

Invitation to Quote

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

Subject **Economic Evaluation**

Sourcing reference number **BLOJEU-CR150040INNUK**

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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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 customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers 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 customers. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

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

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 its customers, 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 Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Service (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 Customers, our growth projections anticipate this will rise to £1bn in 2013/14.

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

Our achievements

In 2012/13 the Company grew in turnover from £44.7m to £52.4m, within that growth we:

- Reduced the Research Councils' 'back office' expenditure from £32m to £31.3m
- Saved £33m for the Research Councils in verified procurement savings, being greater than the entire cost of the services we provided to them
- Grew our customers from 7 to 22 (this will likely grow by a further 10 in 2013/14)
- Grew our customer base from 11,000 to 18,000 and will likely expand to 23,000+ in 2013/14
- Achieved an annual spend with SMEs that stands out across Central Government as a leading light at 32% (that's over £104.5M) against the 25% Government target

Our Procurement ambition

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function’s ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government’s initiative to reform procurement in the public sector.

UK SBS Procurement’s unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’

John Collington

Former Government Chief Procurement Officer

Section 2 – About Our Customer

Innovate UK

The Innovate UK is the UK's innovation agency – driving innovation to boost economic growth. As well as investing in programmes and projects (£1bn investment budget 2008-2011), much of the board's work is in spreading knowledge, understanding policy, spotting opportunities and bringing people together to solve problems or make new advances. Innovate UK offer support and funding to help business develop new products and services - and bring them closer to market.

Innovate UK aim is simple – to accelerate economic growth by stimulating and supporting business-led innovation.

Success Stories

- A successful partnership with Strathclyde University has led to rapid growth at Glasgow business Clyde Space and the award of a contract by the UK Space Consortium for testing, construction and assembly of UKube-1, the UK's first CubeSat system.
- Start-up business Snap Fashion founded by 25-year-old computer science graduate has attracted £300k in private investment and launched an innovative search engine, website and iPhone app on the market after taking part in the 2011 Tech City Launchpad competition.
- With sustained support from Innovate UK, Fife company *PowerPhotonic* has perfected novel techniques for mass producing tiny lenses that get all the individual beams coming from a laser pointing in the right direction. High powered industrial lasers now have a sharper cutting edge thanks to lenses made in Scotland that focus their light into brighter beams - and the repercussions will be far-reaching.

Section 3 - Working with UK Shared Business Services Ltd.

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	Customer Name and address	Innovate UK North Star House North Star Avenue Swindon Wiltshire SN2 1UE
3.2	Buyer name	UK Shared Business Services
3.3	Buyer contact details	Research@UKSBS.co.uk
3.4	Estimated value of the Opportunity	£135,000 to £165,000 Excluding VAT
3.5	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris 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 and location of original Advert	29/05/2015 Location: Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	11/06/2015 14.00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	15/06/2015 14.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	17/06/2015 14.00
3.10	Date/time Bidders should be available if face to face clarifications are required	23 rd June 2015
3.11	Anticipated rejection of unsuccessful Bids date	26/06/2015 14.00
3.12	Anticipated Award date	26/06/2015
3.13	Anticipated Contract Start date	29/06/2015
3.14	Anticipated Contract End date	29/02/2016
3.15	Bid Validity Period	60 Days

Section 4 – Specification

0 Introduction

Catapult programme

The UK Catapult centres are independent, not-for-profit, technology and innovation centres set up by Innovate UK on behalf of the UK government with the headline objective of closing the gap between concept and commercialisation to drive UK economic growth. They do this by providing a national R&D capability that provides concentrated expertise, access to cutting-edge equipment and specialist facilities to develop and test ideas in reality. They also act as industry convenors and thought leaders, bringing together business, academia and government to drive innovation and unlock markets.

Each Catapult specialises in a different area of technology which the UK has genuine potential to generate growth in strategically important global markets. Catapults all offer innovative facilities and expertise to enable businesses and researchers to collaboratively solve key problems and develop new products and services on a commercial scale. The Catapult vision is to bridge the gap between these ambitious businesses and the expertise of the UK's world-class research communities.

Catapults exist to:

- Reduce the risk of innovation and accelerate the pace of business development
- Create sustainable jobs and growth
- Develop the UK's skills and knowledge base and its global competitiveness

The aim is for Catapults, once mature, to operate on a 1/3, 1/3, 1/3 funding model, whereby one third of their funding is core government funding, one third is competitively won from national and EU funding and the final third comes from commercial contracts. Innovate UK core funding is currently set at £10m per annum per Catapult, excluding one-off additional spending bids.

Each Catapult agrees a five year plan for achieving increased economic growth in their respective sector with Innovate UK, and reports a quarterly set of key performance metrics (KPIs) to enable Innovate UK to monitor their progress against those strategies.

There are currently seven Catapult centres, although only four of those existing Catapults are included within this tender:

- **Offshore Renewable Energy (established 2012)**
- **Transport Systems (established 2013)**
- **Digital (established 2013)**
- **Future Cities (established 2013)**

During the initial set-up phase, Innovate UK examined similar technology and innovation centre models (e.g. the Fraunhofer centres in Germany) in order to develop a model tailored for the UK. Each Catapult is part of Innovate UK's integrated support for that sector.

1 Scope and Budget

1.1 Scope

This aim of this project is to produce four reports – one for each of the Catapults listed above. Each Catapult report will comprise of three elements:

1. A retrospective baseline of the relevant industry at the time the Catapult was established. In some cases relevant studies have already been undertaken that can inform this work.
2. A bespoke logic model for the Catapult, specifying the channels through which it can generate economic impact. In some cases logic models have already been developed and need to be reviewed.
3. A recommended evaluation framework that can be used by the Catapult going forward to measure its economic impact, including identifying which indicators should be measured, and how. Although each framework will be bespoke, they should be based upon the same common principles and standards to ensure some comparability across the network.

In addition, the above reports should be informed by a single, separate literature review that examines the existing literature on impact evaluations of similar technology and innovation centres, documenting the methodologies used and results found.

The final literature review and reports for the four existing catapults (Offshore Renewable Energy, Transport Systems, Digital and Future Cities) should be delivered by November 2015.

1.2 Budget

The budget for this project is capped at £165,000. Value for money forms one of the assessment criteria and proposals are expected to demonstrate this.

2 Specification

2.1 A review of the existing literature on impact evaluations of similar technology and innovation centres.

Bidders should set out how they propose to undertake an effective and exhaustive literature review and present their findings. Catapults are complex policy interventions that have the potential to generate economic impact through a number of tangible and intangible channels. Measuring their impact therefore presents a greater challenge than in the case of more straightforward policy interventions such as grants.

Similar technology and innovation centres exist in many other advanced economies. A review of the existing published literature (primary and secondary) should therefore detail:

- The methods which have been used to evaluate the economic impact of technology and innovation centres
- The evidence demonstrating the economic impact of technology and innovation centres, including an assessment of the robustness of this evidence

2.2 A retrospective baseline evaluation of the relevant industry at the time that each Catapult was established.

Proposals should clearly set out how a retrospective baseline evaluation of the different Catapults would be delivered as per the requirements and deadlines. The Proposal should include detail demonstrating the robustness of the methodology used to conduct the baseline evaluation. Tenders should clearly identify the analytical challenges around this deliverable and how they will be overcome. These include the challenge of adequately defining the boundaries of the relevant industries, so as allow their retrospective state to be accurately measured.

Bidders should note that this element should consider the state of the relevant industries in terms of a range of factors including, but not necessarily limited to, economic growth, business performance, employment, sector structure i.e. number and size of firms, inward investment, exports, R&D activity, new technologies, and behavioural or attitudinal change. Business performance should consider not just business growth but wider indicators of innovativeness and performance, including the ability to raise finance and secure new contracts.

In the case of many of the Catapults, relevant studies have already been undertaken that can inform this work.

Bidders will be expected to work with each Catapult to agree a definition for the boundaries of the relevant industries.

2.3 A bespoke logic model for each Catapult, specifying the channels through which it can generate economic impact

Proposals should clearly set out how a logic chain process would be delivered alongside the other deliverables and within the project deadline. They should show how the logic chain process will add to the Catapults' understanding how their inputs and activities affect the outputs and outcomes of the programme. By identifying the channels through which the Catapults can generate economic impact, the logic chain will assess how best to evaluate the effectiveness, with respect to its objectives, of each Catapult over time.

This element of the project will deliver a comprehensive logic model for each Catapult that will provide the basis for the impact evaluation framework and research questions regarding the measurement of impact. The bespoke models can be informed by the generic Catapult logic model that can be found in Appendix A.

2.4 A recommended evaluation framework that can be used by each Catapult going forward to measure its economic impact.

Proposals should set out how tenderers would use the outputs of the other deliverables to examine different approaches to evaluating the impact of each Catapult, and to offer a recommendation. This includes the impacts of all Catapult inputs and activities, such as their role as an industry convenor, not just the impact of the R&D projects that the Catapult is involved in.

This will involve answer the following questions:

- What are the relevant factors that should be measured throughout the logic chain?
- What are the indicators that should be used to measure them?
- How should the measurement system be used to evaluate the impact of the Catapult?

In line with Recommendation 7 of the Hauser Review, some of the relevant metrics may also be suggested as potential Key Performance Indicators (KPIs)¹. (In some cases, notably Digital and Transport Systems, some relevant work has already been undertaken that can inform this part of the project.)

¹ "Innovate UK and the Catapults should work together to develop more sophisticated Key Performance Indicators (KPIs) that sit within Catapults' Grant Funding Agreements, that incentivise impact and engagement with industry whilst still ensuring that Catapults work ahead of the market. These should reflect the difference in the sectors and the maturity of the relevant centre."

Recommendation 7, Hauser Review, 2014. Available:

<https://www.gov.uk/government/publications/catapult-centres-hauser-review-recommendations>

Proposals should also consider the extent of spillover (indirect) impacts on customers, suppliers, competitors and others and how these might be evaluated. It is expected that the methodology for estimating spillovers may go beyond the use of standard techniques such as sector multipliers.

The evaluation framework should cover, as a minimum, the following:

- additional Gross Value Added (GVA) impact of the Catapult on the UK economy
- additional turnover and employment created by the Catapult
- additional inward investment and exports arising as a result of the Catapult
- impact of the Catapult on UK global competitiveness in the sector
- wider benefits, including social and environmental
- defining a counterfactual
- factors to consider when deciding whether the recommended methodology is suitable for deployment
- assessment of the Catapult's place in the wider innovation support system
- assessment of the Catapult funding model
- assessment of the process for delivering a Catapult, which takes account of how the process has evolved over time
- set out the number of waves of surveys that would be required and the approximate cost per survey for undertaking each wave.

The recommended methodology should be robust. The Maryland scale can be considered as a reasonable hierarchy of robustness. It is suggested that the impact evaluation should involve two interim reports and a final report after 5 years, but we welcome alternative suggestions.

3 Method

The successful bidder will be required to work directly with all four relevant Catapults to deliver four separate reports. They will need to work closely with each Catapult to develop an understanding of each Catapult and its sector, understand what work has already been done in this area and therefore each Catapult's individual requirements, as well as what data is and can be made available. Any necessary data-sharing agreements will be put in place between the successful bidder and the relevant Catapults. Raw data will not be shared with Innovate UK.

All proposals should follow best-practice guidance in designing evaluations as set out in HM Treasury's Magenta Book². Innovate UK places great importance on assessing the additionality of impact and bidders are expected to consider robust techniques to estimate factors such as deadweight, displacement (product and labour market displacement should be considered), linkages and multipliers. It is expected that such analysis will go beyond self-reported impacts. The reliance on standard assumptions from the existing literature around these factors will not be considered a robust approach.

The spillover impacts of the Catapults are considered equally as important, since the dissemination and application of new knowledge and project outputs form a key rationale for the investment of public money in this programme.

It is anticipated that the proposed evaluation methodology will require a combination of analytical techniques. These could include case studies, surveys of stakeholders, in-depth interviews, data linking, and econometric analysis of primary and secondary data, although it may be that not all of these are appropriate.

² <https://www.gov.uk/government/publications/the-magenta-book>

4 Deliverables

This project is expected to deliver, as a minimum;

- A standalone literature review
- Four reports, one for each of the Catapults indicated, setting out a) retrospective baseline evaluation study, b) bespoke logic model, and c) bespoke impact evaluation framework.

All reports must include an executive summary. Any analysis carried out for the reports must be clearly set out in the reports. Any datasets used in the analysis should be anonymised and provided alongside the respective reports.

4.1 Quality Assurance Requirements

Proposals should set out internal quality assurance procedures that will be used in this project. The winning proposal may be put to an external, independent peer review group of academic evaluation experts. The successful bidder will be expected to consider and, if appropriate, respond to any comments from peer reviewers. Any costs incurred through this process will be covered by Innovate UK.

5 Data

The majority of relevant data is held by the Catapults or will need to be collected as part of this commission. The successful bidder will have to work with each Catapult to understand what data is available and what data could be made available in order to achieve the most robust and yet practical impact evaluation framework.

Availability of data may vary from Catapult to Catapult, but it is vital that each framework is underpinned by the same Magenta Book principles and standards.

5.1 Security

This project will involve utilising data held by the four individual Catapult centres. Proposals should set out the data security arrangements that will be in place for this project. The successful bidder will be expected to sign binding non-disclosure agreements with each Catapult. At the end of the project, the successful bidder and any sub-contractors must return all data to the Catapults and destroy any copies they hold.

6 Background information

6.1 *Offshore Renewable Energy Catapult*

The Offshore Renewable Energy (ORE) Catapult is the UK's flagship technology innovation and research centre for offshore wind, wave and tidal energy. This Catapult has a vision of abundant, affordable energy from offshore wind, wave and tide and to be a leading international centre maintaining the UK's position at the forefront of a vibrant and growing offshore renewable energy sector.

It combines world-class research, development, demonstration and testing facilities with leadership, industrial reach and engineering expertise to accelerate the design, deployment and commercialisation of renewable energy technology innovation. The Catapult collaborates widely to de-risk and commercialise technological solutions and standards that can be embraced by the market. Its mission is to accelerate the development, testing, commercialisation and deployment of offshore renewable energy technologies, enabling a vibrant sector driven by research and innovation, collaboration and enhanced knowledge, that generates affordable, low carbon power and considerable UK economic benefit. It is also opening up further opportunities for supporting operations, service and maintenance activities as key components of a sustainable offshore wind, wave and tidal industry.

Find out more at <https://ore.catapult.org.uk/>

6.2 *Digital Catapult*

This Catapult aims to stimulate and support digital sector companies, with a primary focus on small and medium-sized enterprises, and to raise awareness across the economy of the power of digital technology. It runs projects that release value and create opportunities in four challenge areas: closed organisational data, creative content, personal data and trust, and the internet of things. The Catapult will focus initially on developing digital platforms in creative media and content, cities and health. Other priorities include data and data science, next generation connectivity such as 5G, issues of security and cities and their innovation clusters.

Find out more at <http://www.digitalcatapultcentre.org.uk/>

6.3 *Future Cities Catapult*

The Future Cities Catapult accelerates urban ideas to market, to grow the economy and make cities better. It bring together businesses, universities and city leaders so that they can work with each other to solve the problems that cities face, now and in the future.

From its Urban Innovation Centre in London, the Catapult provides world-class facilities and expertise to support the development of new products and services, as well as opportunities to collaborate with others, test ideas and develop business models. It helps innovators turn ingenious ideas into working prototypes that can be tested in real urban settings. Then, once they are proven, it helps spread them to cities across the world to improve quality of life, strengthen economies and protect the environment.

The Catapult's Cities Lab provides data analysis, modelling and visualisation capabilities to understand and elucidate city problems, while on-the-ground demonstrators in our network of collaborating cities provide opportunities for testing new approaches in-situ. Combined, they help to discover which new ideas can have the biggest impact on urban environments.

By bringing together the UK's top architects, engineers, designers, academics and business professionals, the Catapult can help them transform cities on a global scale. It will strengthen the UK's ability to turn excellent urban innovations into commercial reality.

The Catapult's work currently focuses on three core themes: promoting healthy cities, building resilience in urban infrastructure, and designing strategies to help cities adopt and finance smarter technologies. Currently 'Sensing Cities' is changing how we monitor and measure cities using sensor networks. 'Cities Unlocked' blends technology and user-centred design to make cities easier to navigate. And the 'Urban Data' programme is unlocking vital city information so we can understand how our cities really work.

Find out more at www.futurecities.catapult.org.uk or follow on Twitter @FutureCitiesCat.

6.4 Transport Systems Catapult

The Transport Systems Catapult is driving the UK's global leadership in Intelligent Mobility: the efficient and cost effective movement of people and goods. The Catapult promotes sustained economic growth and wellbeing by enabling UK businesses to develop innovative products and services, unlocking latent capacity and meeting global demand – potentially worth £900 billion annually by 2025. The UK is well positioned to take advantage of this opportunity through its expertise in transport modelling, design, planning and testing, and there is scope to do much more.

The Catapult brings together industry, the Government and academia to work collaboratively, providing a focus for innovation in mobility and helping turn great ideas into commercial reality. The Catapult is building advanced integrated modelling and test facilities that will promote the development of a multi-modal transport approach proving the viability of new concepts and accelerating their development to market. The Catapult will drive the development of thought leadership across the different transport-related communities, changing the way in which they think about their role in delivering a seamless end-user experience and create a unified transport sector.

Find out more at <https://ts.catapult.org.uk/>

7 Management of the Agreement

Innovate UK is commissioning these studies on behalf of the four relevant Catapults. It will sign off the final reports and provide high level oversight during the project. However, the studies themselves will involve the successful bidder working directly with the four Catapults.

Proposals should set out the project management approach that will be used. This should include proposed contact with the four Catapult centres and Innovate UK throughout the project, a detailed project timeline (to include monitoring and review milestones), and a clear indication of the roles of each member of the team.

8 Appendix 1

Generic Catapult logic model



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Appendix 1.docx

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, the Customer and any specific external stakeholders UK SBS deem 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 ($5+5+6=16\div3=5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
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

Scoring criteria			
Evaluation Justification Statement			
In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS 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	10.00%
Quality	AW6.2	Detailed Bid	90.00%

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: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$)

Where an evaluation criterion is worth 10% then the 0-100 score achieved will be multiplied by 10.

Example if a Bidder scores 60 from the available 100 points this will equate to 6% by using the following calculation: Score/Total Points available multiplied by 10 ($60/100 \times 10 = 6$)

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 50

Evaluator 4 scored your bid as 50

Your final score will $(60+60+50+50) \div 4 = 55$

Price elements will be judged on the following criteria.

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

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

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

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

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

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

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

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

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

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

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.
- 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 typically 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 your customer is and what they want – a generic answer does not necessarily meet every customer'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 and concise 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 Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer 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 Customer 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 may 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.
- 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 UK SBS.
- 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 if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS 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 UK SBS 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 UK SBS 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, UK SBS 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 UK SBS 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 From 2nd April 2014 the Government is introducing its new Government Security Classifications (GSC) classification scheme 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 from 2nd April 2014. The link below to the Gov.uk website provides information on the new GSC:

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

UK SBS 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](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)