response in alignment with any guidance notes provided may render the Response non-compliant and it may be rejected.
- 7.9.2. The Contracting Authority may at its own absolute discretion extend the closing date and the time for receipt of Responses specified [Section 3](#).
- 7.9.3. Any extension to the RFP response period will apply to all Bidders.
- 7.9.4. Any financial data provided must be submitted in or converted into pounds sterling. Where official documents include financial data in a foreign currency, a sterling equivalent must be provided. Failure to adhere to this requirement will result in the Response not being considered.
- 7.9.5. The Contracting Authority do not accept responsibility for the premature opening or mishandling of Responses that are not submitted in accordance with the instructions of this document.
- 7.9.6. The Response and any documents accompanying it must be in the English language
- 7.9.7. Bidders must submit their response through the e-sourcing tool, unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority. Responses received by any other method than requested will not be considered for the opportunity.
- 7.9.8. Responses will be submitted any time up to the date indicated in [Section 3](#). Responses received before this deadline will be retained in a secure environment, unopened until this deadline has passed.
- 7.9.9. Responses received after the date indicated in [Section 3](#) 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
 - 7.9.9.1. The Bidder must demonstrate irrefutable evidence in writing they have made best endeavours to ensure the Response was received on time and that the issue was beyond their control.
 - 7.9.9.2. Any request for a late Response to be considered must be emailed to the Buyer in [Section 3](#) in advance of 'the deadline' if a bidder believes their Response will be received late.
 - 7.9.9.3. The Contracting Authority reserves the right to accept or reject any late Response without justification to the affected Bidder and make no

guarantee it will consider any request for a late Response to be considered.

- 7.9.10. Do not seek changes to the Bid after responses have been submitted and the deadline (date and time) for receipt of responses has passed.

7.10. Canvassing

- 7.10.1. Any Bidder who directly or indirectly canvasses any employee, or agent of UKSBS, the Contracting Authority, or its members or any of its employees concerning the establishment of the Contract or who directly or indirectly obtains or attempts to obtain information from any such officer, member, employee, or agent or concerning any other Bidder, Response or proposed Response will be disqualified.

7.11. Disclaimers

- 7.11.1. Whilst the information in this RFP, Due Diligence Information and supporting documents has been prepared in good faith, it does not purport to be comprehensive, nor has it been independently verified.
- 7.11.2. Neither UKSBS, the Contracting Authority, nor their advisors, nor their respective directors, officers, members, partners, employees, other staff or agents:
- 7.11.2.1. makes any representation or warranty (express or implied) as to the accuracy, reasonableness, or completeness of the RFP; or
 - 7.11.2.2. accepts any responsibility for the information contained in the RFP or for their fairness, accuracy or completeness of that information nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.
- 7.11.3. Any persons considering making a decision to enter into contractual relationships with the Contracting Authority following receipt of the RFP should make their own investigations and their own independent assessment of the Contracting Authority and its requirements for the services and should seek their own professional financial and legal advice. For the avoidance of doubt the provision of clarification or further information in relation to the RFP or any other associated documents (including the Schedules) is only authorised to be provided following a query made in accordance with Paragraph 7.15 of this RFP.

7.12. Collusive behaviour

- 7.12.1. Any Bidder who:
- 7.12.1.1. fixes or adjusts the amount of its Response by or in accordance with any agreement or arrangement with any other party; or
 - 7.12.1.2. communicates to any party other than UKSBS, or the Contracting Authority the amount or approximate amount of its proposed Response or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Response or insurance or any necessary security); or
 - 7.12.1.3. enters into any agreement or arrangement with any other party that such other party shall refrain from submitting a Response; or

- 7.12.1.4. enters into any agreement or arrangement with any other party as to the amount of any Response submitted; or
- 7.12.1.5. offers or agrees to pay or give or does pay or give any sum or sums of money, inducement or valuable consideration directly or indirectly to any party for doing or having done or causing or having caused to be done in relation to any other Response or proposed Response, any act or omission,

shall (without prejudice to any other civil remedies available to the Contracting Authority and without prejudice to any criminal liability which such conduct by a Bidder may attract) be disqualified.

7.13. No inducement or incentive

- 7.13.1. The RFP is issued on the basis that nothing contained in it shall constitute an inducement or incentive nor shall have in any other way persuaded a Bidder to submit a Response or enter into the Contract or any other contractual agreement.

7.14. Acceptance of the Contract

- 7.14.1. The Bidder in submitting the Response undertakes that in the event of the Response being accepted by the Contracting Authority and the Contracting Authority confirming in writing such acceptance to the Bidder, the Bidder will within 14 days of being called upon to do so by the Contracting Authority execute the Contract in the form set out in the Contract Terms or in such amended form as may subsequently be agreed.
- 7.14.2. The Contracting Authority shall be under no obligation to accept the lowest priced or any Response.

7.15. Queries relating to the Response

- 7.15.1. All requests for clarification about the requirements or the process of this procurement shall be made in through the eSourcing portal unless the eSourcing portal is unavailable due to system maintenance or failure, in this instance all clarifications shall be by email to the contact defined in [Section 3](#).
- 7.15.2. The Contracting Authority will endeavour to answer all questions as quickly as possible but cannot guarantee a minimum response time.
- 7.15.3. In the event of a Bidder requiring assistance uploading a clarification to the eSourcing portal they should use the contact details defined in [Section 3](#).
- 7.15.4. No further requests for clarifications will be accepted after **7** days prior to the date for submission of Responses.
- 7.15.5. In order to ensure equality of treatment of Bidders, the Contracting Authority intends to publish the questions and clarifications raised by Bidders together with the Contracting Authority's responses (but not the source of the questions) to all participants on a regular basis.
- 7.15.6. Bidders should indicate if a query is of a commercially sensitive nature – where disclosure of such query and the answer would or would be likely to prejudice its commercial interests. However, if the Contracting Authority at its sole discretion does not either; consider the query to be of a commercially confidential nature or one

which all Bidders would potentially benefit from seeing both the query and the Contracting Authority's response, the Contracting Authority will:

- 7.15.6.1. invite the Bidder submitting the query to either declassify the query and allow the query along with the Contracting Authority's response to be circulated to all Bidders; or
 - 7.15.6.2. request the Bidder, if it still considers the query to be of a commercially confidential nature, to withdraw the query prior to the end of the closing date and time for Bidder clarifications.
- 7.15.7. The Contracting Authority reserves the right not to respond to a request for clarification or to circulate such a request where it considers that the answer to that request would or would be likely to prejudice its commercial interests.

7.16. Amendments to Response Documents

- 7.16.1. At any time prior to the deadline for the receipt of Responses, the Contracting Authority may modify the RFP by amendment. Any such amendment will be numbered and dated and issued by the Contracting Authority to all prospective Bidders. In order to give prospective Bidders reasonable time in which to take the amendment into account in preparing their Responses, the Contracting Authority may, at its discretion, extend the time and/or date for receipt of Responses.

7.17. Modification and withdrawal

- 7.17.1. Bidders may modify their Response where allowable within the eSourcing portal. No Response may be modified after the deadline for submission of Responses.
- 7.17.2. Bidders may withdraw their Response at any time prior the deadline for submission of Responses [or any other time prior to accepting the offer of a Contract]. The notice to withdraw the Response must be in writing and sent to the Contracting Authority by recorded delivery or equivalent service and delivered to the Head of Policy UKSBS at UK Shared Business Services Ltd, Procurement, Polaris House, North Star Avenue, Swindon, Wiltshire, SN2 1ET

7.18. Right to disqualify or reject

- 7.18.1. The Contracting Authority reserves the right to reject or disqualify a Bidder where
- 7.18.1.1. the Bidder fails to comply fully with the requirements of this Request for Proposal or presents the response in a format contrary to the requirements of this document; and/or
 - 7.18.1.2. the Bidder is guilty of serious misrepresentation in relation to its Response; expression of interest; or the Response process; and/or
 - 7.18.1.3. there is a change in identity, control, financial standing or other factor impacting on the selection and/or evaluation process affecting the Bidder.

7.19. Right to cancel, clarify or vary the process

- 7.19.1. The Contracting Authority reserves the right to:
- 7.19.1.1. cancel the evaluation process at any stage; and/or
 - 7.19.1.2. require the Bidder to clarify its Response in writing and/or provide additional information. (Failure to respond adequately may result in the Bidder not being selected),

7.20. Notification of award

- 7.20.1. The Contracting Authority will notify the successful Bidder of the Contract award in writing and will publish an Award Notice in Find a Tender in accordance with the Regulations within 30 days of the award of the contract.
- 7.20.2. As required by the Regulations all successful and unsuccessful Bidders will be provided with an email advising the outcome of the submission of their RFP response.

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

DO:

- 7.21.1. Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.21.2. 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 RFP 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.
- 7.21.3. 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.
- 7.21.4. 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.
- 7.21.5. Do ensure you utilise the eSourcing messaging system to raise any clarifications to our RFP. 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
- 7.21.6. Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid (unless the question specifically allows you to do so) the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.21.7. Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.
- 7.21.8. Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.21.9. Do provide clear, concise, and ideally generic contact details; telephone numbers, e-mails and fax details.
- 7.21.10. Do complete all questions in the questionnaire or we may reject your Bid.

7.21.11. 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.

7.21.12. Do check and recheck your Bid before dispatch.

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

DO NOT

- 7.22.1. Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.22.2. 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.
- 7.22.3. Do not share the Procurement documents, they may be confidential and should not be shared with anyone without the Buyers written permission.
- 7.22.4. Do not seek to influence the procurement process by requesting meetings or contacting UKSBS 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.
- 7.22.5. Do not contact any UKSBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.22.6. Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.22.7. Do not offer UKSBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.22.8. Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.22.9. Do not cross reference answers to external websites (unless the question specifically allows you to do so) or other parts of your Bid, the cross references and website links will not be considered.
- 7.22.10. Do not exceed page limits, the additional pages will not be considered.
- 7.22.11. Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.
- 7.22.12. 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 the eSourcing portal. Responses received by any other method than requested will not be considered for the opportunity.

Appendix A – Glossary of Terms

TERM	MEANING
“UKSBS”	means UK Shared Business Services Ltd herein after referred to as UKSBS.
“Bid”, “Response”, “Submitted Bid”, or “RFP Response”	means the Bidders formal offer in response to this Request for Proposal
“Bidder(s)”	means the organisations being invited to respond to this Request for Proposal
“Central Purchasing Body”	means a duly constituted public sector organisation which procures supplies / services / works for and on behalf of Contracting Authorities
“Conditions of Bid”	means the terms and conditions set out in this RFP relating to the submission of a Bid
“Contract”	means the agreement to be entered by the Contracting Authority and the Supplier following any award under the procurement
“Contracting Bodies”	means the Contracting Authority and any other contracting authorities described in the Find a Tender and Contract Notice
“Contracting Authority”	A public body regulated under the Public Procurement Regulations on whose behalf the procurement is being run
“Customer”	means the legal entity (or entities) for which any Contract agreed will be made accessible to.
“Due Diligence Information”	means the background and supporting documents and information provided by the Contracting Authority for the purpose of better informing the Bidders responses to this Request for Proposal
"EIR"	mean the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such regulations
“Find a Tender”	Means the UK Government Portal that superseded the OJEU as from 1/1/2021 https://www.find-tender.service.gov.uk/Search
“FoIA”	means the Freedom of Information Act 2000 and any subordinate legislation made under such Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such legislation
“Mandatory”	Means a pass / fail criteria which must be met in order for a Bid to be considered, unless otherwise specified.
“Named Procurement person ”	means the single point of contact for the Contracting Authority based in UKSBS that will be dealing with the procurement
“Order”	means an order for served by any Contracting Body on the Supplier
“Request for Proposal” or “RFP”	means this Request for Proposal documentation and all related documents published by the Contracting Authority and made available to Bidders and includes the Due Diligence Information. NOTE: This document is often referred to as an Invitation to Tender within other organisations
“Supplier(s)”	means the organisation(s) awarded the Contract

“Supplies / Services / Works”	means any supplies/services and supplies or works set out at within Section 4 Specification
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