

Invitation to Quote



Department for Energy Security & Net Zero

**Invitation to Quote (ITQ) on behalf of Department for Energy and
Net Zero (DESNZ)**

Subject: GBE Leadership and Culture Development

Sourcing Reference Number: CSP25072

Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About the Contracting Authority</u>
3	<u>Working with the Contracting Authority.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>
Appendix A	<u>Glossary of Terms</u>
Appendix B	DESNZ Expenses Policy for Suppliers

Section 1 – About UK Shared Business Services

Putting the business into shared services

We're a leading public sector shared service centre owned by the Department for Science, Innovation and Technology (DSIT), the Department for Energy Security and Net Zero (DESNZ), the Department for Business and Trade (DBT) and UK Research and Innovation (UKRI).

As a public sector company providing services to the public sector, we have valuable insight and a deep understanding of how the sector operates. This means that our services are fit for purpose, right from the start.

We provide a range of efficient, scalable, and expert Finance, HR and Payroll, Procurement and Business IT services helping the advancement of the UK's economy and society. We are motivated by a desire to deliver high quality, efficient and reliable service to over 25,000 civil and public servants, employed by our clients.

We work closely with our stakeholders to harness the potential of our expertise, evolving technology and to realise the maximum benefit from shared services. We aim to be a trusted partner, recognised for delivering value and benefits for our owners and to support the work they do for the people of the UK.

Our dedicated teams take immense pride in their contributions, driving value for the UK economy and its taxpayers. At our core, we firmly believe in the power of partnership and expertise. By aligning with the values of our owners, we actively contribute to achieving optimal outcomes through shared services.

By 2029, we aim to be the leading UK public sector business service provider, efficiently and securely managing multiple technology platforms and delivering a great user experience for our customers.

Privacy Statement

At UK Shared Business Services (UKSBS) 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 UKSBS when we collect your personal information.

- We will keep your data safe and private.
- We will not sell your data to anyone.
- We will only share your data with those you give us permission to share with and only for legitimate service delivery reasons.

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

Privacy Notice

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

YOUR DATA

The Contracting Authority will process the following personal data:

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

Purpose

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

Legal basis of processing

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

Recipients

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

Retention

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

Your Rights

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

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

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

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

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

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

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

International Transfers

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

Complaints

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

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

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

Contact Details

The data controller for your personal data is:

The Department for Energy Security & Net Zero (DESNZ)

You can contact the Data Protection Officer at:

DESNZ Data Protection Officer, Department for Energy Security & Net Zero 3-8 Whitehall Place, London, SW1A 2ED. Email: dataprotection@energysecurity.gov.uk

Section 2 – About the Contracting Authority

Department for Energy, Security and Net Zero (DESNZ)

The Department for Energy Security and Net Zero (DESNZ) is focused on the energy portfolio from the former Department for Business, Energy and Industrial Strategy (BEIS). Our focus is securing our long-term energy supply, bringing down bills and halving inflation.

Our responsibilities

- Delivering security of energy supply
- Ensuring properly functioning energy markets
- Encouraging greater energy efficiency
- Seizing the opportunities of net zero to lead the world in new green industries

Section 3 – Working with the Contracting Authority

The central digital platform: video guides and user manuals now available

Onboarding for Contracting Authorities to the Find a Tender Service started from 27 January 2025. This is being coordinated across the public sector through implementation leads and sectoral leads.

From 24 February 2025, suppliers will be able to register on the central digital platform - the new enhanced Find a Tender service.

To help prospective suppliers and other stakeholders prepare we have published video guides with accompanying PDF user manuals. These guides will give you an overview of the platform, the registration process, and the information you will be asked to provide so that when the time comes your registration will be straightforward.

You can access the videos through our dedicated TPP GOV.UK supplier page: **Transforming Public Procurement - information and guidance for suppliers**, where you will also find links to the associated user manuals.

You can also access each of the videos directly using the links below:

For suppliers: How to register your organisation and first administrator on Find a Tender in three easy steps

<https://youtu.be/lnjCa4swtjA>

For suppliers: detailed walkthrough - how an administrator completes and updates supplier information

<https://youtu.be/i4ZdbMGRqeQ>

For buyers and suppliers: How to use the central digital platform (enhanced Find a Tender service) a short guide for everyone

<https://youtu.be/TSfxoZoV3yl>

For Contracting Authorities: an overview of the new transparency commitments and illustration of notices on enhanced Find a Tender service

<https://youtu.be/AIKmv5Siltc>

Please note that if you want to bid for public procurement contracts then as from the 24 February there is one place - the new Find a Tender Service - to find all public sector tenders and other notices; and that prospective suppliers must register if they want to bid for any contracts.

Bidder guidance: Where a Bidder is unsure or requires any clarification, they should check with the Central Digital Platform Team via the help options provided

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	Department for Energy Security and Net Zero (DESNZ) 3-8 Whitehall Place, London, SW1A 2EG, United Kingdom
3.2.	Buyer	Lucy Walters
3.3.	Buyer contact details	Coreservices@uksbs.co.uk
3.4.	Maximum value of the Opportunity	£50,000.00 Excluding VAT
3.5.	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Messaging Centre of the eSourcing Portal. Guidance on how to obtain support on using the eSourcing Portal can be found in these documents. 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, unless formally advised to do so by UKSBS.

Section 3 - Timescales		
3.6.	Date of posting of Tender Notice on the CDP	Thursday 4 th September 2025
3.7.	Latest date / time ITQ clarification questions shall be received through the eSourcing Portal	Monday 15 th September 2025 11:00AM
3.8.	Latest date ITQ clarification answers should be sent to all Bidders by the Buyer through the eSourcing Portal	Thursday 18 th September 2025
3.9.	Latest date and time ITQ Bid shall be submitted through the eSourcing Portal (the Deadline)	Friday 26th September 2025 11:00AM Friday 3rd October 2025 11:00AM
3.10.	Anticipated notification date of successful and unsuccessful Bids	Friday 10th October 2025 Friday 17th October 2025
3.11.	Anticipated Contract Award date	Thursday 16th October 2025 Thursday 23rd October 2025
3.12.	Anticipated Contract Start date	Friday 17th October 2025 Friday 24th October 2025
3.13.	Anticipated Contract End date	Friday 17th July 2026 Friday 24th July 2026
3.14.	Anticipated publication on the Digital Platform of the Contract Details Notice	Within 30 days of Award
3.15.	Bid Validity period required	90 Days

Section 4 – Specification

Pre-Market Engagement

A Market Engagement Questionnaire was launched on Wednesday 6th August 2025 to the open market.

This Market Engagement Questionnaire was issued to undertake a market consultation exercise with regards to this requirement and DESNZ wanted to hear feedback from potential suppliers to help inform their specification.

Suppliers registering their interest and providing a response to the Market Engagement Questionnaire engaged in non-competitive dialogue which enabled DESNZ to develop and assess the markets appetite, concerns, and views on the formulation of their requirement.

DESNZ considered the responses received as part of the Market Engagement Questionnaire to help inform the specification and further decision making in relation to the planning and conduct of the proposed procurement.

Notice identifier: 2025/S 000-046664

Procurement identifier (OCID): ocds-h6vhtk-0582cf

Introduction

Great British Energy (GBE) is a new partner organisation that forms part of the Department for Energy Security and Net Zero (DESNZ) and was established by the UK Labour Party on the 15th of May 2025 under the Great British Energy Act. Great British Energy (GBE) is a new organisation that is seeking to procure services to support leadership development, establishing an organisational culture, and providing wider organisational development activities and support. The organisation currently consists of circa 100 employees and its Executive Leadership Team (ELT) currently has 12 employees (employed via DESNZ). The purpose of this project is to bring together the leadership team understanding their strengths and vision and helping to design GBE's desired culture and values as an organisation. The GBE Chief Executive Officer (CEO) will champion this work, alongside the Human Resource Director (HRD), with regular check-ins and post-workshop debriefs.

Requirement

GBE is seeking a strategic partner with demonstrable expertise in leadership and culture development to support its senior leadership team. The successful supplier will deliver bespoke programmes that cultivate visionary leadership, enhance collaboration, and embed values-driven behaviours across the executive function. This includes facilitating

executive coaching, designing immersive development experiences, and supporting behavioural change to strengthen organisational culture. Suppliers must demonstrate a proven track record of driving culture transformation and leadership impact within energy or similarly complex, public sector.

We are not asking for a supplier to offer a pre-existing training programme or leadership and management course. Instead, we want to work collaboratively and flexibly with the supplier to support GBE's Executive Leadership Team (ELT) to determine what priority leadership and culture activities they need to focus on for the next 9 months and support them to do this. We do not expect the supplier to be delivering weekly or regular facilitated interventions but instead have focused engagement throughout the period of the contract, with actions and areas for ELT to focus on in between as they will be the ones owning the vision set by their leadership and the organisational culture.

Within the timeframe of the contract or the budget available, it is unlikely that the successful supplier will be able to fully define GBE's vision, values and culture. This is also not the aim as GBE is continuing to grow and evolve over the next 12-18 months. Instead, the supplier should give focus and direction to the leadership team on what they need to prioritise and help them begin to think about what their desired culture is, and how as leaders they should be driving this. The supplier will be invited to have an initial scoping conversations with the GBE CEO, and the HRD (if appointed) who can provide initial insights already gained. DESNZ will also share any other material and information that will be helpful. This is likely to happen at the beginning of the contract, to help the supplier gain insight and determine the best interventions to take forward.

The successful supplier can expect that there will be some initial data and information available following the ELT away days taking place in August and September, the successful supplier will receive this information on the first initial meeting with GBE. We will also be able to share information on the organisation's operating model and any strategic priorities that are in development at the project's outset, and we will also provide a GBE organisation chart. We are expecting the successful supplier to facilitate meaningful conversations and insights, rather than developing a suite of products and guidance for the organisation. Instead, the supplier may provide a list of future products and support that the organisation might want to take forward after the interventions. This does not need to be in a specific format as it will depend on the insights and work conducted with the supplier and the organisation.

The Authority will expect regular communications with the supplier for updates throughout the contract, this will likely be via email or MS Teams. The Authority will require formal contract meetings monthly but will expect more regular communications with the supplier for progress updates. The Authority, with the successful supplier, will agree a schedule for contract management meetings at contract commencement which will be kept under review as the contract progresses.

GBE uses MS Teams video conference, and the supplier may also be required to deliver part of the proposed interventions in person across GBE site locations which will be within the London and Aberdeen areas. We anticipate that any face-to-face interventions at these sites will be between 1-4 but this will be agreed to between the supplier and GBE's Executive Leadership Team. We do not have a minimum requirement of facilitators for these events and will leave this for the supplier to determine. GBE will lead on organising

venues and logistics for this, but the supplier may be expected to design and deliver the agenda for the interventions. Discussions between the successful supplier and GBE will be held prior to the interventions for confirmation of the supplier's design and delivery of the agenda.

Site locations

The supplier will likely be required to attend between 1-4 interventions at the following DESNZ offices in either London or Aberdeen:

- London; 3-8 Whitehall Place, Whitehall, SW1A 2EG
- Aberdeen: AB1 Building, Crimon Place, Aberdeen, AB10 1BJ

The supplier will be notified by the Department in advance when they are required to attend these sites.

The supplier will be expected to deliver sessions to 10-14 members of the Executive Leadership Team (ELT). Primary engagement will be with ELT, with some potential for the scope to be broadened to gather views and information from individuals at grades immediately below (Grade 6 and Grade 7). The successful supplier is expected to determine the structure of the sessions and to advise GBE on the best way to get the most out of the Executive Leadership Team. These sessions will be run within GBE working hours from Monday – Friday and further discussions with the successful supplier will be held to agree suitable days/times.

Key Deliverables

Potential key deliverables have been set out below, however the successful supplier will have the opportunity to shape the key priorities that they think will benefit GBE the most. Once priorities and deliverables have been defined, the supplier will be expected to share how they will measure success with GBE and provide a timeline for this. We expect the supplier to deliver their outcomes by the time the contract ends on ~~Friday 17th July 2026~~ **Friday 24th July 2026**.

1. Leadership Development

- Strengthening the Senior Leadership Teams ways of working.
- Provide coaching services for Senior Leaders (if required).
- Developing leadership and management capabilities.
- Facilitate conversations with Executive Leadership Team to critically evaluate on what is working well and what isn't.
- Provide a roadmap and list of activities to help GBE leaders to own and further develop their culture without the supplier beyond the conclusion of this contract.

2. Organisational Culture

- Facilitate, guide and coach the leadership team to think about "what is the culture GBE want to have and be able to articulate to their people".
- Identify how GBE's Executive Leadership Team can establish/facilitate culture and the desired cultures within their areas.
- Gather insights and create a shared sense of purpose and strategic direction to articulate the organisation's vision, culture and values.
- Facilitate workshops and interventions to strengthen positive cultural attributes.

- Provide a roadmap and list of activities to help GBE Leaders to own and further develop their culture without the supplier.

3. Reporting

- The successful supplier is expected to create a report at the end of each session and the results generated within the report will be shared with the GBE Executive Leadership Team.
- The successful supplier should also create a final report summarising all the findings and advice on next steps for ELT at the end of the contract.
- GBE expect the supplier to provide and advise on a suitable report that aligns with the project deliverables.

Capability & Requirements

Bidders will be required to submit:

- A detailed methodology outlining how their organisation will approach the engagement.
- Profiles and CVs of the consultants who will work on the project.
- A breakdown of costs, including day rates and any additional fees.
- Evidence of the supplier's expertise in previous projects that are of a similar scope.
- Proposed timeline and milestones.

Budget and Ad Hoc Services

The maximum budget for this requirement is £50,000.00 excluding VAT over the duration of 9 months.

After the Key Deliverables have been costed, any remaining budget available out of the maximum budget of £50,000.00 (excluding VAT) may be at the Department's disposal for any additional ad hoc services agreed with the supplier up to the Contract value. Any additional services instructed will be called off in accordance with the supplier's day rates provided as part of AW5.2 Price Schedule.

As an example, ad hoc services may include, 1-2-1 coaching, designing and facilitating leadership away days etc. The supplier is to note that additional ad hoc services are not guaranteed and will be subject to formal instruction from the Department.

Travel and Subsistence

Bidders are to note that travel and subsistence will be charged at cost but must be fully evidenced and be in alignment with the DESNZ Expenses Policy for Suppliers attached in Appendix B.

Invoicing and Payment

The Supplier should propose an invoicing schedule to be agreed by the Authority following kick off meeting. Invoices should be linked to provision of deliverables and should only be issued once deliverables have been accepted by the Authority. Invoices should be sent to the Authority project manager who will then pass on for processing and payment. The Authority aims to pay all undisputed invoices within 30 days.

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.

Reserved rights by the Contracting Authority under this procurement

Bidders are to note that the Contracting Authority reserves the following matters as part of any award of Contract, at its sole discretion modify the contract in the following way during any such term or such extension, that has been duly and transparently provisioned and advertised. Nothing in these reserved rights remove any discretion available and afforded to the Contracting Authority under the Regulations associated with this procurement opportunity.

Section 5 – Evaluation of Bids

The Contracting Authority will consult the Debarment list for any bidder that submits a bid as part of this procurement. The Contracting Authority reserve the right to not enter into any Contract with any Bidder that has an organisation in its bid submission, that is on the Government Debarment list. Please ensure that your organisation and any other organisation you are bidding with are not on the Debarment list before submitting a bid for this procurement opportunity, by completing the information required on the CDP.

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 UKSBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required.

To maintain a high degree of rigour in the evaluation of your bid, a process of commercial moderation will be undertaken to ensure consistency by all evaluators.

Bidders are to note: The Contracting Authority reserve the right to assess any bidder's suitability at the award stage and will use information from the Governments Central Digital Platform, to complement and assist in this area of evaluation. If any bidder considered for award after the evaluation stage fails the ability to satisfy the Contracting Authorities needs in regard to suitability, then the Contracting Authority shall move to the next highest scoring bidder until such time as an award decision can be reached.

Pass / Fail criteria		
Evaluation Envelope	Q No.	Question subject
Part 1 Qualification	PSQ_1	Organisation Name
Part 1 Qualification	PSQ_2	CDP / Unique identifier number
Part 1 Qualification	PSQ_3	Bidding status
Part 1 Qualification	PSQ_5	Debarment List
Part 1 Qualification	PSQ_11	List of Intended Sub-Contractors
Part 2 Qualification	SEL1.2	Employment breaches / Equality
Part 2 Qualification	SEL1.4	Organisation classification
Part 2 Qualification	SEL1.5	Organisation size
Part 2 Qualification	SEL1.10	Information Security
Part 2 Qualification	SEL2.12	UK General Data Protection Regulation
Part 2 Qualification	SEL2.19	Contracts with suppliers from Russia or Belarus
Part 3 Qualification	FOI1.1 – 1.2	Freedom of Information / EIR
Part 3 Qualification	AW1.1	Form of Bid
Part 3 Qualification	AW1.2	Bid validity period
Part 3 Qualification	AW1.3	Certificate of bona fide Bid
Part 3 Qualification	AW3.1	Validation Check

Part 3 Qualification	AW3.2	Conflict of Interest Declaration
Part 3 Qualification	AW3.2.1	Conflict of Interest Declaration and Supporting Information
Part 3 Qualification	AW4.1	Compliance to the Contract Terms and Conditions
Part 3 Qualification	AW4.2	Changes to Contract Terms
Part 3 Qualification	AW6.1	Compliance to the Specification
Part 3 Qualification	AW6.3	Insurance
Commercial	AW5.3	Firm and Fixed Price
Commercial	AW5.4	Maximum Budget
-	-	Invitation to Quote response received on time within the eSourcing Portal
In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to exclude 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.

Evaluation Envelope	Q No.	Question subject	Maximum Marks	
			Overall	Breakdown
Commercial	AW5.1	Price	20.00%	20.00%
Technical	PROJ1.1	Approach and Methodology	80.00%	30.00%
Technical	PROJ1.2	Staff to Deliver		30.00%
Technical	PROJ1.3	Measuring Success and Impact		20.00%

Evaluation of criteria

Non-Commercial Elements

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

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

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

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

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

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

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

All questions will be scored based on the above mechanism. As there will be multiple evaluators their individual scores and commentary will be recorded, then a consensus meeting will be convened by the evaluators to determine your score. Note this will include a chairperson or lead and all evaluators are of equal status.

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

The convened meeting came to a consensus that the final recorded score to given to your submission against this question should be 60, with the justification and reasons for this score recorded.

Once the consensus process has been finalised, all justifications recorded and all non-priced scores are agreed, this will then be subject to an independent commercial moderation review.

Commercial Elements will be evaluated on the following criteria.

Price will be evaluated using proportionate pricing (lowest bid / bid mark). A Bidder's score will be based on the lowest total score received divided by their total cost and then multiplied by the marks available.

For example, if the total basket price for three bid responses is received and Bidder A has quoted £50,000 as their total price, Bidder B has quoted £80,000 and Bidder C has quoted £100,000 then the calculation will be as follows:

(Maximum marks available in this example being 12.5)

Bidder A Score = $50000/50000 \times 12.5 = 12.5$
 Bidder B Score = $50000/80000 \times 12.5 = 7.81$
 Bidder C Score = $50000/100000 \times 12.5 = 6.25$

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

The lowest score possible is 0.

The scores achieved for the Non-Commercial and Commercial Criteria will be combined to give a Bidders total score and ranking.

Award criteria in the event of a tied place for an award decision

If as a result of the application of the aforementioned scored criteria applicable to Commercial and Non-Commercial has been undertaken and suitable consensus, moderation and due diligence (as appropriate and stated) has been undertaken and has occurred to ratify this position, then results in a tied place where more than one Bidder has attained a total score that is equal to another Bidder under this procurement procedures due process, then the Contracting Authority shall make an award decision on the basis of the Bidder who provided a bid that attained the highest score under Non Commercial criteria, as this aligns to the PA2023 and its associated regulations that are applicable to this procurement, in order to achieve the Most Advantageous Tender award decision.

For example:

Bidder A scores 12.50 for Commercial and 45.00 for Non-commercial

Bidder B scores 15.10 for Commercial and 42.40 for Non-commercial

The result is a tied place at score of 57.50 for both Bidders A & B

The Contracting Authority therefore will make an award decision based upon the Bidder who score the highest on under Non-Commercial criteria in a tied place, as per the example above being that the contract award, is made in the favour of Bidder A who is awarded the Contract(s).

This evaluation criteria will therefore not be subject to any averaging.

Evaluation process

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

Stage	Summary of activity
Receipt and Opening	- ITQ logged upon opening in alignment with UKSBS's procurement procedures. - Any ITQ Bid received after the closing date will be excluded unless circumstances attributed to UKSBS, the Contracting Authority or the eSourcing Portal beyond the bidders control are responsible for late submission.
Compliance check	- Check all Mandatory requirements are acceptable to the Contracting Authority. - Unacceptable Bids maybe subject to clarification by the Contracting Authority or exclusion of the Bid.
Conflicts of Interests	The Evaluation team members will have Col re visited by UKSBS prior to being given access to the bids received in the eSourcing Portal.
Scoring of the Bid	Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the criteria.
Clarifications	The Evaluation team may possibly require written clarifications to be issued to Bidders submissions, in order to ensure the proper conduct of the evaluation.
Re - scoring of the Bid and Clarifications	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.
Consensus meeting	- To conduct a consensus meeting to agree the Non-Commercial evaluation scores. - To confirm contents of the feedback letters to provide details of scoring and relative and proportionate feedback on the Bidders response
Moderation meeting (if required to reach an award decision)	- To review the outcomes of the Commercial review - To agree final scoring for each Bid, relative rankings of the Bids - To confirm contents of the feedback letters to provide details of scoring and relative and proportionate feedback on the Bidders response.
Due diligence of the Bid	- the Contracting Authority may *request the following requirements at the award decision 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 - Financial Credit check for the Bidder (*usually carried out by UKSBS, not usually requested from the bidder)
Validation of unsuccessful Bidders	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 Response Questionnaire

Bidders should note that the evaluation response questionnaire is located within the **eSourcing Portal**.

Guidance on how to register and use the eSourcing Portal is available at

<https://beisgroup.ukp.app.jaggaer.com/>

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. Any Failure to do so may lead to your bid being deemed as non-compliant and or being excluded.
- 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 exclude late submissions. Responses received after the date indicated in the Section 3 of the ITQ shall be excluded 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 the eSourcing Portal prior to responding to this Bid. If you send your Bid by email or post it will be excluded.
- 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 exclude your Bid.
- 7.5 Do ensure you utilise the 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. Ensure that you raise all clarifications before the closing date and time for receipt of clarifications, as we will be unable to respond after this time date and time.
- 7.6 Do answer the question in full, 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. Do ensure that you allow a sufficiency of time to register on the Digital Platform and Contracting Authorities eSourcing Portal and allow a sufficiency of time to answer all the questions, don't leave this till the last moment and miss the date and time to submit, as the Contracting Authority wishes to generate as much competition that benefits the public purse.
- 7.8 Do reference your document's 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.
- 7.10 Do complete all questions in full in the evaluation response questionnaire or we may exclude 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 exclude any full or part responses that are not in English.

- 7.12 Do check and recheck your Bid before uploading this to the eSourcing Portal and ensure that your bid has been uploaded complete and correctly including your completion of the information required on the Digital Platform.
- 7.13 Do ensure that you advise in your bid submission if you are either
 - i) under investigation in regard to Debarment
 - ii) appealing a decision of Debarment.
- 7.14 Do ensure that you allow a sufficiency of time to answer all the questions, don't leave this till the last moment and miss the date and time to submit, as the Contracting Authority wishes to generate as much competition that benefits the public purse

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 especially if a non-disclosure contract condition is incorporated and imposed within the procedure.
- 7.16 Do not seek to influence the procurement process by requesting meetings or contacting UKSBS 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 UKSBS staff or the Contracting Authority staff without the Buyers written permission or we may exclude your Bid.
- 7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will exclude your Bid.
- 7.19 Do not offer UKSBS or the Contracting Authority staff any inducement or we will exclude 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. unless requested to do so under a formal clarification by the Contracting Authority via the eSourcing Portal.
- 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 page and or word limits, the additional pages and or text 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 excluded.
- 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 the eSourcing Portal. Responses received by any other method than requested will be excluded.
- 7.25 Do ensure that your organisation or any other party that you are intending to submit a joint or sub contractual basis / bid submission with, is not on the Government Debarment list that will not be acceptable to the Contracting Authority.

- 7.26 Do not bid on the basis of not providing all the information that has been requested by the Contracting Authority by the closing date and time. If you are unsure or require clarity, please use the formal clarification option available to all bidders via the eSourcing Portal.

Some additional bidder guidance

- 8.01 All enquiries with respect to access to the eSourcing Portal and problems with functionality within the portal must be submitted to eSourcing Helpdesk
Phone 08000 698 632
Email customersupport@jaggaer.com
- Please note; the eSourcing Portal is a free self-registration portal. Bidders can complete the online registration at the following link:
<https://beisgroup.ukp.app.jaggaer.com/>
- 8.02 All enquiries with respect to access to the Digital Platform portal and problems with functionality within the portal must be submitted to Digital Platform Team / Helpdesk. Please note; the Digital Platform is a free self-registration portal. Bidders can complete the online registration at the following link: <https://www.find-tender.service.gov.uk/>
- 8.03 Bidders will be specifically advised where attachments are permissible to support a question response within the eSourcing Portal. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 8.04 Question numbering is not always sequential and all questions which require submission are included in the procurement documents in excess of the CDP.
- 8.05 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 8.06 We do not guarantee to award any Contract as a result of this procurement
- 8.07 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority / UKSBS.
- 8.08 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through the eSourcing Portal.
- 8.09 If you are a SPV, Consortium, Partnership you must provide details of the organisational structure and complete details, as required within the CDP.
- 8.10 Bidders will be expected to comply with the Freedom of Information Act 2000, or your Bid will be excluded.
- 8.11 By submitting a response to this ITQ Bidders are agreeing that their Bid and any Contract may be made public via an FOI request suitably redacted by the Contracting Authority.
- 8.12 Your bid will be valid for 90 days or your Bid will be excluded.

- 8.13 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 exclude your Bid.
- 8.14 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.
- 8.15 If you fail mandatory pass / fail criteria this may result in the exclusion of your bid dependent upon the specific question and or circumstances.
- 8.16 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the eSourcing Portal.
- 8.17 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 e.g. a financial check on the winning bidder(s) bid(s), the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder and award it to the next highest scoring bidder.
- 8.18 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 eSourcing Portal.
- 8.19 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.

- 8.20 The Government revised its Government Security Classifications (GSC) classification scheme on the 5th of August 2024 to replace the previous 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.

9. The Contracting Authority's Contact Details

- 9.1 Unless stated otherwise in these Instructions or in writing from UKSBS 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 eSourcing Portal to the designated UKSBS contact. Any and all communications and information attained outside of the eSourcing Portal shall have no legal standing nor worth and should not be relied upon in submitting your bid response.
- 9.2 Bidders should be mindful that the designated Contact or other persons associated with this opportunity, should not under any circumstances be sent a copy of their Bid response outside of the eSourcing Portal, unless the portal cannot receive your response due to an outage, should this happen then Contracting Authority will suitably formally instruct all bidders as to how to submit your Response. Failure to follow this requirement will result in exclusion of your Bid.

USEFUL INFORMATION LINKS

- <https://www.find-tender.service.gov.uk/>
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

10. Freedom of information

- 10.1 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), UKSBS or the Contracting Authority may be required to disclose information submitted by the Bidder to the to the Contracting Authority.
- 10.2 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.
- 10.3 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.

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

11. Timescales

- 11.1 [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.

12. The Contracting Authority's Contact Details

- 12.1 Unless stated otherwise in these Instructions or in writing from UKSBS 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 eSourcing Portal tool to the designated UKSBS contact.
- 12.2 Bidders should be mindful that the designated Contact or other persons associated with this opportunity, should not under any circumstances be sent a copy of their Response outside of the eSourcing Portal, unless the portal cannot receive your response due to an outage, should this happen then Contracting Authority will suitably formally instruct all bidders as to how to submit your Response. Failure to follow this requirement will result in the exclusion of your Bid.

Appendix A – Glossary of Terms

TERM	MEANING
“Bid”, “Response”, “Submitted Bid”, or “ITQ Response”	means the Bidders formal offer in response to this Invitation to Quote
“Bidder(s)”	means the organisation(s) being invited to respond to this Invitation to Quote
“Buyer”	means the person in UKSBS who is responsible for conducting the procurement for and on behalf of the Contracting Authority.
“Central Digital Platform or CDP”	means the Governments Central Digital platform where this procurement is being conducted all potential bidders must register on prior to registering an interest in a procurement opportunity and ultimately to provide a bid submission via to the Contracting Authorities e-sourcing platform. https://www.find-tender.service.gov.uk/
“Central Purchasing Body”	means a duly constituted public sector organisation which procures Goods and or 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 if and as described in the Digital Platform.
“Contracting Authority”	Means a public body regulated under the Public Procurement Regulations as applicable to this procurement, for and or on whose behalf the procurement is being run by UKSBS unless this is for UKSBS.
“Contracting Bodies”	means the Contracting Authority and any other contracting authorities described in the CDP, Procurement documents and Notice
“Customer”	means the legal entity (or entities) for which any Contract agreed will be made accessible to, in excess of the Contracting Authority.
“Debarment”	means the mechanism under which a Minister of the Crown can put any supplier on the centrally published debarment list. This must be following an investigation, whereby the minister is satisfied that a supplier is an excluded supplier or an excludable supplier and should be added to the debarment list.
“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 2004 (as amended 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 regulations

“eSourcing Portal”	means the online system that all potential bidders must use to seek clarifications in this procurement opportunity and ultimately to provide a bid submission via.
“FoIA”	means the Freedom of Information Act 2000 and any subordinate legislation made under such Act (as amended 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
“Goods / Services / Works”	means any Goods and or Services or Works set out at within Section 4 Specification
“Invitation to Quote” or “ITQ”	means this Invitation to Quote documentation and all related procurement 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
“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 UKSBS that will be dealing with the procurement
“Order”	means an order served by any Contracting Body on the Supplier
“PA2023”	means the Procurement Act 2023 and its associated Statutory Instruments that apply to this procedure, e.g.the Procurement Regulations 2024.
“Procurement Documents”	Means the documentation and information that is provided to all bidders so as to provide a bid(s) against the procurement opportunity.
“PSC”	means Persons of Significant Control associated with your bid submission
“Reserved rights”	means as if stated within these procurement documents reserved rights of the Contracting Authority to reconfigure the service provision, purchase additional Supplier Goods and or Services.
“Supplier(s)”	means in non UKSBS terms Cabinet Office e.g. a Government PPN or a specific Departments terminology question to an organisation(s) / Bidder who is bidding for this opportunity or a supplier who is not bidding this opportunity but may be subcontracted in remoteness to this opportunity e.g. UK / Treaty suppliers. In UKSBS terms it means in all procurement opportunities after an award decision(s) have been reached, the Bidder(s) / organisation(s) who have been awarded the Contract(s) then become a Supplier.
“Tender exercise”	means the activities and implications surrounding the procurement, in the GDPR aspects section of the procurement documents.
“UKSBS”	means UK Shared Business Services Ltd herein after referred to as UKSBS.
“Unique Identifier”	means Unique identifiers defined in regulation 8 of the Procurement Regulations 2024. In the case of a bidder, it is the unique code which is submitted to the digital platform and is recognised by that platform or, where no such code is submitted and recognised, it is the unique code which is

	allocated by that platform when the Bidder registers on that digital platform.
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