

# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Innovate UK**

**Subject Innovate UK North West sub-regional innovation and  
productivity**

**Sourcing reference number UK SBS BLOJEU-CR17156INN**



**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.  
Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
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

### Innovate UK

The Innovate UK is the UK's innovation agency – driving innovation to boost economic growth. It works with people, companies and partner organisations to find and drive the science and technology innovations that will grow the UK economy

Innovate UK is an organisation of around 300 staff, drawn mainly from business. It works across the UK, with a head office in Swindon.

With a strong business focus, Innovate UK drives growth by working with companies to de-risk, enable and support innovation. To do this, they work to:

- Determine which science and technology developments will drive future economic growth
- Meet UK innovators with great ideas in the fields they're focused on
- Fund the strongest opportunities
- Connect innovators with the right partners they need to succeed
- Help its innovators launch, build and grown successful businesses

Since 2007 Innovate UK has committed over £1.8 billion to innovation, matched by a similar amount in partner and business funding. They have helped more than 7,600 organisations with projects estimated to add more than £11.5 billion to the UK economy and create 55,000 extra new jobs

## 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	Innovate UK, Polaris House, North Star Avenue, Swindon, SN2 1FL
3.2	Buyer name	Jenny Stratton
3.3	Buyer contact details	<a href="mailto:Research@uksbs.co.uk">Research@uksbs.co.uk</a>
3.4	Maximum value of the Opportunity	£25,000.00 excluding VAT
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.</b>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	Friday 01 <sup>st</sup> December 2017 Location: Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	Friday 5 <sup>th</sup> January 2018 14.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	Tuesday 9 <sup>th</sup> January 2018
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	Monday 15 <sup>th</sup> January 2018 11.00hrs
3.10	Anticipated selection and the selections of Bids notification date	Tuesday 30 <sup>th</sup> January 2018
3.11	Anticipated Award date	Tuesday 30 <sup>th</sup> January 2018
3.12	Anticipated Contract Start date	Thursday 1 <sup>st</sup> February 2018
3.13	Anticipated Contract End date	Monday 30 <sup>th</sup> April 2018
3.14	Bid Validity Period	60 Days

## Section 4 – Specification

### 1. Background

Innovate UK and the North West Business Leadership Team are funding this project.

Innovate UK is the government's innovation agency. Innovate UK drives productivity and growth by supporting businesses to realise the potential of new technologies, develop ideas and make them a commercial success.

The North West Business Leadership Team (NWBLT) is a group of leaders of large businesses in the North West, working to improve the socio-economic circumstances of the region, including its productivity.

Since 2007, Innovate UK has invested over £5.5 billion into business-led innovation across the UK, including over £2 billion into Collaborative Research and Development (CR&D) projects; the most significant Innovate UK programme.

In 2016, Innovate UK put into place a team of regional managers. This project is led by their regional manager for the North West of England.

The North West is home to 9.5% of the UK's business population; 522,000 out of 5.5m businesses (BEIS data). The region accounts for 8.1% of the UK's employees in Research & Development (R&D), and 9.2% of the UK's expenditure on R&D (ONS data).

Since 2007, Innovate UK has invested over £220m into more than 1,100 businesses in the North West. Approximately half of this has been through CR&D; since 2007, North West organisations have won over £115m of Innovate UK's CR&D funding.

<https://datavis.innovateuk.gov.uk/>

However on these figures the North West could be described as “underperforming” in Innovate UK competitions, securing only around 5.5% of total CR&D investments (significantly lower than the NW's 9.2% of UK expenditure on R&D).

Furthermore, the North West appears to be underperforming in terms of productivity. The North West has a productivity (GVA per hour worked) that's 10% below the national average. (ONS data)

Some areas in the region are more productive and prospering significantly more than others. It's clear that to make the North West a place of highly paid and highly skilled jobs the productivity gaps need to be understood and resolved. Innovation will play an important part in this, as innovation contributes 20-50% of the gains to business productivity. (Ref. BIS, OECD, RAEng)

Innovate UK and NWBLT have started work to tackle both of these areas of underperformance in the North West and to understand how their programmes on innovation and productivity can better benefit the region. The Contractor will receive a full brief on the work done to date by the funders. This project is to inform the next steps.

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

Innovate UK and NWBLT have limited resources to drive-up innovation and productivity in the region, so both parties wish to better understand how to reach the businesses where the greatest impact may be possible. In particular this requires improved understanding on the following.

3. The sub-regional business sectors, innovation strengths and productivity characteristics of the North West; for instance evidenced at the level of local authorities and clusters.
4. How Innovate UK's prior investments align with these.
5. Any fields of innovation where the North West is "underperforming"; for instance securing less Innovate UK funding than other UK regions with comparable strengths.
6. The sub-regional areas, local authorities or clusters, where we might expect an increase in funding applications to come from; if for instance an awareness raising campaign was designed to target those areas.
7. The sub-regional areas, local authorities or clusters, where prior success in gaining Innovate UK funding may hold lessons in how the North West's innovation ecosystems could be strengthened. (Note that some innovation clusters are already known of but others may be surprising to discover.)
8. Indicators of how the businesses that have received Innovate UK funding are contributing towards boosting the productivity of the North West.

Graphics that illustrate the analysis findings in an engaging manner are required so that the new insights can be presented to external audiences.

An additional area of interest, bidders may wish to include in their proposal, is whether North West businesses are applying into Innovate UK competitions, or succeeding in the assessment phase, in numbers that match up to other comparable UK regions.

Throughout the project the contractor is expected to work closely with Innovate UK's Regional Manager for the North West and representatives of the North West Business Leadership Team.

## **9. Suggested Methodology**

This is expected to be an analysis project of existing quantitative data, including a review of relevant literature and data sources.

It will involve analysis using Excel spreadsheets, pivot tables etc, of Innovate UK's funding data (<https://datavis.innovateuk.gov.uk/>) combined with other datasets such as those from ONS, BEIS and North West agencies.

New primary data is not expected to be produced by this project, nor is the impact of a grant to an individual business to be analysed. Analysis at the level of individual firms has already been considered by impact assessments, for instance that by ERC: <https://www.enterpriseresearch.ac.uk/publications/accessing-business-performance-effects-receiving-publicly-funded-science-research-innovation-grants-research-paper-no-61/>

Interviews with businesses in the North West or elsewhere are not expected to be required, although an output may be to identify where interviews could be valuable in order to further advance the understanding of observations from the data.

Bidders are to propose the method for producing high-quality graphics in engaging formats.

The funders are putting into place an Advisory Group for this project. Innovate UK's project manager will be the link between the contractor and the Advisory Group throughout the project. Bidders should budget for a presentation in March 2018.

On commencement of the project, an induction to the Innovate UK datavis tool will be provided, whereas the Contractor is expected to have prior knowledge of ONS, BEIS and other relevant data sources. Other relevant data for the North West may be made

available during the project by other agencies, or be brought to the project by the Contractor.

Bidders may wish to include in their proposal additional data resources they could bring to the project and their relevance to the funders' objectives.

Given the expected pace and agility for this project we expect to appoint someone with pre-existing knowledge of the North West of England, of Innovate UK's funding programmes, and of the innovation and productivity objectives.

On project commencement, the Contractor will be provided a briefing from the funders on their existing understanding against the objectives, along with supporting evidence.

#### **10. Deliverables**

- a) After initial review of data, start-up report to re-confirm the project scope
- b) Weekly phone call updates with Innovate UK's project manager
- c) Mid-way progress report (Word format) and face-to-face meeting
- d) Presentation to Advisory Group in the North West in March 2018
- e) Final report (Word format) and face-to-face meeting
- f) Excel sheets with all relevant raw data and analysis
- g) Graphics that illustrate the analysis findings in an engaging manner
- h) PowerPoint slide deck with content suitable for public presentation and speaker notes

#### **Co-Funded Project**

Innovate UK and the North West Business Leadership Team are co-funding this project and the successful bidder will be required to invoice each organisation upon the delivery of key milestones within a payment schedule in the Contract.

#### **Terms and Conditions**

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

## Section 5 – Evaluation model

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

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

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

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Price	AW5.1	Maximum Budget
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	20.00%
Quality	PROJ1.1	Approach	15.00%
Quality	PROJ1.2	Project Team and Capability to Deliver	25.00%
Quality	PROJ1.3	Understanding	25.00%
Quality	PROJ1.4	Risk Management	15.00%

## Evaluation of criteria

### Non-Price elements

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

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

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

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

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

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

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

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

### Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

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

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

The lowest price for a response which meets the pass criteria shall score 100.

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

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

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

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

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

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

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

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

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

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

## **Section 6 – Evaluation questionnaire**

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

Guidance on completion of the questionnaire is available at <http://www.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](#)