

Invitation to Quote



**Invitation to Quote (ITQ) on behalf of UK Research & Innovation
(UKRI) – Innovate UK**

Subject: Transforming Food Production

Sourcing Reference Number: PS21224

UK Shared Business Services Ltd (UK SBS)
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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Version 7.0

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>

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

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

Section 2 – About the Contracting Authority

UK Research and Innovation

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

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

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

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

Innovate UK works with people, companies and partner organisations to find and drive the science and technology innovations that will grow the UK economy. They drive growth by working with companies to de-risk, enable and support innovation.

<https://www.gov.uk/government/organisations/innovate-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	UK Research & Innovation (UKRI) – Innovate UK, Polaris House, North Star Avenue, Swindon SN2 1FL
3.2.	Buyer name	Kallista Thomas
3.3.	Buyer contact details	professionalservices@uksbs.co.uk
3.4.	Maximum value of the Opportunity	£80,000.00 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, 25 th October 2021
3.7.	Latest date / time ITQ clarification questions shall be received through Delta eSourcing messaging system	Monday, 1 st November 2021 11:00 am
3.8.	Latest date / time ITQ clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Thursday, 4 th November 2021
3.9.	Latest date and time ITQ Bid shall be submitted through Delta eSourcing	Friday, 12 th November 2021 11:00 am
3.10.	Clarifications if required	w/c Monday, 15 th November 2021
3.11.	Anticipated notification date of successful and unsuccessful Bids	Monday, 29 th November 2021
3.12.	Anticipated Contract Award date	Monday, 29 th November 2021
3.13.	Anticipated Contract Start date	Wednesday, 1 st December 2021
3.14.	Anticipated Contract End date	Thursday, 31 st March 2022
3.15.	Bid Validity Period	90 Days

Section 4 – Specification

Innovate UK:

Innovate UK is part of UK Research and Innovation, a non-departmental public body funded by a grant-in-aid from the UK government.

We drive productivity and economic growth by supporting businesses to develop and realise the potential of new ideas, including those from the UK's world-class research base. With a strong business focus, we drive growth by working with companies to de-risk, enable and support innovation.

We connect businesses to the partners, customers and investors that can help them turn ideas into commercially successful products and services and business growth.

We fund business and research collaborations to accelerate innovation and drive business investment into research and development.

Transforming Food Production Programme:

The [Transforming Food Production challenge](#) that is being delivered through UK Research and Innovation represents a £90m investment to establish more efficient, resilient and sustainable food production systems, helping the sector transition to net-zero food production by 2040.

Context:

The Transforming Food Production (TFP) challenge has made previous investments in the areas of alternative protein production and Controlled Environment Agriculture (CEA) and is looking at further opportunities to support UK innovation potential in these areas through a round 2 of the 'Future Food Production Systems' competition in March 2022, building on earlier TFP investment in novel food production systems.

These investments could act as a primer for any future, more significant government funding that may be forthcoming in response to the recommendations outlined in the National Food Strategy (<https://www.nationalfoodstrategy.org/>) to establish UK capacity in areas of strength across the science-base and industry.

The National Food Strategy represents the first major review of the UK food system for over 70 years. The report makes a series of recommendations to help create a better UK food system, including investment in innovation (recommendation 11) which is particularly relevant to this commission. Within this recommendation, there are specific references to establishing a fund (to be managed by UK Research and Innovation) that invests in innovation for healthy and sustainable diets, including the production of alternative proteins and new ways of growing foods through CEA such as vertical farming systems.

The alternative protein and CEA sectors are of specific interest to the current commission. An analysis of where UK world-leading capability can be developed through targeted

investment to create new UK industries of the future is the focus of this commission, to highlight where the UK can develop potentially world-leading capability in:

- alternative proteins (in this context, this refers to alternatives to traditional meat- and dairy proteins, either through plant-based proteins, insect- and algae-derived proteins, microbial- and fungal-based proteins or advanced fermentations to develop food-grade single-cell proteins),
- and CEA capacity (including from large glasshouse facilities through to vertical farming in urban- and brown-field sites to displace imports and enhance the UK trade deficit).

The motivation for this study is to better understand the novel food production industry, focusing on alternative proteins and CEA, and to provide insights on if and how UKRI and TFP should intervene to strengthen the industry in the UK.

The study will provide evidence that will feed into future TFP strategy for food innovation and will inform future interventions.

Aims and objectives:

The aim of this commission is to carry out desktop research to better understand the global novel food systems sector, focussing on alternative protein production and horticultural produce through CEA.

The research should include a review of the state and outlook of the market in the UK, a benchmarking of how it compares to the leading countries in this sector and provide recommendations on whether and how UKRI and TFP should intervene to strengthen the industry in the UK. The supplier should consult with key stakeholders as appropriate to inform and validate the findings and recommendations.

The report will be used primarily by TFP to inform future investment and interventions in the sector. The report may also be shared with other Government agencies, departments and industry bodies concerned with food production and delivering sustainable, resilient, and nutritious food through local supply chains. It is not envisaged that this report will be made public. If the insights and information developed seem relevant a further piece of work may follow to create a public facing version of the report.

Key objectives of the commission include:

1. Develop and agree a project plan, methodology, and outline structure for the key elements of the report.
2. Clearly define the novel food systems sector and agree with TFP the scope of what should be included and excluded.
3. Undertake a primarily desktop-based review, combined with consultation with key stakeholders to inform and validate the findings, to:
 - (a) Provide an analysis on the current state and outlook of the novel food systems sector both globally but more specifically with regards to the UK. This could include (but should not be limited to) the size of the market, key drivers and trends, key players, recent developments in legislation, and highlight faster growing subsectors.

- (b) Carry out a SWOT analysis of the novel food systems sector in the UK, including R&D capabilities and strengths / weaknesses relative to other countries.
 - (c) Identify the leading 5-10 countries in this sector and carry out a high-level analysis to benchmark the UK against them, including relevant policies, interventions and investments.
 - (d) Identify the main barriers to growth of the novel systems sector in the UK.
4. Undertake an analysis of the innovation and commercialisation barriers and opportunities for business in this sector. Produce recommendations on whether UK Government could intervene to strengthen the UK market based on these barriers and opportunities, and if so how, including innovation interventions.
 5. Produce a final written report covering key findings from objectives 3 and 4 including clear recommendations for future actions, interventions, or investments required to enable a competitive UK sector to be established, showing the methodology and sources used.

Scope:

The scope of the commission is detailed below:

1. Develop and agree a project plan including key milestones, methodology, Gantt chart, and outline structure for the key elements of the report.
2. Clearly define the novel food systems sector and agree with TFP the scope of what should be included and excluded. This should cover:
 - Alternative protein production – including meat- and dairy alternatives for both food and feed products
 - Controlled Environment Agriculture (CEA) the definition includes a variety of production environments, from large commercial glasshouse facilities through to vertical farming in urban- and brown-field sites using approaches such as hydroponics or aeroponics
3. Undertake primarily desktop-based review of the novel food systems market (both alternative protein and CEA), along with a small number of consultations (up to 25 1 to 1 telephone or zoom interviews) with key stakeholders to inform and validate findings and recommendations. This could include topics such as:
 - a) The market:
 - o The size and forecast growth of sector in the UK and internationally, recent trends and growth drivers, highlighting any subsegments of interest.
 - o Sizing and analysis of the addressable UK market for UK manufacturers and predicted growth trajectory for the UK resulting from consumer demand over next decade.
 - o Assessment of the key players in the UK e.g. leading companies, types and size of companies engaged, their strategy, performance, new entrants/exits, identification of disruptors, new products/services, technologies employed.
 - o Recent developments in legislation, regulations and innovation support that have shaped the sector.
 - o Strength and maturity of the UK research capability.

- o Identify the main barriers to growth and market failures of the novel food systems specifically in the UK, but also globally in general. What is holding the market back?
- b) SWOT:
 - o Carry out a SWOT analysis of the UK market. What is the UK strong at, and where are its major weaknesses? Where are the opportunities for the UK?
- c) Benchmarking:
 - o Carry out a high-level analysis to identify the 5-10 leading countries in this sector internationally (can be split between alternative proteins and CEA as separate sub-sectors), and benchmark the UK novel food systems sector relative to them using quantitative or qualitative data points to be agreed with the TFP team. The analysis could consider topics such as the size or growth of the market, strength of their research and innovation capability, key players, the business and policy environment, skills, or recent trends in funding and investment. Effectively, we want to understand who are the leading countries and why? What are they doing that is novel and different? Are there government strategies to develop national production capacity? If so, what does this look like, how are they supported? For example, investment in R&D, establishment of public/private partnerships, developing regulatory frameworks that help to get new/novel food and feed products to market, subsidies etc.
- d) Recommendations:
 - o Recommend potential interventions by UKRI and TFP to strengthen the sector with developed reasoning, including which subsegments have most potential. These could take into account the global and UK opportunity, UK capability, the timing, and why UKRI and TFP should intervene (if they should) and any sub-sectors that represent opportunities for the UK to establish global leadership.

Requirement and output:

A final written report should be produced, detailing the market, SWOT, and benchmarking analyses, and clear recommendations for future interventions, describing the methodology employed, results obtained, and recommended next steps. The report should include, as a minimum, an executive summary, a summary of inputs, findings, and input from internal and external stakeholders. The draft structure and content should be agreed in advance, and draft iterations of the report shared with TFP for comment and feedback.

The report will be used primarily by TFP to inform future investment and interventions in the novel food systems industry. The report may also be shared with other Government agencies, departments and industry bodies. It is not envisaged that the final report will be made public. It should cover key findings and clearly evidenced recommendations for future action, showing the methodology and sources used.

As part of this project, the supplier should primarily use secondary desktop research using available market data and reports, but also undertake some primary research (e.g. interviews, surveys, or workshops as appropriate) with key stakeholders such as relevant industry or academic experts, or policy makers, to inform and validate the findings and recommendations. TFP and InnovateUK may be able to provide access to some data and

reports through its own subscriptions, but the successful contractor should also have access to some of its own resources.

Potential key internal and external stakeholders for discussions can be suggested by TFP and a Data Sharing Agreement is included in Annex A to facilitate sharing of information, but the contractor should also use their own network where they can.

The report and analysis undertaken should consider both the current state of the market but also an outlook towards 2030. The analysis should focus on both the UK market opportunity (including new alternative protein food products, displacement of imports such as soymeal, fishmeal and high-value horticultural crops) and global markets where novel products or revenues could be generated through licensing of technologies.

The report should provide a full list of all sources, references and materials used, where they can be found if available online and electronic copies of those that are documents/PDFs rather than active websites. Excel datasets and analysis used for the project should also be provided if applicable. This should include a measure of confidence and credibility for all source information.

A summary of the research findings and recommendations should be presented to TFP ahead of the final report being submitted, to gain feedback and to enable any modifications or requested edits to be made ahead of project sign-off. This should include a high-level summary of recommendations and findings, produced as a PowerPoint (or similar) presentation deck, which can also be used as a high-level summary and reference for senior stakeholders.

Timetable:

Key deliverables and milestones are highlighted in the table below. Once the contract has been commissioned a weekly progress meeting will be expected between the successful bidder and TFP to log progress against key activities and milestones to ensure progress is being made and tackle any issues that may be encountered.

Date	Activity	Deliverables
T + 0 weeks	Kick off meeting with project team	
T + 1 week	Agree project plan, scope of what is included in the novel food systems sector, and report outline for review and sign off, including what they need from us.	Project plan Sector scope Report outline
Month 1 and 2	Begin desktop research for market analysis, SWOT, benchmarking, and recommendations. Agree list of stakeholders to engage. Draw up potential metrics for benchmarking exercise. Update project team of findings as project progresses.	Stakeholders list Benchmarking metrics

Month 2 and 3	Engage key stakeholders to help inform and validate findings and recommendations while continuing desktop research.	Stakeholder engagements
Month 4 and 5	Complete draft research report with overall structure and interim findings for review and sign off. Revise and finalise research report	Draft research report
Month 5	<p>Presentation of findings to TFP team with Q&A session to allow any feedback to be incorporated into the final report and to secure senior stakeholder support and 'buy-in' to key findings and conclusions / recommendations.</p> <p>Final deliverable should include a detailed report describing the analysis carried out, methodology employed, results obtained, and recommended next steps. Full list of sources, references, and materials used. High level summary that can be used to brief senior decision makers on the outcome of the study and recommended way forward.</p>	<p>Presentation</p> <p>Final report</p>

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.

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÷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	SEL2.10	Cyber Essentials
Commercial	SEL2.12	General Data Protection Regulations (GDPR) Act and the Data Protection Act 2018
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
Price	AW5.4	E Invoicing
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	25.00%
Quality	PROJ1.1	Methodology understanding of and the requirement	40.00%
Quality	PROJ1.2	Skills and Expertise	25.00%
Quality	PROJ1.3	Risk Management	10.00%

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 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.
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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: 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
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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 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-sourcing.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
“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
“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
“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>