

# Invitation to Quote



**Invitation to Quote (ITQ) on behalf of Office of Manpower Economics (OME)**

**Subject: OME Open Call for Research on Public Sector Pay and Workforces 2018**

**Sourcing Reference Number: CR18006OME**

**UK Shared Business Services Ltd (UK SBS)**

[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
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VAT registration GB618 3673 25  
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# Section 1 – About UK Shared Business Services

## Putting the business into shared services

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

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

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

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

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

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

## Our Customers

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

UK SBS currently manages £700m expenditure for its Contracting Authorities.

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

## Section 2 – About the Contracting Authority

### Office Manpower Economics (OME)

The Office of Manpower Economics provides an independent secretariat to eight Pay Review Bodies which make recommendations impacting 2.5 million workers – around 45% of public sector staff – and a pay bill of £100 billion:

- Armed Forces' Pay Review Body (AFPRB)
- Review Body on Doctors' and Dentists' Remuneration (DDRB)
- NHS Pay Review Body (NHSPRB)
- Prison Service Pay Review Body (PSPRB)
- School Teachers' Review Body (STRB)
- Senior Salaries Review Body (SSRB)
- Police Remuneration Review Body (PRRB)
- National Crime Agency Remuneration Review Body (NCARRB)

Further information is at: <https://www.gov.uk/government/organisations/office-of-manpower-economics/about>

## 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	Office for Manpower Economics Fleetbank House 2-6 Salisbury Square London EC4Y 8JX
3.2	Buyer name	Victoria Clewer
3.3	Buyer contact details	research@uksbs.co.uk
3.4	Maximum value of the Opportunity	£100,000 ex VAT
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>.</b> <b>Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.</b>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	Friday, 25th May 2018 Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	Wednesday, 20 <sup>th</sup> June 2018 14:00
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	Monday, 25 <sup>th</sup> June 2018
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	Monday, 9 <sup>th</sup> July 2018 14:00
3.10	Anticipated selection and de selections of Bids notification date	Monday 30 <sup>th</sup> July 2018
3.12	Anticipated Award date	Tuesday, 31 <sup>st</sup> July 2018
3.13	Anticipated Contract Start date	Monday, 6 <sup>th</sup> August 2018
3.14	Anticipated Contract End date	Thursday, 28 <sup>th</sup> March 2019
3.15	Bid Validity Period	60 Days

## Section 4 – Specification

### **Background**

The Office of Manpower Economics (OME) provides support for the eight independent Pay Review Bodies, which make evidence-based recommendations to the Government on levels of pay for their remit groups covering 2.5 million workers – around 45 per cent of public sector staff – and a pay bill of £100 billion. In making recommendations, Review Bodies consider the need to recruit, retain and motivate suitably able and qualified people as well as affordability.

In supporting these bodies, one of OME's key functions is to provide high quality research-based technical advice drawing on economic, pay, labour market, statistical and other technical data. More information about the OME, the bodies it supports, and the research it has undertaken, may be found on its website.<sup>1</sup>

Three projects were commissioned as part of our 2017 open call for research:

- A Review of the Use and Effectiveness of Market Pay Supplements, by the Institute for Employment Studies;
- A literature review on Valuing different workplace rewards, by Economic Insight; and  
Case study research on Academies' approaches to teachers' pay, by Incomes Data Research.

All recent research commissioned by OME is published on our website.

### **Aims and Objectives of the Project**

OME is inviting proposals to undertake research on public sector pay and workforces that will provide objective new evidence to the Pay Review Bodies to inform their advice to Government. These research papers will be in the areas of: aspects of pay and reward; factors influencing individual-level or organisational productivity; and understanding public sector labour markets. Up to five separate projects may be commissioned under this invitation, as well as up to five potential suppliers.

The OME is looking to build the evidence base available to Review Bodies on public sector reward and workforce issues, and to encourage innovative and new research. The findings will therefore need to have relevance to at least one, preferably more, remit group occupations (see below). Projects may cover one or more of the research areas outlined below.

### **Potential areas for research**

Research proposals should be in the areas of interest to the Pay Review Bodies and cover one or more Pay Review Groups, specifically:

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<sup>1</sup> <https://www.gov.uk/government/organisations/office-of-manpower-economics/about>

(i) Pay and reward

- Setting of pay levels and total reward packages;
- The relative value to individuals of different types of reward, e.g. pensions;
- Analysis of pay and reward systems and structures, including performance pay, localised pay flexibility, and pay progression;
- Addressing recruitment and retention issues or skills shortages;
- The uses of, and limits to, pay and reward as a means for effective workforce management;
- Drivers of gender pay gaps in public sector workforces.

(ii) Factors influencing individual-level or organisational efficiency, output and productivity

- Factors driving recruitment, retention, motivation, morale and staff quality;
- The impact of differential or uniform pay awards on individual or organisational productivity;
- Potential dimensions for targeting differential pay awards (e.g. skills; location or performance);
- Working practices, including hours and working patterns;
- The effect of different workforce strategies or models;
- The relationships between pay levels/systems, motivation/morale/engagement, and individual productivity;
- The relationships between pay and outcomes (e.g. for patients, pupils);
- The impact of key skill shortages for output, productivity, quality and efficiency;
- Use of apprentices and the impact of the apprenticeship levy on staff recruitment and training.

(iii) Understanding public sector labour markets and interactions with the private sector:

- Demand for and supply of key skills;
- Wage elasticity of demand and supply of skills for the public sector, in the short and long-term;
- Analysis and modelling of labour markets for individual public sector occupations;
- Identifying comparators for public sector jobs;
- Unique or particular aspects of public sector roles e.g. danger, monopsony labour markets, public service ethos.

**Remit groups and Review Body coverage**

The workforces covered by the pay review bodies are:

- The armed forces, including senior military;
- The NHS, including Agenda for Change staff, hospital doctors and dentists, GPs, and dentists in general practice;
- The operational prison service in England and Wales, and Northern Ireland – governors, operational managers, officers and support grades;
- School teachers in the state-funded sector in England and Wales;
- Senior civil servants;
- The judiciary;
- Police officers, including chief police officers, National Crime Agency (NCA) officers with operational powers; Police and Crime Commissioners;

While all our remit groups are UK-based (and some review bodies do not cover all four UK countries), we would welcome international comparisons for key staff groups. Regional approaches and UK-wide analyses beyond remits are also of interest.

### **Methodology**

We are open to all methodologies which offer a new contribution to the body of knowledge on public sector pay and workforces. In particular we encourage proposals which involve innovative use of new techniques or under-exploited yet robust data (e.g. unstructured data sets or new ways of matching/linking existing data sets).<sup>2</sup>

### **Deliverables**

Deliverables may vary according to individual projects but will include:

- A methodology paper
- Regular updates on emerging findings and project progress
- A draft final written report
- A final written report incorporating comment from OME staff and Review Body members as appropriate
- One or more presentations of the key aspects of the work
- Key datasets as appropriate.

When finalised, all research reports will be published on the OME website.

### **Timescales**

The timescale for delivery of the research is flexible according to the needs of the project, but we would be looking in the first instance for a detailed methodology paper by mid September 2018, for a draft final report by January 2019 and for a finalised report by early March 2019. Contractors will be invited to present their work at an OME research event in January/February 2019. We are open to different timescales if these are more appropriate to deliver a project's objectives, for example to deliver to autumn 2019, but expect proposals to have a clear, deliverable, justifiable timescale.

### **Project management**

The open call will be managed by the Remuneration Specialist at OME. Individual projects will then be managed by the most appropriate member of the analytical team at OME. Projects may also be mentored by Review Body economist members. Project management is likely to include attendance at an inception meeting at OME, and review meetings as required.

### **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.

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<sup>2</sup> Analysis across Review Bodies mostly but not exclusively uses the ONS' Annual Survey of Hours and Earnings (ASHE), plus remit group-specific data is provided in evidence by the relevant Government Departments.



## Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Commercial	AW4.2	Contract Terms with justification
Price	AW5.1	Maximum Budget
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Commercial	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL3.12	Cyber Essentials
Commercial	SEL3.13	General Data Protection Regulations (GDPR)
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria			
<b>Evaluation Justification Statement</b> In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	10%
Quality	PROJ1.1	Relevance to Review Body remits and terms of reference	30%
Quality	PROJ1.2	Methodology and ability to add to the body of knowledge	30%

Quality	PROJ1.3	Deliverability, including team to deliver and risk management	30%
Quality	PROJ1.4	Project plan	For information only

## 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 irrelevant.
10	Extremely poor response which misses the point of the question.
20	Very poor response with major deficiencies and does not meet the requirements.
40	Poor response with significant deficiencies. Well below what is needed to meet the requirement.
50	Borderline. Weak overall, with some reasonable features, but deficiencies too.
60	Response is acceptable but remains basic and could have been expanded upon.
70	Good response which meets the requirements.
80	Very good response which meets the requirements in detail.
90	Excellent and detailed response which inspires confidence in the ability to deliver the requirement.
100	Response is exceptional, and goes substantially beyond expectations.

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

### Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

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

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

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

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

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

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

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

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

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

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

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

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

## **Section 6 – Evaluation questionnaire**

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

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

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

## Section 7 – General Information

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

#### DO:

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

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

### DO NOT

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

## Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority. / UKSBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.34 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of



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

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

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

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

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

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

## USEFUL INFORMATION LINKS

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