



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Department for Business,
Innovation and Skills (BIS)**

Subject UK SBS

Chief Executive Officer, Arts and Humanities Research Council

Sourcing reference number UK SBS PS150152

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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

Department for Business, Innovation and Skills (BIS)

The Department for Business, Innovation & Skills (BIS) is the department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BIS also protects consumers and reduces the impact of regulation.

BIS is a ministerial department, supported by 48 agencies and public bodies.

Department for Business, Innovation and Skills achievements include:

- Funding 457,000 apprenticeship starts in 2010-11 Academic Year
- Committing £75 million to support innovation in technology-based SMEs
- Helping 25,000 UK businesses (mainly SMEs), employing over 13 million people, to make the most of opportunities for growth in overseas markets; Growth Accelerator is a new Department for Business funded-service to help up to 26,000 small and medium enterprises (SMEs) grow as much as they can over three years. Working with an experienced coach, businesses will receive a personalised growth plan, training and workshops, networking and peer to peer support. SMEs can also learn how to develop their leadership and management capability.
- With the Cabinet Office, leading the review of 1,200 regulations across Government as part of the Red Tape Challenge, more than half of which will be scrapped or improved.

<http://www.bis.gov.uk>

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	Department for Business, Innovation and Skills (BIS) 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Sharon Jennings
3.3	Buyer contact details	Sharon.jennings@uksbs.co.uk +44 (0)1793 867988
3.4	Estimated value of the Opportunity	Value: Not disclosed Duration: The contract is intended to last a duration of 10 months however the contract will conclude when the recruitment campaign has been successfully delivered.
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	17/07/2015 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	22/07/2015 11.00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	28/07/2015 11.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	04/08/2015 11.00

3.10	Date/time Bidders should be available if face to face clarifications are required	<p>If Clarifications are required, these will take place w/c 3rd August 2015. These will be conducted through either telephone or face to face sessions.</p> <p>Bidders should be aware that they may be required to attend a clarification session in BIS Head Office, London on a date decided by the customer.</p>
3.11	Anticipated Award date	Subject to Ministerial Approval
3.12	Bid Validity Period	60 Days

Please note that the dates and times detailed are subject to change. Any changes that are made are to the discretion of UK SBS and/or the Customer. Any amendments to the dates and times will be communicated through the e-Sourcing suite. The contract is intended to last a duration of 10 months however the contract will conclude when the recruitment campaign has been successfully delivered..

Section 4 – Specification

Introduction:

The Arts and Humanities Research Council

The Arts and Humanities Research Council (AHRC) is a public body with a Royal Charter operating as an executive non-departmental public body accountable through the Director General Knowledge and Innovation (DGKI), to the Secretary of State for Business, Innovation and Skills and the Minister for Universities and Science.

The primary purposes of the AHRC as set out in its Royal Charter are to:

- promote and support high quality research and postgraduate basic, strategic and applied research and related postgraduate training in the arts and humanities;
- advance knowledge and understanding of the arts and humanities (including promoting and supporting exploitation of research outcomes and research relating to the cultural aspects of the different parts of the UK)
- provide trained personnel who meet the needs of their users and beneficiaries and thereby and thereby to contribute to the economic competitiveness of the UK and effectiveness of public services and policy;
- enhance the quality of life and creative output of the nation.

In respect of these purposes its objectives require the AHRC to enhance public awareness, communicate the outcomes of research, encourage public engagement and dialogue, disseminate knowledge and provide advice.

AHRC works closely with other Research Councils through Research Councils UK (RCUK) to:

- create a common framework for research, training, knowledge transfer; and
- harmonise services to the academic and stakeholder communities and other research funders (both UK and international).

The AHRC is an executive Non Departmental Body (NDPB) which is a partner organisation of the Department of Business Innovation and Skills (BIS).

Aims:

BIS' Research Councils Unit needs to recruit a new Chief Executive Officer for the AHRC as the current CEO is due to step down at the end of December 2015. The Department needs secure executive search services in order to reach into the relevant academic community to ensure a strong field of suitable candidates.

Due to the specialist nature of this post there is a need to secure expertise and resources of external search and recruitment consultancy services to ensure that there is a strong field of suitably qualified, high calibre and diverse candidates for interview, to enable the Secretary of State (SoS) to have a choice in making a strong appointment to this role.

Objectives and success measures:

- To provide a cost effective and professional service in delivering search and recruitment for the campaign with positive feedback on delivery from senior stakeholders;
- To provide targeted search that ensures applicants have the relevant skills and ability as set out in the role description and selection criteria;
- Applicants diversity monitoring data and political questionnaire submitted to Centre of Expertise;
- Success will be the appointment of a high calibre candidate to the post drawing on a wide and diverse pool of applicants that ensures the Minister has a choice of whom to appoint.
- The appointment is compliant with the Commissioner's Code

Background to the requirement:

The Secretary of State for Business Innovation and Skills (BIS) is responsible for the appointment of the Chief Executive. The post holder also currently assumes the responsibilities as Deputy Chair of the Council and is the Accounting Officer. The Chief Executive is responsible for leading AHRC and for the overall academic and managerial direction of AHRC staff and other resources.

Amongst other things the main responsibilities include to:

- lead AHRC in the successful pursuit of its mission providing the leadership and vision necessary to maintain and develop the quality and outputs of its research and postgraduate portfolio;
- work with a non-executive Chair and Council of up to 18 members to lead the AHRC in the formulation and pursuit of its strategic priorities and operational objectives;
- implement the policies agreed by the Council and BIS;
- provide day to day leadership and management of the AHRC including fulfilling the responsibilities inherent to the role of Accounting Officer (see Appendix One);
- represent the ARHC to its numerous and diverse stakeholders in government and public funding agencies, higher education institutions, academic and research communities industry and other businesses and the public at large;

Further information can be found in the appendix.

Changes in the way in which BIS delivers its ministerial public appointments.

The 1 April 2015 saw the Centre of Expertise (CoE) formally established within the Partner Organisations and Governance team in BIS to deliver excellence in ministerial public appointments across the Department. This was a key part of the Sponsorship Reforms made possible through the Future Shape of BIS Programme which implemented the recommendations of the BIS Strategic Review. This Programme was one of the Department's top priorities for 2014/15 with the aim to create a simpler and more efficient and effective BIS and moves the responsibility of delivering the bulk of the campaign process away from sponsor teams across the department to a central hub. The CoE is responsible for:

- managing ministerial public appointments
- setting the appointments strategy
- leading and making decisions on public appointment policy
- providing expert advice and guidance
- leading the commercial management of executive search consultants; and

- co-ordinating the planning for BIS ministerial public appointments and re-appointments.

You will be working primarily with a named Public Appointments Policy and Assurance contact within the CoE who will be responsible for:

- contract management of the search and recruitment consultancy, ensuring the campaign delivers its key milestones and success criteria resulting in high calibre candidates appointed to the posts ;
- project managing the campaign to ensure the campaign remains on track and any risks / issues are mitigated / addressed
- working with the appointed consultants on the content of appointment documentation
- and advertising to ensure high quality of standards are delivered;
- working with the consultants on a targeted diversity campaign;
- working with consultants on the sifting and interview process;
- drafting ministerial submissions
- arranging the selection panel members;
- liaising with BIS Ministers office, Parliamentary Unit and Communications as part of the appointments process.

The campaign will also be supported by other team members who will carry-out specific roles in the successful delivery of the campaign and appointment on-boarding. The CoE will also be liaising closely with the policy team in the Research Base Directorate throughout the campaign.

Scope:

The appointed search and recruitment consultancy firm will be required to deliver search requirements and assist the Centre of Expertise and the Research Councils Unit in BIS with the selection process for the vacancy in order for the successful applicants to take up post as soon as possible in 2016. This post is not regulated by the Commissioner for Public Appointments, however the campaign process will follow best practice according to those appointment principles.

Further details on the role is set out in Annex A

Requirement:

The consultants will be required to undertake the following work:

- Attend planning meetings and discuss search and campaign requirements with CoE and other key stakeholders;
- Provide search and selection services ensuring a strong and diverse field of candidates;
- Provide the CoE with a regular update on search activity;
- Give support and advice on the preparation of recruitment documents and ensure applicant packs are made available in alternative formats if requested;
- Advise on advertising text and negotiating with media on prices for placing external adverts, plus placing advert; and bringing the advert to the attention of names of potential applicants;
- Managing expressions of interest, applications and handling enquiries;
- Produce search report including diversity monitoring data;
- Carry-out pre-sift process (grading candidates according to fit against selection criteria), prepare panel packs etc for longlist and shortlist sifts and attend meetings

- with selection panel (as required);
- Arrange and carry-out initial interviews with long listed candidates;
- Take up references;
- Arrange 1:1s with senior colleagues (as required);
- Stand down candidates and liaise with successful candidates through the stages;
- Provide feedback to candidates on request;
- Arrange interviews with candidates and prepare selection panel for interviews including panel pack;
- Carry-out post interview arrangements with successful candidate as required.

Deliverables:

- Through executive search, suitably qualified, high calibre applicants drawn from a strong field applying for the vacancy;
- Advertising that is proportionate and relevant to attract high calibre applicants for the vacancies;
- Recommendations / referrals followed up with individuals applying for the vacancy;
- All recruitment documents are accessible and professional;
- All contact made with applicants and potential applicants by the consultants is delivered professionally;
- Research delivered to a high standard in the right format to meet the Department's needs and delivered on time;
- Pre-sift results in a strong field of applicants progressing through the recruitment process;
- The pre-sift results are accepted by the selection panel members as accurate against the agreed criteria;
- Strong field of applicants recommended for interview;
- Diversity data accurately recorded and applicants completed forms submitted to the CoE;
- The service provided is delivered on time and to a high standard with key stakeholders providing positive feedback on the consultant's added value.

You will be expected to:

- Keep in touch on a regular basis with key contact in the CoE throughout the process, and if any issues arise to get in touch without delay so these can be resolved together.
- Update your contact on a regular basis throughout the search period.
- Attend meetings when required.
- Have at least one meeting with senior stakeholders and keep in touch as required.
- Supply a list of applicants approached and provide a report on search activities and outcome. When undertaking the search, and following up recommendations, to ensure that potential applicants understand that this is an open competition and that appointments are based on merit.
- Deliver the stages covered in the programme of work, in partnership with the CoE's campaign contract manager ensuring all recruitment documents have had the necessary clearance before they are used.
- Participate in an evaluation review at the end of the appointments process to share what went well and any areas identified for improvement.
- Be familiar with the Commissioner for Public Appointments Code of Practice April 2012 and the Cabinet Office Making and Managing Appointments, Best Practice Guidance.
- Retain key documents for the competitions, as required under the Commissioners Code and forward to the CoE.
- Handle sensitive personnel data securely. You are asked to note that personnel

working on this assignment should not hold any data of a personal nature relating to applicants on an unencrypted laptop, drive or memory stick.

- Head all documents / emails that contain information about applicants e with the following protection marking “official sensitive”
- Ensure quality of standards, as set out in your proposal, are delivered throughout this assignment.

Proposed project process timetable:

- The Department needs the new CEO in place as soon as possible in 2016
- Campaign to go live in September 2015
- Updates on search activity as required by CoE
- Draft research report on search and diversity data with CoE
- Final research report with CoE and Panel members to agreed timetable
- Pre-sifting carried-out and graded A-D
- Panel Packs sent to panel members as agreed
- Prepare and attend sifting meetings
- Conversations with longlisted candidates
- Stand down candidates
- Organise interview slots
- Keep in touch with successful candidates going through the process
- Advice and support panel members during interview process
- Provide support as required for onboarding

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 ($5+5+6 = 16 \div 3 = 5.33$))

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
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification
Quality	PROJ1.1	Timeframe
Quality	PROJ1.2	Team
Quality	PROJ1.3	OCPA Principles
Price	PROJ2.1	Payment Policy
-	-	Invitation to Quote – received on time within e-sourcing tool

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	PROJ2.2	Fixed administration charge for the service	10%
Price	PROJ2.3	Fixed cost for successfully filling the position	10%
Quality	PROJ1.4	Executive search and methodology	20%
Quality	PROJ1.5	Utilising experience and skillset	40%
Quality	PROJ1.6	Range of candidates	20%

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: 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 Award of any contract is subject to Ministerial approval.
- 7.28 We do not guarantee to award any Contract as a result of this procurement
- 7.29 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.30 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.31 If you are a Consortium you must provide details of the Consortiums structure.
- 7.32 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.33 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
- 7.34 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.35 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.
- 7.36 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.
- 7.37 If you fail mandatory pass / fail criteria we will reject your Bid.

- 7.38 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.39 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.
- 7.40 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.
- 7.41 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.

- 7.42 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](#)

Appendix

Annex A

Chief Executive of the Arts and Humanities Research Council (AHRC)

Particulars of the role and person specification from previous campaign

The organisation

The Arts and Humanities Research Council is a public body with a Royal Charter operating as an executive non-departmental public body accountable through the Director General Knowledge and Innovation (DGKI), to the Secretary of State for Business, Innovation and Skills.

The primary purposes of the AHRC as set out in its Royal Charter are:

- to promote and support high quality research and postgraduate training in the arts and humanities;
- to contribute to the economic competitiveness of the UK and effectiveness of public services and policy and to enhance the quality of life and creative output of the nation;
- to provide trained personnel who will contribute to the economic competitiveness of the UK and effectiveness of public services;
- to enhance the quality of life and creative output of the nation.

In respect of these purposes its objectives require it to enhance public awareness, communicate the outcomes of research, encourage public engagement and dialogue, disseminate knowledge and provide advice.

In 2014-15 AHRC's budget is approximately £98 million and it employs around 85 staff.

AHRC works closely with other Research Councils through Research Councils UK (RCUK) to:

- create a common framework for research, training, knowledge transfer; and
- harmonise services to the academic and stakeholder communities and other science funders (both UK and international).

The post

The post of Chief Executive will become vacant on 01 January 2016 after Professor Rick Rylance steps down.

The Chief Executive is appointed by the Secretary of State for Business, Innovation and Skills as the Deputy Chair of AHRC's Governing Council and its senior full-time Officer. The Chief Executive is the Accounting Officer appointed by the BIS Permanent Secretary and Principal Accounting Officer.

The Chief Executive is responsible for providing both the academic and managerial leadership of the AHRC and for the overall direction and management of AHRC staff and other resources.

The position will necessarily involve close liaison with:

- the AHRC Chair;
- the academic community in the arts and humanities;
- the Director General of Knowledge and Innovation and colleagues at BIS;
- the Chief Executives of other Research Councils and in particular the Chair of the RCUK Executive Group;
- senior officials in government departments;
- Innovate UK;
- other significant stakeholders in the higher education and research sector, creative and performing arts and industries, other cultural organisations, and the wider public sector; and
- international research organisations.

Main Responsibilities will include to:

- manage the AHRC in its successful pursuit of its objectives providing the leadership and vision necessary to maintain and develop the quality and outputs of its research and postgraduate portfolio;
- to drive up the economic impact of AHRC spending and provide leadership to the academic community on the impact agenda;
- work with a part-time Chair and Council to lead the AHRC in the pursuit of its strategic priorities and operational objectives;
- implement the policies agreed by the Council and BIS;
- provide day to day leadership and management of the AHRC including fulfilling the responsibilities inherent to the role of Accounting Officer; and
- represent the AHRC to its numerous and diverse stakeholders in government and public funding agencies, higher education institutions, academic and research communities, creative and performing arts and industry organisations and the public at large.

Particular Challenges

- to ensure continued recognition for the AHRC as a major contributor to world-class research in the arts and humanities sector both nationally and internationally;
- to set out a vision to help expand, maintain and exploit the UK's strong international position in the arts and humanities;

- to lead AHRC's strategic approach to the funding of research, in relation to both directed and responsive-mode programmes, to the funding of post graduate and skills training; and to secure stakeholder support for the strategy;
- to implement this strategy in the light of the Comprehensive Spending Review settlement and the Delivery Plan agreed with BIS;
- to lead AHRC's knowledge transfer and innovation activities, and to ensure that the arts and humanities sector understand and engage with these, so as to drive up the economic and social impact of research funded by the Council;
- to build a strong economic impact capability within the staff of AHRC;
- to lead an evolving organisation and to continue to develop positive relationships with the other Research Councils, government departments and industry;
- to work together with the other Council Chief Executives to ensure the successful implementation and operation of shared services such as the Professional Support Unit (PSU);
- to promote and foster interdisciplinary work across the AHRC and with other Research Councils including cross council programmes announced with the allocations of the science budget following the spending review.

Requirement

The successful candidate will be able to demonstrate the following:

Standing

- be of the appropriate stature to represent the AHRC at the highest level in government, with industry, in academia, with learned societies, including the British Academy, and professional organisations, in the UK, and internationally;
- be someone who is able to command confidence and have credibility across the wide academic domain of the arts and humanities;

Strategic Vision

- have a strategic outlook, able to develop long-term plans and chart a path towards their achievement whilst balancing the need to manage short-term pressures;
- take a broad view of the AHRC's objectives and issues arising across the range of the arts and humanities, and not be limited to his or her own discipline;
- be able to draw together diverse information and opinions from a range of sources, and make decisions and act in accordance with the purposes, aims and objectives of the AHRC;

Leadership and Management

- have good leadership and management skills and, specifically, be experienced in the management of significant numbers of staff and able to inspire and motivate colleagues at all levels in the organisation;
- recognise the implications of the role of Accounting Officer so as to inspire confidence in the Chief Executive's accountability for £100 million pa of public funding and be capable of discharging it with diligence and probity;

Interpersonal, Communication and Networking Skills

- be an excellent communicator, able to build bridges between the research community and those able to exploit the results of research, and effectively articulate strategy and policy both to large (and occasionally difficult) audiences and to individuals;
- be able to work with colleagues at all levels of authority, competence and status in order to promote the effective operation of the AHRC;

Breadth of Understanding

- be familiar with current developments in the full spectrum of the UK arts and humanities disciplines relevant to the work of the AHRC;
- understand the need to demonstrate not only the highest standards of research in the UK arts and humanities but also its wider relevance to the cultural, social and economic wellbeing of the country.