

The Education Endowment Foundation (EEF) is an independent charity dedicated to breaking the link between family income and educational achievement, by providing schools with evidence on effective practice to support educational attainment. To achieve this, we synthesise and commission robust research evidence on educational practice. To date we have funded over 200 large-scale randomised control trials (RCTs) involving more than 14,000 schools, nurseries and colleges. We then work to disseminate this evidence to ensure impact. 70% of school leaders say they use EEF evidence to inform their decision-making.

The EEF was established as a registered charity in 2011 with a founding grant of £125 million from the Department for Education, to be expended within 15 years on its grant-making and other activities. In addition to generating investment returns on this endowment, the EEF actively seeks to partner with other funders to help extend the reach of its work. In 2022, the EEF was granted a further £137m by the Department for Education to re-endow the organisation and enable its continuing work for at least a further decade. Sir Peter Lampl has chaired the charity since its inception and is due to step down in January 2024. Sir Peter was instrumental in the original bid for stewardship of the EEF, formulated between The Sutton Trust and Impetus. As such, his completion of his longstanding Chairship, and the appointment of a new Chair, is a significant moment for the EEF. The EEF is conducting this procurement exercise for the purpose of procuring the services described in the Specification.

This invitation to tender:

- Sets out the overall timetable and process for the procurement of tenders.
- Provides tenderers with sufficient information to enable them to submit a compliant tender.
- Sets out the award criteria and the tender evaluation model that will be used to evaluate the tenders.
- Explains the administrative arrangements for the receipt of tenders.

Purpose and scope

The EEF is seeking a search firm with a strong track-record of Trustee and Chair appointments in the Charity sector, at the highest level, to support the appointment of its next Chair of Trustees.

The note below outlines the parameters for appointing a search firm.

Specification

The EEF's chair and founder trustee Sir Peter Lampl will be stepping down in January 2024, so the EEF is seeking a search firm to find candidates to lead the Board and ensure the effective governance and strategic oversight of the EEF.

Value of the contract

Competitive fee expected. Please include incidentals and other expenses costs in your proposal.

Contract Term

The EEF proposes to enter into one contract covering the period needed to appoint the Chair, but not expected to be more than 6 months. The anticipated service commencement date is February 2023.

Timeline

This procurement will follow a clear, structured and transparent process to ensure a fair and level playing field is maintained at all times, and that all Tenderers are treated equally.

The key dates for this procurement are currently anticipated to be as follows:

- Tender opening: 13th December 2022
- Deadline for requesting clarifications: 20 December 2022
- Target deadline for responding to requests for clarification: 30 December 2022
- Close of tender: 13th January 2023 5pm
- Evaluation of tenders: 16th January 2023 to 20th January 2023
- Award: w/b 6th February 2023
- Due diligence/Reference checks: w/b 13th February 2023
- Start of search including drafting the job description: w/b 13 February 2023

Contract award

The EEF may award the contract on the basis of a tender submitted in accordance with the instructions below.

The contract award is subject to the formal approval process of the EEF. Until all necessary approvals are obtained and the standstill period completed, no contract will be entered into.

Once the EEF has reached a decision in respect of a contract award, it will notify all tenderers of that decision and provide for a standstill period before entering into any contract.

Tender Completion Information

All documents comprising the tender must be completed and sent to procurement@eefoundation.org.uk by 12 January 2023 5pm BST (the "Deadline") using reference "EEF Chair appointment 2023".

The following requirements must be adhered to when submitting Tenders:

- The pages of the tender documents must be numbered sequentially as "Page [x] of [xx]" and include the date and title of the document on each page of the main body.
- Any additional pre-existing material which is necessary to support the tender should be included as schedules with cross-references to this material in the main body of the tender. Cross-references to this tender should also be included in the tender whenever this is relevant.
- Each tender must be uniquely named or referenced.
- A table of contents must be provided.
- A list of supporting material must be supplied.

The tender must be clear, concise and complete. The EEF reserves the right to mark a tenderer down or exclude them from the procurement if its tender contains any ambiguities, caveats or lacks clarity. Tenderers should submit only such information as is necessary to respond effectively to this ITT. Tenders will be evaluated on the basis of information submitted by the Deadline.

Submission of Tenders

Each tenderer must submit one tender. The tender must meet the EEF's minimum requirements, operate as a standalone tender and not be dependent on any other tender or any other factors external to the tender itself. That is, the tender must be capable of being accepted by the EEF in its own right.

Contract terms

The EEF is open to tenderers using their own form of contract. Terms that will/won't be acceptable to EEF are as follows:

1. We expect a fixed price structure for the services and for the fees to be agreed in advance with payment made in accordance with the progress of the recruitment.

2. Additional expenses expected (if any) to be agreed in advance.
3. Data protection and security: we expect you to have high standards of security over personal data in place.
4. Confidentiality clause to be included in the terms.
5. Use of third parties or subcontractors: we expect to have these agreed in advance of us signing the terms and that consent by the EEF to use third parties is sought first.
6. Termination clause: termination by either party to be possible with 1 month notice maximum.

Clarifications about the services or ITT

- Any clarifications relating to this ITT must be submitted to procurement@eefoundation.org.uk. The EEF will respond to all reasonable queries as soon as possible. All queries and responses will be dealt with by email only. If a tenderer wishes the EEF to treat a clarification as confidential and not issue the response to all tenderers, it must state this when submitting the clarification. If, in the opinion of the EEF, the clarification is not confidential, the EEF will inform the tenderer and it will have an opportunity to withdraw it. If the clarification is not withdrawn, the response will be issued to all tenderers.
- The deadline for receipt of clarifications relating to the services or this ITT is set out above.
- Tenderers are advised not to rely on communications from the EEF in respect of the services or ITT unless they are made in accordance with these instructions.

Expected output in tender proposals

The proposal submitted should include the following output:

- Search strategy and approach
- Key personnel and their bios
- Evidence of Trustee and Chair search experience in the Charity sector at the highest level
- References from customers in the sector
- Evidence of a diverse, equal and inclusive process
- Estimated timeline
- Breakdown of fees proposed as well as detail of any additional costs likely to be incurred and estimate of these costs.
- Chair appointment past track record

Evaluation criteria

Any contract awarded as a result of this procurement will be awarded on the basis of the offer that best aligns with the EEF's investment mandate whilst also being economically advantageous to the EEF. The Award Criteria (**Award Criteria**) are:

- 30% cost
- 70% technical or quality

Scores are arrived at following the application of the Evaluation Criteria (**Evaluation Criteria**) set out below to the tenderer's tender.

Tenderers are required to submit a tender strictly in accordance with the requirements set out in this ITT, to ensure the EEF has the correct information to make the evaluation. Evasive, unclear or hedged tenders may be discounted in evaluation and may, at the EEF's discretion, be taken as a rejection by the EEF of the terms set out in this ITT.

The Tender Evaluation Model showing the Evaluation Criteria and the maximum scores attributable to them is set out below.

The method of scoring the quality evaluation questions will be in accordance with the following 6 point scale. The evaluation panel will use this to assign a score to each evaluation question response, which, following the group

consensus marking, will then be multiplied by the respective question weighting to produce a weighted score for each evaluation question. Once the weighting to individual question responses have been applied the weighted scores will be added together to determine a final “Quality Score” out of 100.

In general terms, scores will be awarded that correspond with the descriptor for the relevant score, quality evaluation responses will score higher where they answer the question in full, address all the criteria within the question and are supported by contextual evidence to demonstrate knowledge, experience, capability, and/or capacity relevant to the award criteria. Lower scores will be given where the question has not been answered in full, all the criteria have not been satisfactorily addressed, and/or there is not relevant evidence to support the response leading the evaluation panel to identify omissions or concerns that could represent a risk to the delivery of the requirement as specified.

Scoring Scale

Assessment	Marks	Criteria
Excellent	5	<p>The response answers the question in full, successfully meets all the criteria, and presents proposals that exceed or enhance the EEF’s requirement.</p> <p>Full and relevant evidence is provided to enhance the response.</p> <p>Demonstrates a comprehensive level of knowledge, experience, capability, or capacity and demonstrates that the Potential Provider can meet the requirement in full and to a high standard.</p>
Good	4	<p>The response answers the question in full and successfully meets all the criteria.</p> <p>Full and relevant evidence is provided to support the response.</p> <p>Demonstrates a good level of knowledge, experience, capability, or capacity and no concerns or omissions are identified.</p>
Satisfactory	3	<p>The response answers the question and meets the criteria to a satisfactory standard but may lack some clarity or detail in how the proposed solutions will be achieved.</p> <p>Relevant evidence is provided to support the response. Lack of clarity and any missing evidence or detail is only minor.</p> <p>Demonstrates a satisfactory level of knowledge, experience, capability, or capacity and any concerns or omissions are not considered to represent a risk or could be reasonably resolved.</p>
Poor	2	<p>The response does not answer the question in full and either satisfies only some of the criteria or exhibits omissions regarding meeting the criteria.</p> <p>Some evidence is provided to support the response but is lacking in sufficient detail in one or more areas.</p> <p>Demonstrates a lack of knowledge, experience, capability, or capacity and presents concerns or omissions that are considered to represent a risk or would have an impact on service delivery that would require significant external intervention to manage or resolve.</p>

Very Poor	1	<p>The response does not answer the question and either fails to meet a number of criteria or exhibits clear and significant omissions with regard to meeting the criteria.</p> <p>Inadequate or no supporting evidence has been provided to support the response.</p> <p>Demonstrates a lack of knowledge, experience, capability, or capacity and presents significant concerns or omissions that are considered to represent an unacceptable level of risk and/or would have a detrimental impact on service delivery.</p>
Unacceptable	0	<p>The response is absent or incomplete and/or the proposals are not relevant to the EEF's requirements. The response does not meet the EEF's requirements.</p>

The proposals will be assessed based on the following criteria:

Evaluation criteria	Weighting
1. Fee levels and cost: 1a - search fees 1b – incidentals such as job advertisement costs and other expenses	Scored out of 5 Weighting 30%
2. Level of experience in recruiting for prominent Chair and CEO positions in the not-for-profit sector Your response should demonstrate, but not be limited to: examples of recent successful recruitment, testimonials from clients, initial thoughts on potential candidates	Scored out of 5 Weighting 60%
3. Alignment of the search firm's policies with the mission of the EEF and its commitment to Diversity, Equality and Inclusion Your response should demonstrate, but not be limited to: Describe your commitment to diversity, equality and inclusion (DEI), how you foster DEI through your recruitment and search processes, what are your DEI objectives for your own firm and your client's searches, what plan and tools you have put in place to achieve these DEI objectives.	Scored out of 5 Weighting 10%
Total	Maximum score 50

Mandatory criteria (pass/fail)

The search firm tendering must:

- Have experience recruiting prominent Chair positions in the not-for-profit sector, at an appropriately high level and inclusive of DEI criteria

- Provide a convincing account of methods to recruit suitable candidates
- Have high standards of security for managing personal data
- Propose total costs including incidentals

Clarifications about the contents of a tender

The EEF reserves the right (but is not obliged) to seek clarification of any aspect of a tenderer's tender during the evaluation phase where necessary for the purposes of carrying out a fair evaluation. Tenderers are asked to respond to such requests promptly. Vague or ambiguous answers are likely to score poorly or render the tender non-compliant.

Disclaimer

While the information contained in this ITT is believed to be correct at the time of issue, neither the EEF, its advisors, nor any other awarding authorities will accept any liability for its accuracy, adequacy or completeness, nor will any express or implied warranty be given. This exclusion extends to liability in relation to any statement, opinion or conclusion contained in or any omission from, this ITT (including its appendices) and in respect of any other written or oral communication transmitted (or otherwise made available) to any tenderer. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the EEF.

If a tenderer proposes to enter into a contract with the EEF, it must rely on its own enquiries and on the terms and conditions set out in the contract (as and when finally executed), subject to the limitations and restrictions specified in it.

Neither the issue of this ITT, nor any of the information presented in it, should be regarded as a commitment or representation on the part of the EEF (or any other person) to enter into a contractual arrangement.

Although it is intended that the remainder of this process will take place in accordance with the timetable set out in this document, the EEF reserves the right to terminate, amend or vary the procurement process at any time.

Confidentiality

All information supplied by the EEF to tenderers (including this ITT and all other documents relating to the procurement), whether in writing or orally, is supplied on condition that it (including the fact that the tenderer has received this ITT) be kept confidential by the tenderer; it must not be copied, reproduced, distributed or passed to any other person at any time (except to professional advisors, consortium members or subcontractors for the sole purpose of enabling the tenderer to submit a tender) unless the information is already in the public domain.

Tenderer conduct and conflicts of interest

Any attempt by tenderers or their advisors to influence the contract award process in any way may result in the Tenderer being disqualified. Specifically, tenderers shall not directly or indirectly at any time:

- Devise or amend the content of their tender in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance.
- Enter into any agreement or arrangement with any other person as to the form or content of any other tender, or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other tender.
- Enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a tender.
- Canvass the EEF or any employees or agents of the EEF in relation to this procurement.
- Offer, promise or give any person working for or engaged by the EEF a financial or other advantage as an inducement or reward for any improper performance of a function or activity relating to this procurement.
- Attempt to obtain information from any of the employees or agents of the EEF or their advisors concerning another tenderer or tender.

Tenderers are responsible for ensuring that no direct or indirect conflicts of interest exist (whether personal, financial or otherwise) between the tenderer, its employees and advisors, and the EEF, its employees and advisors. Tenderers must prevent, identify and remedy any conflicts of interest within their group structures and within consortium or subcontracting arrangements which may result in any distortion of competition. Any tenderer who fails to comply with these requirements may be disqualified from the procurement at the discretion of the EEF.

The EEF's rights

The EEF reserves the right to:

- Waive or change the requirements of this ITT from time to time without prior (or any) notice being given by the EEF.
- Seek clarification in respect of any part of a tenderer's submission.
- Request tenderers to submit, supplement, clarify or complete relevant information or documentation where it appears to be incomplete, erroneous or missing.
- Disqualify any tenderer that does not submit a compliant tender in accordance with the instructions in this invitation to tender.
- Disqualify any tenderer that is guilty of serious misrepresentation or of negligently providing misleading information in relation to its tender, expression of interest, the SQ or the tender process.
- Reject a tender that is abnormally low.
- Not award a contract to the tenderer submitting the most economically advantageous tender where it has established that the tender does not comply with applicable obligations in the fields of environmental, social and labour law established by national law.
- Withdraw this invitation to tender at any time, or to re-invite tenders on the same or any alternative basis.
- Choose not to award any contract as a result of the current procurement process or to abandon that process.
- Make whatever changes it sees fit to the timetable, structure or content of the procurement process, depending on approvals processes or for any other reason.

Tender costs

The EEF will not be liable for any tender costs, expenditure, work or effort incurred by a tenderer in proceeding with or participating in this procurement, including if the procurement process is terminated or amended by the EEF.

Briefing notes for the search firm – appointment of the Chair of Trustees

1. Indicative Job description

About the EEF

The Education Endowment Foundation (EEF) is an independent charity dedicated to breaking the link between family income and educational achievement. We do this by supporting schools, nurseries and colleges to improve teaching and learning through better use of evidence. This year has brought more challenge for the education sector in England, as we tackle the ongoing implications to the learning and development of children and young people brought about by the COVID-19 pandemic. Yet again, schools, nurseries and colleges across the country have responded with resilience and dedication.

The EEF has played a key role in supporting the sector at this critical time: it has produced timely resources and guidance to support schools, nurseries, and colleges, as well as provided direct support through programmes and training.

The past year has highlighted how important the EEF's work is. This was recognised in the Schools White Paper in March, when the Department for Education committed to re-endowing the EEF to allow us to continue our work for at least another decade.

The EEF's reach and impact has been tremendous: the English education system is now one of the most evidence-informed in the world. Over half of state primary and secondary schools have taken part in an EEF-funded trial, and 70% of all school leaders use the Teaching and Learning Toolkit to inform their decision-making. As the challenge of tackling the attainment gap becomes ever greater, our hope is that the EEF remains a valuable and trusted source of support for all teachers and school leaders as they work to meet the needs of all their pupils, particularly those from socio-economically disadvantaged backgrounds.

Who we're looking for

The EEF's chair and founder trustee Sir Peter Lampl will be stepping down in January 2024, so the EEF is seeking a search firm to find candidates to lead the Board and ensure the effective governance and strategic development of the EEF.

The new chair will need a good understanding of governance gained in a non-executive or charity trustee role, and with experience of chairing a board, committee or other senior meetings. Candidates should also have excellent leadership and interpersonal skills that encourage collaboration, participation and consensus-building. Overall, the successful candidate will need to be an enthusiastic ambassador, act as a champion in raising awareness of the charity and promoting its work, and have the necessary time and commitment to fulfil the duties of chair and trustee. The candidate will have a strong commitment to the EEF's mission.

If you are excited by the challenge of leading the development of a highly successful and respected organisation providing high-quality and practical support to schools across the country to address educational inequality, then please visit the [*\[following link to download the role description and person specification and application form\]*](#).

The role is not remunerated and time commitment is expected to be circa 15h per quarter.

Role Description: Chair of Trustees

Working closely with our Chief Executive, Prof. Becky Francis, the new Chair will build on the existing platform to help take the already successful organisation forward to its next challenges. The main duties of the Chair of Trustees are to act as a champion of the mission and reputation of the Charity, to lead trustees in making sure they fulfil their responsibilities for the governance of the Charity including:

Strategic direction:

- ensuring the charity has a clear vision and strategy,
- ensuring that operational plans, budgets and fundraising strategy support the vision and strategic priorities

Performance management:

- agreeing the mechanisms for measuring the impact of the charity in relation to its strategic objectives
- agreeing board policies relating to key areas of the charity's business
- holding the chief executive to account for the day-to-day management and administration of the charity
- ensuring that the charity has effective employment policies and processes in place, to recruit, train and develop staff.

Legal and regulatory compliance:

- With the assistance of the Chief Executive and appropriate professional advisors be aware of —and ensure the EEF complies with—all legal, regulatory and statutory requirements.
- To maintain familiarity and comply with the Memorandum and Articles of Association of the Charity.

Financial oversight:

- To ensure the Charity's financial obligations are met and that there are adequate controls in place to ensure the charity's Funds are properly applied and that all assets and liabilities are recorded.
- To act reasonably and prudently in all matters relating to the Charity and always to bear in mind the interests of the Charity.
- To be accountable for the solvency of the Charity.
- To safeguard the reputation and intellectual property of the Charity.

- To ensure that the major risks to which the Charity is exposed are reviewed and that systems have been established to mitigate or minimise these risks.

Specific tasks:

- Chair Trustee meetings effectively, facilitating discussion, encouraging all trustees to participate and work well together as a team
- Ensure decisions taken at meetings are implemented and that Trustees are kept updated as necessary
- Oversee the activities of the Committees, ensuring they work effectively and report regularly to the Trustees
- Conduct an annual appraisal of the performance, development and support of the Chief Executive, taking account of the views of the Trustee board as a whole
- Chair the Nominations committee to ensure the Charity's needs for new Trustees are reviewed and appropriate candidates are nominated, that Trustees receive appropriate induction and training, that structure, remit and composition of the Committees are regularly reviewed and updated
- Ensure that the Trustees review both the performance of the Trustees as a whole and their own individual contributions annually
- In the event of a vacancy occurring, take charge of the search and appointment process for the Chief Executive.
- Hold regular meetings with the Chief Executive regarding the Charity's work and any issues of current concern and the Charity's support to staff and engagement with key stakeholders
- Act as the Charity's champion and participate actively in fundraising

Person specification:

- Commitment to the mission of the EEF
- Successful track record and achievements in senior leadership positions including demonstrable experience of being a 'change agent' in a large system with complex dynamics
- Good understanding of governance, legal duties, liabilities and responsibilities as a non-executive, and/or a charity trustee, and with experience of effective chairing of a board, committee or other senior meeting.
- Significant strategic leadership and executive management experience in successfully leading an organisation, or major operating division or group, through organisational strategy, change and transformation to secure financial sustainability.
- Strong financial acumen, with ability to interpret complex information, comprehend issues and assess risks, incorporating financial management information such as balance sheets, budgets and management accounts.
- Excellent networking skills to represent the Charity with professionalism and integrity to help consolidate stakeholder engagement and successful partnerships with a range of organisations.
- Good political nous and preferred previous experience of successfully interacting with policymakers at the highest level.
- Excellent leadership, interpersonal, communication and listening skills which encourage collaboration and participation, with the ability to take a robust approach when necessary to build consensus with tact, diplomacy and sensitivity.
- Sound judgement and understanding of the need to maintain objectivity and an ability to set and maintain professional boundaries.

2. EEF personnel to be involved in the Chair appointment process

The Nominations Committee is responsible for recommending a new Chair to the Board and be involved at key stages, with support in managing the process from the Executive (Chief Executive, Director of Finance and Operations) as appropriate. Hanneke Smits will lead the process on behalf of the Nominations Committee with support from all members.