



Invitation to Quote

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

**Subject: International Case Studies of Energy Efficiency Policies in
Manufacturing And Industry**

Sourcing Reference Number: PS21265

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

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

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business, Energy and Industrial Strategy (BEIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

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

Privacy Statement

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

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

- We will keep your data safe and private.
- We will not sell your data to anyone.

- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

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

Privacy Notice

This notice sets out how the Contracting Authority will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the UK General Data Protection Regulation (UK GDPR).

YOUR DATA

The Contracting Authority will process the following personal data:

Names and contact details of employees involved in preparing and submitting the bid;
Names and contact details of employees proposed to be involved in delivery of the contract;
Names, contact details, age, qualifications and experience of employees whose CVs are submitted as part of the bid.

Purpose

The Contracting Authority are processing your personal data for the purposes of the tender exercise, or in the event of legal challenge to such tender exercise.

Legal basis of processing

The legal basis for processing your personal data is processing is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller, such as the exercise of a function of the Crown, a Minister of the Crown, or a government department; the exercise of a function conferred on a person by an enactment; the exercise of a function of either House of Parliament; or the administration of justice.

Recipients

Your personal data will be shared by us with other Government Departments or public authorities where necessary as part of the tender exercise. The Contracting Authority may share your data if required to do so by law, for example by court order or to prevent fraud or other crime.

Retention

All submissions in connection with this tender exercise will be retained for a period of (7) years from the date of contract expiry, unless the contract is entered into as a deed in which case it will be kept for a period of (12) years from the date of contract expiry.

Your Rights

You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

You have the right to object to the processing of your personal data.

International Transfers

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

Complaints

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF
0303 123 1113
casework@ico.org.uk

Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.

Contact Details

The data controller for your personal data is:

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

You can contact the Data Protection Officer at:

BEIS Data Protection Officer, Department for Business, Energy and Industrial Strategy, 1 Victoria Street, London SW1H 0ET. Email: dataprotection@beis.gov.uk.

Section 2 – About the Contracting Authority

Department for Business, Energy & Industrial Strategy (BEIS)

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

The Department is responsible for:

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

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

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

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

Section 3 - Working with the Contracting Authority.

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

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	The Department for Business, Energy and Industrial Strategy (BEIS) of 1 Victoria Street, London, SW1H 0ET
3.2.	Buyer name	Fadzanai Nyarufuro
3.3.	Buyer contact details	ProfessionalServices@uksbs.co.uk
3.4.	Estimated value of the Opportunity	£50,000.00 excluding VAT
3.5.	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Messaging Centre of the e-sourcing. Guidance Notes to support the use of Delta eSourcing is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.

Section 3 - Timescales		
3.6.	Date of Issue of Contract Advert on Contracts Finder	Monday, 14 th February 2022 Contracts Finder
3.7.	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	Monday, 21 st February 2022 11:00am
3.8.	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Wednesday, 23 rd February 2022
3.9.	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Monday, 28 th February 2022 11:00am
3.10.	Date Bidders should be available if clarifications are required	w/c Monday, 7 th March 2022
3.11.	Anticipated notification date of successful and unsuccessful Bids	Monday, 28 th March 2022
3.12.	Anticipated Contract Award date	Monday, 28 th March 2022
3.13.	Anticipated Contract Start date	Monday, 4 th April 2022
3.14.	Anticipated Contract End date	Friday, 29 th July 2022
3.15.	Bid Validity Period	90 Days

Section 4 – Specification

Background

As outlined in the UK government's Net Zero Strategy (Oct 2021), emissions from UK industry¹ may need to drop by 87-96% from 2019 levels², with 43-53% of that needed by 2030. To achieve this, government must deliver a number of key policy initiatives, including fast-paced development of new **industrial energy efficiency (EE) policies**, with the goal of delivering Net Zero-critical savings in the 2020s. The Committee on Climate Change (CCC) reports that there remains at least 3MtCO₂e potential savings from industrial EE by 2035³. Known barriers to delivering these savings in industry include: lack of knowledge and expertise on EE; low prioritisation or capacity to implement energy saving measures; and access to finance for more complex retrofits and industrial machinery.

To address this, the Net Zero Strategy sets out a number of measures to deliver on this EE potential in manufacturing and industry, including:

- New regulatory options to drive earlier uptake of energy efficiency measures;
- Adapting scope and strengthening the requirements of existing schemes, such as (but not limited to):
 - Energy Savings Opportunity Scheme (ESOS);
 - Climate Change Agreements (CCAs);
 - Industrial Energy Transformation Fund (IETF).
- Encouraging widespread adoption and implementation in industry of energy management; systems such as ISO 50001, supported through a digital tool.

Developing these new policy areas and updating/improving these existing schemes provides the context for this piece of work. To support the development of new policy and/or improvements that could be made to existing schemes for manufacturing and industry, the Department for Business, Energy and Industrial Strategy (BEIS) is looking to build on the current evidence base by gathering further detail on other OECD countries' energy efficiency policies (including any policies that have recently ended) with similar objectives – with a view to applying any lessons learned to future policy decisions.

In particular, BEIS would like this research to focus on policies in OECD countries that aim to increase the number of manufacturing firms that:

- a) Monitor their energy usage and/or energy efficiency (e.g. through sub-meters);
- b) Submit data on their energy usage and/or energy efficiency – providing the government with a robust evidence base;
- c) Conduct regular, high-quality audits of their energy usage and/or energy efficiency;
- d) Install energy management systems, such as ISO50001; and

¹ Defined for the purposes of this ITT as organisations under SIC codes 5, 7-9 and 10-33.

² Net Zero Strategy, p.122

- e) Meet a minimum standard of energy efficiency (either a minimum standard encompassing a whole industrial site, or a minimum standard for a specific industrial process)
- f) Use a benchmarking system to assess their energy usage or energy efficiency

Examples of policies known to BEIS which may be of interest include:

- German ISO50001 policy – whereby manufacturing companies can make use of tax relief schemes if they have ISO50001 certification.
- Japan SME audit scheme – whereby Japan offers free audits to firms with less than 300 employees.
- Japan benchmarking system – whereby Japan sets targets for industrial firms and offers subsidies for meeting these targets.
- Italy audit scheme – developed as a result of the EU Directive on Energy Efficiency in 2014
- US Industrial Assessment Centres (IACs) initiative – whereby engineering students deliver free energy audits to SMEs.

There are already numerous broader studies of other countries' approaches to maximising energy efficiency in their respective manufacturing sectors, such as:

- “Energy Efficiency 2021 (IEA, 2021) ⁴ – an annual report on energy efficiency that includes developments in policy, technology and analysis on energy data.
- “Energy audits and reporting research, including the Energy Savings Opportunity Scheme” (BEIS, 2020) ⁵ explored international energy efficiency auditing policies with a focus on EU member states. It also had a smaller section on non-EU specific policies. The research gave a broad overview of auditing policies in selected countries, looking at factors such eligibility criteria and whether other countries mandated the uptake of recommendations.
- “Best Practices and Case Studies for Industrial Energy Efficiency Improvement” (United Nations Environment Programme, 2016) ⁶ assessed the role of industrial energy efficiency improvements in wider energy efficiency goals globally.

However, these papers do not provide sufficient insight into the design, delivery challenges and impact of policies on energy monitoring, auditing and management policies – particularly for the manufacturing sector. Therefore, **the main aim of this new research is to better understand the detail of specific policies focused on improving how manufacturing firms monitor, audit and manage their energy usage – with a view to introducing or updating similar policies in the UK.**

We would like this research to consist of **two phases**: a Rapid Evidence Assessment of countries' policies (including relevant policies that have recently ended) within the target scope; followed by a small number of in-depth case studies of specific policies that may

⁴ IEA – Energy Efficiency report 2021, <https://www.iea.org/reports/energy-efficiency-2021>

⁵ Research on energy audits and reporting, including ESOS: phase 1 report, <https://www.gov.uk/government/publications/energy-audits-and-reporting-research-including-the-energy-savings-opportunity-scheme>

⁶ UNEP 2016 - Best Practices and Case Studies for Industrial Energy Efficiency Improvement, <https://europa.eu/capacity4dev/file/31409/download?token=kOYq7O5T>

be of particular interest and relevance to the UK. The two phases are explained in more detail in the Aims and Objectives and Methodology section.

This project will predominantly be desk-based research, based at the successful tenderer's own premises. There may be a need to contact or meet with individuals overseas who have familiarity with specific policies; it is envisaged that such contact, where necessary, could take place digitally. Meetings with BEIS to discuss progress and outputs are expected to be held digitally.

Detailed case studies produced through Phases 1 and 2 of this research will be valuable in future policy development. An understanding of the scope, objectives, compliance rates, data management, and broader policy frameworks these case studies work within will be essential to ensuring that BEIS can transfer international learnings into their ongoing policy development. Outputs will contribute to policy development targeted at improving energy efficiency within UK manufacturing and industry.

Aims and Objectives of the Project

The main aim of this research is to better understand other OECD countries' policies (including any that have recently ended) that aim to improve the energy efficiency of manufacturing and industry, with a view to introducing or updating similar policies in the UK. Of particular interest are policies and/or regulation that:

- Increase the uptake and value of energy audits (or a similar type of assessment of the energy usage and energy efficiency of an industrial site or industrial process)
- Provide Government with data on the manufacturing sector's energy usage and energy efficiency – for example, regulation requiring regular reporting of firms' energy usage or energy efficiency.
- Set "benchmarks" for the energy efficiency of industrial processes – for example, if firms are given ratings for their industrial processes' energy efficiency, or if minimum standards are set.
- Increase the uptake of Energy Management Systems, such as ISO50001.

We'd like this research to consist of **two phases**: a Rapid Evidence Assessment of countries' policies, followed by case studies of specific policies that may be of particular interest and relevance to the UK. The two phases are explained in more detail below:

Phase 1 (30% of project): Better understand other OECD countries' policies (including any that have recently ended) that aim to improve firms' monitoring, auditing, and management of energy usage in manufacturing and industry.

Phase 1 will be a Rapid Evidence Assessment to better understand whether and how other OECD countries incentivise (or enforce) firms in manufacturing and industry to:

- a. Monitor their energy usage and/or energy efficiency (e.g. through sub-meters)
- b. Submit data on their energy usage and/or energy efficiency – providing the government with a robust evidence base
- c. Conduct regular audits of their energy usage and/or energy efficiency
- d. Install energy management systems such as ISO50001.

- e. Meet “benchmarks” or minimum standards of energy efficiency – for example, if firms are given ratings for their industrial processes’ energy efficiency.

The key output from Phase 1 will be a summary report of countries’ industrial EE policies relating to encouraging manufacturing firms monitoring, auditing and managing their energy usage and energy efficiency. This summary should assess these policies against a list of key metrics, such as number of firms in scope; cost; and applicability and relevance for the UK Industrial Energy Efficiency policy landscape.

The report should provide sufficient information to establish a shortlist of 5-10 policies to be explored in more detail as Phase 2 case studies. This shortlist would consist of policies that appear to be particularly effective in driving energy efficiency and that are most relevant to the UK manufacturing sector.

Phase 2 (70% of project): Provide detailed case studies of a small selection of policies that best demonstrate global best practice – including an assessment of deliverability and impact.

The second phase will then provide in-depth case studies of each policy on the shortlist.

Phase 2 will be involve producing detailed case studies of around 5-10 policies that could provide insights into different approaches the UK could adopt. Each case study will explore at a minimum:

- The nature of the evidence used to justify the introduction of the policy or regulation (for example, economic theory or an academic study; a survey of relevant businesses; interviews with experts; etc.).
- Wider energy efficiency policy landscape and where this specific policy fits into the overall picture
- Policy design – including eligibility, scope, compliance, etc.
- Key delivery challenges of implementing policy (and how these have been overcome)
- Annual cost of the policy (if relevant)
- Details of data that is collected, how it is stored and handled, including what is, and is not, made publicly available.
- Impact (in terms of additionality) of the policy or regulation on energy usage, energy efficiency and/or carbon emissions
- Estimated impact and/or burden on businesses
- Learnings for the UK

The key output from Phase 2 will be a detailed final report for publication that will present case studies on selected policies and summarise key findings. This will include an assessment of the quality of research and evidence on each policy.

Overall, the output of this work will support the development of new policies and/or improvements to existing schemes for manufacturing and industry, such as:

- Energy Savings Opportunity Scheme (ESOS) – 4-yearly energy audits from all large companies promoting uptake of EE measures (not limited to industrial processes; and
- Streamlined Energy and Carbon Reporting (SECR) – requires large companies that meet eligibility criteria to report energy usage (not limited to industrial processes) in annual company reports.

Suggested Methodology

The expected methodology for the two Phases are laid out below.

Phase 1:

- Rapid Evidence Assessment (REA) of all OECD countries that have or have had policies or regulation that aim to improve the monitoring, auditing and/or management of energy usage and efficiency in the manufacturing sector. This exact scope will be confirmed with the successful tenderer upon commencement of the contract.
- This will likely involve using online tools (such as the IEA's policy database) and government websites to better understand the detail and specifics of different policies.
- A key output should be a summary of the countries that have relevant policies and assesses these policies against a list of key metrics, which will be agreed with the contractor, but could include: type of policy; number of firms in scope; cost; and/or applicability and relevance for the UK.
- Phase 1 should provide sufficient information to establish a shortlist of policies where we'd like to produce more detailed case studies.

Phase 2:

- Phase 2 will be involve producing detailed case studies of around 5-10 policies that could provide insights into different approaches the UK could adopt. Each case study will explore at a minimum:
- The scale and type of evidence used to justify the introduction of the policy or regulation (for example, economic theory or an academic study; a survey of relevant businesses; interviews with experts; etc.).
- Wider energy efficiency policy landscape and where this specific policy fits into the overall picture
- Policy design – including eligibility, scope, compliance, etc.
- Key delivery challenges of implementing policy (and how these have been overcome)
- Annual cost of the policy (if relevant)
- Details of data that is collected, how it is stored and handled, including what is, and is not, made publicly available.
- Impact (in terms of additionality) of the policy or regulation on energy usage, energy efficiency and/or carbon emissions
- Estimated impact and/or burden on businesses
- Learnings for the UK
- Overarching assessment of quality of literature and evidence on the policy

Phase 2 will involve translating a variety of academic and government publications (such as scheme evaluations) to better understand the impact of the policy. Additionally, discussions with parties who are closely linked to the policy to get a balanced and objective view on the relative merits and drawbacks of the policy will also be crucial – whether they be in academia, consultancy, or the government or embassy in the country of interest. BEIS can facilitate making contact with government counterparts and embassy staff if required, but contractors should make clear what networks and contacts they are able to use.

Deliverables

We expect the research to take place over a period of 3-5 months with around 30% of the contractor's time being spent on phase 1 and the remaining 70% of the research time to be spent on phase 2.

Within around two months of the project start date, we would expect a short Phase 1 report and accompanying presentation summarising the Rapid Evidence Assessment and relevant policies, and providing options for shortlisting policies that could be explored in Phase 2. We expect that key Phase 1 findings would be summarised in the final report.

The key Phase 2 deliverable is a report and accompanying presentation summarising 5-10 case studies of policies (existing, or that have recently ended) in other countries that effectively improve the monitoring, auditing and/or management of energy usage and efficiency in the manufacturing sector. These case studies should be a result of extensive research (using both published evidence and speaking to policy experts and academics), and should cover at a minimum:

- The scale and type of evidence used to justify the introduction of the policy or regulation (for example, economic theory or an academic study; a survey of relevant businesses; interviews with experts; etc.).
- Wider energy efficiency policy landscape and where this specific policy fits into the overall picture
- Policy design – including eligibility, scope, compliance, etc.
- Key delivery challenges of implementing policy (and how these have been overcome)
- Annual cost of the policy (if relevant)
- Details of data that is collected, how it is stored and handled, including what is and is not made publicly available.
- Impact (in terms of additionality) of the policy or regulation on energy usage, energy efficiency and/or carbon emissions
- Estimated impact and/or burden on businesses
- Learnings for the UK
- Overarching assessment of quality of literature and evidence on the policy

We would expect to publish Phase 1 and Phase 2 key findings in a single quality-assured final report.

Throughout the project, we expect to have regular updates on emerging findings and project progress.

Therefore within 3 weeks we would anticipate the outputs stated previously for phase one.

Then after another 5 weeks expect the outputs stated previously for phase 2.

Below is a suggested timeline for the deliverables listed above.

Suggested date	Milestone
Monday, 4 th April 2022	Expected Contract Start Date.
Early-Mid May 2022	Phase 1 report and presentation delivered to BEIS
Mid-End May 2022	Decision on the scope of Phase 2 – i.e. the 5-10 case studies that will be explored.
Early-Mid June 2022	Outputs from Phase 2 delivered to BEIS.
Friday, 29 th July 2022	Contract End Date.

Section 5 – Evaluation model

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

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

The evaluation team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required.

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

Pass / Fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	SEL1.3	Compliance to Section 54 of the Modern Slavery Act
Commercial	FOI1.1	Freedom of Information
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Price	AW5.1	Maximum Budget
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Invitation to Quote – received on time within e-sourcing tool
In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of any of the Award stage scoring methodology or Mandatory pass / fail criteria.		

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.

Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Approach	30%
Quality	PROJ1.2	Staff to Deliver	20%
Quality	PROJ1.3	Understanding the Environment	20%
Quality	PROJ1.4	Project Plan and Timescales	10%

Evaluation of criteria

Non-Price elements

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

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

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

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

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.

All questions will be scored based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will $(60+60+40+40) \div 4 = 50$

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

Price elements will be judged on the following criteria.

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

For example - Bid 1 £100,000 scores 100.

Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80

Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.

Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.

Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.

Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

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

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

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

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

Evaluation process

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

Stage	Summary of activity
Receipt and Opening	<ul style="list-style-type: none"> ITQ logged upon opening in alignment with UK SBS's procurement procedures. Any ITQ Bid received after the closing date will be rejected unless circumstances attributed to the Contracting Authority or the e-sourcing tool beyond the bidder control are responsible for late submission.
Compliance check	<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.
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 Evaluation 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
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. Submission of insurance documents from the Bidder Request for evidence of documents / accreditations referenced in the / Invitation to Quote response / Bid and / or Clarifications from the Bidder Taking up of Bidder references from the Bidders Customers. Financial Credit check for the Bidder
Validation of unsuccessful Bidders	<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 questionnaire

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

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

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission, we may reject your Bid.
- 7.5 Do ensure you utilise the Delta eSourcing messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information, we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.
- 7.12 Do check and recheck your Bid before dispatch.

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

DO NOT

- 7.13 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.14 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.15 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.16 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.
- 7.17 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.19 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.20 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.21 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.22 Do not exceed word counts, the additional words will not be considered.
- 7.23 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.
- 7.24 Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

Some additional guidance notes

- 7.25 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Delta eSourcing, Telephone 0845 270 7050
- 7.26 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 7.27 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.28 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.29 We do not guarantee to award any Contract as a result of this procurement
- 7.30 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority / UKSBS.
- 7.31 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through the Delta eSourcing Portal.
- 7.32 If you are a Consortium you must provide details of the Consortiums structure.
- 7.33 Bidders will be expected to comply with the Freedom of Information Act 2000, or your Bid will be rejected.
- 7.34 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.35 Your bid will be valid for 90 days or your Bid will be rejected.
- 7.36 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified, we may reject your Bid.
- 7.37 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.38 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.39 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Delta eSourcing Portal.
- 7.40 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of

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

- 7.41 All timescales are set using a 24-hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through the Delta eSourcing Portal.
- 7.42 All Central Government Departments and their Executive Agencies and Non-Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

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

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

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

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

USEFUL INFORMATION LINKS

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

8.0 Freedom of information

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

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

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

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

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

8.5. Response Validity

8.5.1 Your Response should remain open for consideration for a period of 90 days. A Response valid for a shorter period may be rejected.

8.6. Timescales

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

8.7. The Contracting Authority's Contact Details

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

8.7.2

All enquiries with respect to access to the e-sourcing tool may be submitted to Delta eSourcing on 0845 270 7050 please note this is a free self-registration website and this can be done by completing the online questionnaire at <https://uksbs.delta-esourcing.com/>

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

Appendix ‘A’ Glossary of Terms

TERM	MEANING
“UK SBS”	means UK Shared Business Services Ltd herein after referred to as UK SBS.
“Bid”, “Response”, “Submitted Bid”, or “ITQ Response”	means the Bidders formal offer in response to this Invitation to Quote
“Bidder(s)”	means the organisations being invited to respond to this Invitation to Quote
“Central Purchasing Body”	means a duly constituted public sector organisation which procures supplies/services/works for and on behalf of contracting authorities
“Conditions of Bid”	means the terms and conditions set out in this ITQ relating to the submission of a Bid
“Competed Supplies/Services	means the competed supplies/services which will be Ordered from the Contract following a Mini-Competition
“Contract”	means the agreement to be entered by the Contracting Authority and the Supplier following any award under the procurement
“Contracting Bodies”	means the Contracting Authority and any other contracting authorities described in the Contracts Finder 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 ITQ
“EIR”	mean the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such regulations
“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
“Further Competition”	means re-opening competition under a framework if applicable to this procurement
“Invitation to Quote” or “ITQ”	means this Invitation to Quote documentation and all related documents published by the Contracting Authority and made available to Bidders and includes the Due Diligence Information. NOTE: This document is often referred to as an Invitation to Tender within other organisations
“Lot”	means a discrete sub-division of the requirements
“Mandatory”	Means a pass / fail criteria which must be met in order for a Bid to be considered, unless otherwise specified.

“Named Procurement person ”	means the single point of contact for the Contracting Authority based in UK SBS that will be dealing with the procurement
“Order”	means an order for served by any Contracting Body on the Supplier
“Other Public Bodies”	means all Contracting Bodies except the Contracting Authority
“Supplier(s)”	means the organisation(s) awarded the Contract
“Supplies / Services / Works”	means any supplies/services and supplies or works set out at within <u>Section [4] Specification</u>