



# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of UK Research and Innovation**

**Subject: Executive search for (i) Innovate UK Executive Chair; and (ii) UKRI Board Non-Executive Directors**

**Sourcing Reference Number: CS19137**

**UK Shared Business Services Ltd (UK SBS)**  
[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
Registered Office Polaris House, North Star Avenue, Swindon, Wiltshire SN2 1FF  
VAT registration GB618 3673 25  
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**Version 3.6**

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# Section 1 – About UK Shared Business Services

## Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for the Contracting Authorities of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our Contracting Authorities. This allows Contracting Authorities the freedom to focus resources on core activities; innovating and transforming their own organisations.

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

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by the Department for Business, Energy & Industrial Strategy (BEIS), UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

UK Shared Business Services Ltd changed its name from RCUK Shared Services Centre Ltd in March 2013.

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business, Energy and Industrial Strategy (BEIS) transition their procurement to UK SBS and Crown Commercial Services (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Contracting Authorities. Our Contracting Authorities who have access to our services and Contracts are detailed [here](#).

## **Privacy Statement**

At UK Shared Business Services (UK SBS) we recognise and understand that your privacy is extremely important and we want you to know exactly what kind of information we collect about you and how we use it.

This privacy notice link below details what you can expect from UK SBS when we collect your personal information.

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

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

## **UKRI Privacy Notice**

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

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

## **BEIS Privacy Notice**

### **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**

Your personal data will not be processed outside the European Union

## **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](mailto: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 Business, Energy & Industrial Strategy (BEIS)

You can contact the Data Protection Officer at:

BEIS Data Protection Officer, Department for Business, Energy and Industrial Strategy, 1 Victoria Street, London SW1H 0ET. Email: [dataprotection@beis.gov.uk](mailto:dataprotection@beis.gov.uk).

## Section 2 – About the Contracting Authority

### UK Research and Innovation

Operating across the whole of the UK and with a combined budget of more than £7 billion, UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years.

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

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

For more information, please visit: [www.ukri.org](http://www.ukri.org)

## Section 3 - Working with the Contracting Authority.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

Section 3 – Contact details		
3.1	Contracting Authority Name and address	UK Research and Innovation, Polaris House, North Star Avenue, Swindon, SN2 1FL
3.2	Buyer name	Chris Grant
3.3	Buyer contact details	<a href="mailto:Professionalservices@uksbs.co.uk">Professionalservices@uksbs.co.uk</a>
3.4	Estimated value of the Opportunity	£60,000.00 excluding VAT and expenses
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. 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.</b>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	Wednesday 27 <sup>th</sup> March 2019 Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	Tuesday 2 <sup>nd</sup> April 2019 14:00pm
18.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	Wednesday 3 <sup>rd</sup> April 2019
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	Tuesday 9 <sup>th</sup> April 2019 14:00pm
3.10	Date/time Bidders should be available for face to face interviews	w/c Monday 15 <sup>th</sup> April 2019 (Invitations will be issued by Friday 12 <sup>th</sup> April to confirm exact timings)
3.11	Anticipated notification date of successful and unsuccessful Bids	Thursday 18 <sup>th</sup> April 2019
3.12	Anticipated Award date	Thursday 18 <sup>th</sup> April 2019
3.13	Anticipated Contract Start date	Tuesday 23 <sup>rd</sup> April 2019
3.14	Anticipated Contract End date	Monday 30 <sup>th</sup> September 2019
3.15	Bid Validity Period	60 Days

## Section 4 – Specification

### **Introduction**

We require an executive search agency for the campaign to recruit an Executive Chair of Innovate UK (see in section titled about UKRI Executive Chairs), and up to two non-executive board members for the board of UK Research and Innovation (UKRI). Although the search processes to build the candidate pools should be aligned and probably combined, given similarities in the person specifications for these roles, the recruitment processes managed by BEIS (from sift onwards) will separate.

The agency will:

- Assist UKRI and BEIS to shape and refine the current draft job and person specifications to maximise the likelihood of attracting a diverse pool of strong and credible candidates;
- Advise UKRI and BEIS on an innovative search, advertising and attraction strategy for these roles;
- Implement the agreed search, advertising and attraction strategy or strategies to find and attract the optimum pool/s of candidates;
- Advise on enhancing the effectiveness of recruitment processes, where experience from the search processes may add value to BEIS standard operating procedures and interview design on public appointments;
- Advise and support the Selection Panels (which will be different for the two roles) at sift, pre-interview and post-interview stages;
- Advise and support the BEIS Public Appointments team who are responsible for:
  - Managing and delivering both end to end recruitment process in line with [Office for the Commissioner of Public Appointments regulations](#)
  - Contract managing the selected executive search agency
  - Ministerial briefing and securing ministerial approvals throughout the recruitment process;
- Provide administrative and logistics support throughout the recruitment processes, possibly including (depending on BEIS resourcing at the time) candidate packs;
- Provide candidate care throughout the recruitment processes, including standing down unsuccessful candidates after sift.

### **Research undertaken to specify the requirement**

A joint decision was made by BEIS and UKRI to procure an executive search agency given the specialist, high profile and critical nature of the roles into which we are recruiting, and the need to search for high-calibre candidates from the business and finance community. BEIS Ministers have approved the recruitment to these posts and Cabinet Office has reviewed and approved the use of an executive search agency for these roles.

### **Skills and Capability relevant to this role**

We require an agency with demonstrable skills and capabilities of:

- Successfully finding, attracting and placing high-calibre candidates in both executive and non-executive roles of commensurate seniority, complexity and challenge
- Having an international reach with evidence of finding, attracting and placing candidates on a worldwide basis
- Successfully recruiting executives from the business sector with specific evidence of recruiting from the advanced technology, innovation and venture capital sectors



- Finding and attracting a diverse pool of candidates, in terms of protected characteristics (see diversity statement below) as well as breadth and depth of experience.

Having an understanding of executive searches for OCPA-regulated public appointments is desirable but not essential.

### **Diversity Statement**

BEIS is committed to providing equal opportunities for all, irrespective of race, age, disability, gender, marital status, religion, sexual orientation, transgender and working patterns and to the principle of public appointments on merit with independent assessments, openness and transparency of process. Applications are welcome from all, especially women, minority ethnic and disabled candidates who are under-represented at this level in public life.

### **Background to the Requirement**

#### **About UK Research and Innovation**

[UK Research and Innovation](#) (UKRI) is a new, independent, public body, created in April 2018, that intends to maximise value from the UK Government's increased investment in research and innovation which will rise to over £8bn per annum by 2020. Through leading the overall strategic direction of research and innovation funding in the UK, the organisation is pushing the frontiers of human knowledge and delivering benefits for UK society and the economy through world-class research and business-led innovation.

UKRI has brought together the seven Research Councils<sup>1</sup>, Innovate UK, and Research England. The organisation now needs to become more than the sum of its parts, catalysing changes within and across the Councils; providing a strong voice for research and innovation, both to government and internationally. UKRI needs to deliver new and innovative policies and programmes necessary to ensure full impact is obtained from the increased investment provided under the government's Industrial strategy.

Delivering these benefits requires strong and empowered leadership within UKRI. The creation of UKRI retains the key characteristics of the current system that have underpinned the UK's success, such as discipline leadership and autonomy, and dual funding. UKRI is a merging of the existing functions of the seven Research Councils, Innovate UK, and the Higher Education Funding Council for England's (HEFCE) (known as Research England) research and knowledge exchange funding functions. The UKRI Board will be integral in ensuring the success of this new organisation.

UKRI employs 7,200 staff who support some of the world's most exciting and challenging research projects. We develop and operate some of the most remarkable scientific and innovation facilities in the world and work collaboratively with industry, academia and government in exciting partnerships.

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<sup>1</sup> The Arts and Humanities Research Council, the Biotechnology and Biological Science Research Council, the Engineering and Physical Sciences Research Council, the Economic and Social Research Council, the Medical Research Council, the Natural Environment Research Council, and the Science and Technology Facilities Council.

## **About Innovate UK**

[Innovate UK](#) was created in 2007 to promote business investment in, and use of science, technology and innovation in the UK, with the aim of increasing economic growth and improving quality of life. Innovate UK works with people, companies and partner organisations to find and drive the science and technology innovations that will grow the UK economy. With a clear business focus, Innovate UK drives growth by working with companies to de-risk, enable and support innovation.

Since 2007, IUK has committed over £2.5 billion to innovation, with industry-matched funding taking the total value of its projects above £4.3 billion. It has helped over 8,500 organisations with projects which are estimated to add more than £18 billion to the UK economy and create 70,000 extra new jobs. On average, Innovate UK returns up to £7 to the economy for every £1 invested in a project.

Innovate UK was originally established as an independent Non-Departmental Public Body sponsored by BEIS. However, following the Royal assent of the Higher Education and Research Act 2017, a new body called UK Research and Innovation was created in April 2018 and at this point Innovate UK became a constituent part (or Council) within UK Research and Innovation. The Industrial Strategy Challenge Fund is a key programme for UKRI, lead from Innovate UK.

## **About UKRI Executive Chairs**

The UKRI Executive Chairs support the UKRI Board to be a strong, unified voice for science, research and innovation, both in facilitating the dialogue with government and partners on the world stage. These roles also work with the UKRI Board and other Council's Executive Chairs, to best deliver value from the research and innovation funding system.

Essential criteria for the UKRI Executive Chair roles:

- An ability to lead a complex organisation with a range of diverse and vocal stakeholders, as well as having a collaborative approach to partnership working across an organisation;
- An understanding of change management and evidence of having led the successful implementation of significant cultural change and organisational development within a large organisation that has both national and international visibility;
- Be able to reflect and express authoritatively the perspective and views of stakeholder communities, while contributing corporately to UKRI's successful pursuit of its mission; and
- An ability to develop and drive forward a clear and strategic vision for the organisation.

## **About the role – Innovate UK Executive Chair**

As a result of the introduction of UKRI, the Innovate UK Executive Chair role was created on 01 April 2018 and this replaces the previous Innovate UK Chief Executive position and reflects the fact that Innovate UK is now a component part of UKRI. Since May 2018 this role has been filled on an interim basis.

**Structure:** The Innovate UK Executive Chair reports to the UKRI Chief Executive and is a member of the UKRI Executive Committee, which reports through the Chief Executive to the UKRI Board.

**Scale:** In 2017/18 Innovate UK was allocated a budget of £714 million. It employs around 350 staff.

**Scope:** Responsible for delivering the Government's business-facing innovation programmes, including a range of grant programmes, Catapult Centres and an innovation loans pilot. The Executive Chair will also be jointly and severally accountable for delivery of all the Industrial Strategy Challenge Fund programmes. The Industrial Strategy Challenge Fund aims to bring together the UK's world leading research with business to meet the major industrial and societal challenges of our time.

**Profile:** This role is a ministerial public appointment for which the recruitment process is regulated by OCPA; after interviews the Selection Panel will provide a shortlist of appointable candidates, from which Ministers will select the candidate to be appointed. The selected candidate may also be subject to pre-appointment appearance at a parliamentary Select Committee hearing.

**Remuneration:** BEIS has HM Treasury approval to offer a total remuneration package of £217,500 per annum, which comprises a base salary of £180,000 and £37,500 performance related pay (with performance assessed annually and the resulting bonus sum to be paid at the end of the three-year period as part of a long-term incentive plan (LTIP)).

**Term:** We are proposing that the appointment is made with a three-year term, with potential to extend. Any ministerial decision to reappoint to a second term would be contingent on successful performance in the role, based on evidence from annual appraisals throughout the term in office.

### **About the role – UKRI Board Non-Executive Directors**

**Structure:** UKRI is supported and challenged by an independent Chair and board who are critical to ensuring the success of the organisation and currently comprises:

- |                                      |                                      |
|--------------------------------------|--------------------------------------|
| • Sir John Kingman - Chair           | • Sir Mark Walport - Chief Executive |
| • Ian Kenyon - Chief Finance Officer | • Sir Peter Bazalgette               |
| • Professor Julia Black              | • Professor Sir Leszek Borysiewicz   |
| • Lord John Browne of Madingley      | • Professor Dame Sally Davies        |
| • Professor Sir Ian Diamond          | • Fiona Driscoll                     |
| • Professor Alice Gast               | • Sir Harpal Kumar                   |
| • Professor Max Lu                   | • Vivienne Parry                     |
| • Mustafa Suleyman                   | • Lord David Willetts                |

This advertisement will likely be for up to two new Non-Executive Directors to replace any Directors who may be retiring through rotation.

**Scope:** The UKRI Board is expected to provide clear strategic direction and oversight, promote the importance of UK research and innovation and support the senior leadership team of the organisation to embed new ways of working across UKRI.

UKRI wishes to provide a stronger focus on providing the resources for new high technology industries to flourish within the UK, to use research and development to increase productivity within existing industries and build a more future-proofed high skills economy. Therefore, we would seek to strengthen the current Board by appointing candidates from diverse backgrounds with experience of delivering innovative commercial success at the cutting edge of research and development.

**Remuneration:** UKRI Board Members will be expected to work 20 days per year, receiving an annual remuneration package of £9,180 per annum for this commitment.

**Profile:** These are public appointments that require agreement of the Secretary of State, Department for Business, Energy and Industrial Strategy (BEIS). The Non-Executive Members must demonstrate a high standard of corporate and personal conduct and should particularly note the requirement to declare any conflict of interest that arises in the course of the office's operations and the need to declare any relevant business interests, positions of authority or other connections with commercial, public or voluntary bodies. These will be published in the annual report with details of all Board Members' remuneration from BEIS sources.

**Term:** The Non-Executive Members would be appointed for a term of 3 years, with the potential for extension/ renewal at the discretion of the Secretary of State.

**Criteria for the Non-Executive Director roles are expected to include:**

- Ability to help develop, communicate and deliver a clear and strategic vision for UKRI that progresses the Government's industrial strategy through an increased emphasis on innovation (Essential).
- The highest levels of stakeholder agility, capable of influencing an environment with a highly complex eco-system of stakeholders. This individual will be diplomatic, a strong influencer and possess political acumen. They will have strong links with the business community and help to build coalitions and leverage private sector involvement (Essential).
- A strong grasp on how to support the growth of advanced technology, digitisation and future industries and how to increase productivity in existing industries, including the service sector, through the deployment of technology (Essential).
- Given UKRI's role in supporting the creation, scale up and commercialisation of innovative start-up ventures, it will also be useful to secure an individual with experience in areas such as business incubation, funding and growth support. (Desirable)
- Understanding of how to deliver significant cultural change and organisational development within a large organisation that has both national and international visibility (Desirable).
- Significant financial management experience gained through management of substantial budgets within a complex environment and a strong understanding of commercial and business issues (Desirable).
- Experience of working with industry, research and innovation in Scotland, Wales and Northern Ireland (Desirable).

For a suitable candidate, there may also be an opportunity to join the UKRI audit, risk and performance committee.

### **Aims and Objectives**

We are going out to tender for an executive search agency in order to:

- Reach and attract a larger and more diverse pool of candidates than would be possible by using normal public appointments processes.
- Enrich the candidate pool with a breadth of business experience and background that our standard advertising approach on the public appointments website would not achieve.

The overall objective for the recruitment campaign on which the executive search agency will be delivering is to appoint an exemplary candidate to the IUK Executive Chair by Christmas 2019 and UKRI board non executive members by October 2019. The objectives to be achieved by the executive search agency are:

- Search, advertising and attraction campaign/s launched and completed in the agreed timeframes, delivered in the manner agreed in advance with UKRI and BEIS, and within the cost agreed – this should include the achievement of demonstrable efficiencies and synergies achieved through working across both recruitments;
- Applicant pools accepted by the Selection Panels as fulfilling the agreed person criteria;
- Provision of a diverse pool of applicants for each role reflecting Gender, Race and Disability as well as other protected characteristics and diversity of background and experience; this diversity profile should match as closely as possible the Government's aspirations for diversity on public sector boards: 50% male and 50% female and 14% Black, Asian and Ethnic Minority (BAME);
- Generation of a sufficiently large and high-calibre pool of applicants that at least five are credible for the IUK role and 10 are credible for the NED roles, and at sift are put forward for interview;
- All campaign and data management complies with spirit and letter of [GDPR](#) guidelines;
- Relationship with unsuccessful candidates maintained in a manner that encourages them to consider applying for other public sector appointments;
- Professional standards and reputation of UKRI and BEIS is demonstrated and upheld in all written materials and personal interactions with advertisers, network contacts, potential candidates, and applicants.

### **The Requirement**

The expectations of what the agency will provide are outlined here.

#### **Design and development**

- Attend briefing meetings (which may be combined into one, depending on the selected agency's experience of public appointments campaigns):
  - With BEIS Public Appointments Team (supported by UKRI officials), to understand BEIS public appointments processes and establish tripartite ways of working.
  - With UKRI leadership (supported by BEIS officials) to fully understand the vision and context for the roles, and their expectations of the pool/s of applicants.
- Review the draft job descriptions and person specifications that have been provisionally approved by Ministers, and propose drafting changes designed to enhance the likelihood of achieving the campaign objectives in terms of calibre and diversity of applicants – this is particularly required for the IUK role.

- Design an innovative search, advertising and attraction strategy (or strategies) to achieve the campaign objectives, which includes but does not rely on advertising the roles on the Centre for Public Appointments website.
- Provide the following deliverables:
  - A proposal for amended job and person specification (for approval by UKRI and BEIS Ministers)
  - A search, advertising and attraction strategy proposal (for approval by UKRI and BEIS Ministers)
  - A proposal for end to end campaign support (for agreement by the BEIS Public Appointments Team).
- Attend a briefing meeting with UKRI leadership and BEIS officials to discuss these deliverables;
- Amend these deliverables, if necessary, following consultation with UKRI and BEIS officials and responses from Ministers.

### **Search, advertising and attraction campaign**

The deliverables and activities are to be determined by the agreed strategy, e.g. use of social media, but will include:

- Produce all recruitment documents, advertising and online marketing materials, ensuring that applicant packs are made available in alternative formats for those with disabilities, if requested;
- Negotiate with media on prices for placing external adverts (if external advertising is deemed necessary and the budget is agreed in advance with UKRI);
- Place all adverts (including on the CPA website);
- Bring adverts to the attention of potential candidates;
- Implement search activities, utilising market knowledge and networks, and contacting anybody identified by UKRI or BEIS as potential candidates;
- Actively manage the candidate field and candidate experience from end to end, including:
  - Responding to applications via post and email;
  - Receiving, logging and acknowledging applications;
  - Answering any queries about the role and recruitment process by email or telephone;
  - Ensuring candidates know of any changes in the published timeline for the recruitment and selection process;
- Provide weekly campaign progress updates and statistics on the search and selection, including diversity profile of applicants (which will be monitored closely);
- Provide weekly calls to key BEIS and UKRI stakeholders to discuss progress;
- Engage proactively with BEIS and UKRI stakeholders to quickly address any issues arising as the campaign progresses, including any emerging shortfall trends in number, calibre and diversity in the pool of applicants;
- At the end of the campaign, provide a list of applicants approached and a report on search, advertising and attraction activities and outcomes, including the experience, skills, and diversity profile of the pool of applicants;
- Attend a debrief meeting, after the campaign closes, to discuss the pool of applicants and lessons learned.

### **Recruitment process**

- Contribute advice on design of the interviews;

- Produce all documentation for the sifting processes, including the long lists of candidates for the Selection Panels;
- Attend and advise the sift meetings;
- Once the shortlists for interviews are agreed with BEIS Ministers, stand down the unsuccessful candidates and book the successful candidates into the selection processes;
- Provide advice, briefing and interview packs to the Selection Panels prior to interview, including the results from any additional processes or tests;
- Meet and advise the Selection Panel and BEIS Public Appointments Team after the interview process, to facilitate and inform submission of the list of appointable candidates to Ministers;
- Transfer all documentation to the BEIS Public Appointments Team, including application forms, CVs, covering letters, diversity forms, and all other correspondence and documentation relating to the campaign (these may be required in case of an appeal from an unsuccessful candidate and/or an OCPA audit of the campaign);
- Participate with BEIS and UKRI in an evaluation and lessons learned process to review what went well and areas for improvement in future campaigns.

### **Ways of working**

The agency will be working primarily with a named contact from the BEIS Public Appointments Team who will be responsible for:

- Contract management of this agreement, including oversight and assurance of delivery by the agency to agreed deadlines, cost and quality;
- Project management of the campaign to ensure that it remains on track, that risks and issues are identified and mitigated or addressed;
- Liaising with and managing the expectations of UKRI and BEIS stakeholders, including the UKRI Sponsorship Team;
- Advising the agency on BEIS processes, procedures, standards and templates for public appointments, to support the agency to:
  - understand the clearance and approval processes
  - understand and include all the necessary elements used by BEIS when running campaigns in-house
  - ensure the OCPA and GDPR compliance of its processes and deliverables;
- Reviewing first draft deliverables from the agency and working with the agency to ensure that these are of appropriate quality prior to issuing them to UKRI stakeholders and/or BEIS Ministers;
- Engaging colleagues from across the BEIS Partnerships Team and other units within BEIS who carry out specific roles in the successful delivery of public appointment campaigns;
- Liaising with BEIS Ministers' offices, the Parliamentary Unit, BEIS Communications and No 10 when necessary throughout the public appointments process;
- Brief the Selection Panel Chairs on their roles and responsibilities at sift and interview, and support them in their endeavours;
- Attending and supporting all Selection Panel meetings and interviews (this role may be fulfilled by the BEIS Head of Public Appointments);
- Ensuring that, once Ministers have made final decisions, all interviewees are informed by members of the Selection Panel about whether they were successful or not.

The agency must:

- Appoint an account manager to work proactively, collaboratively and professionally with the BEIS campaign manager throughout, adopting the “no surprises” principle – expected liaison will include a weekly written report, a progress update by telephone at least once a week, and attending monthly progress meetings;
- Propose, agree with the contract manager, and implement a change control process, including version control in relation to written deliverables;
- Ensure it has the necessary clearance and approval before documents and other materials are used or issued, to avoid incurring unapproved rework costs;
- Handle all personal data securely and in line with GDPR, including ensuring 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 and emails that contain information about applicants with the **Official Sensitive** security marking.
- Send all invoices to UKRI

### **Scope**

- These appointments are regulated by the Commissioner for Public Appointments (OCPA). Agency proposals that are not compliant with OCPA principles and regulations will not be acceptable.
- We must follow best practice according to OCPA and Cabinet Office public appointment principles, including the requirement to consult and seek approval of Ministers at each stage. The search, advertising and attraction strategy or strategies will require prior ministerial approval before proceeding. In exceptional circumstances any stage of the campaign may have to be rerun if Ministers are not content with the outcomes.
- The BEIS Public Appointments Team is held to account by the Cabinet Office Centre for Public Appointments (CPA) and audited by OCPA for the manner in which all public appointments to BEIS Partner Organisations are conducted. This team delivers and manages all public appointment campaigns on behalf of BEIS and its Partner Organisations, in this case UKRI. The agency must therefore, while understanding UKRI vision and priorities as the strategic client, work directly to this BEIS team as the operational clients, collaborating and dovetailing on all activities.
- The post must be advertised on the [Centre for Public Appointments website](#).
- The remuneration for the Innovate UK Executive Chair role is above the public sector pay thresholds that require prior approval from the Chief Secretary to the Treasury. As the proposed remuneration has already been negotiated with and approved by CST, it is unlikely that an attraction strategy proposal predicated on offering a higher remuneration package would be considered by BEIS Ministers.
- BEIS Ministers are committed to improving the diversity represented on the boards of the 40 public bodies in the BEIS Group. A search, advertising and attraction strategy that is insufficiently ambitious in relation to this agenda, at each stage, will not be acceptable.
- Ministerial availability to review and approve proposals at each stage in the recruitment campaign may be affected by the [calendar of parliamentary recesses](#), which should be factored into plans and scheduling. Engagement with Ministers will be managed by the BEIS Public Appointments Team rather than by the agency.



- The period of this agreement is until March 2020 or until completion of the appointment process, whichever is earliest. (Should the search return no suitable candidates, the process is to be re-run at no additional cost to the contracting authority.)

### **Timetable**

Provisional timeframes (all 2019), subject to review with the successful bidder in the design and development phase:

- Selection of executive search agency: 19<sup>th</sup> April
- Design and development phase completed: 3<sup>rd</sup> May\*
- Search, advertising and attraction campaign goes live: w/c 6<sup>th</sup> May
- Campaign closes: w/c 27<sup>th</sup> May
- Sift, interviews, selection processes and ministerial decision on successful candidate to be completed within 12 weeks of the campaign closing\*

\* Denotes elements requiring ministerial approval in order to be considered as completed.

### **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.

### **Annex A - Schedule of Processing, Personal Data and Data Subjects**

This Schedule shall be completed by the Contracting Authority, who may take account of the view of the Supplier, however the final decision as to the content of this Schedule shall be with the Contracting Authority at its absolute discretion.

The Supplier shall only process in accordance with the instructions as advised below and comply with any further written instructions with respect to processing by the Contracting Authority. Any such further written processing instructions required by the Contracting Authority shall be incorporated into this Schedule and shall be the subject of a formal amendment to this Contract.

1. The contact details of Contracting Authority Data Protection Officer are: Head of Information Governance, UKRI, Polaris House, North Star Avenue, Swindon SN2 1SZ.
2. The contact details of the Suppliers Data Protection Officer are: TBC
3. The Supplier shall comply with any further written instructions with respect to processing by Contracting Authority. Any such further instructions shall be incorporated into this Schedule

Description	Details
Subject matter of the Processing	The processing is needed in order to ensure that the Supplier can effectively

	deliver the contract to provide a service to UKRI and BEIS.
Duration of the Processing	Maximum period will be 6 months from the commencement date of the contract.
Nature and purposes of the processing	<p>The nature of the processing means any operation such as</p> <p>collection, recording, organisation, structuring, storage,</p> <p>adaptation or alteration, retrieval, consultation, use,</p> <p>disclosure by transmission, dissemination or otherwise</p> <p>making available, alignment or combination, restriction,</p> <p>erasure or destruction of data (whether or not by automated means) etc.</p> <p>The purpose might include: employment processing, and activities relating to recruitment activities and assessment for the specialist roles required.</p>
Type of Personal Data	<p>To include but not limited to: name, address, date of birth, NI</p> <p>number, telephone number, pay, images, biometric, employment history, etc.</p>
Categories of Data Subject	Staff (including volunteers, agents, and temporary workers).
Plan for return and destruction of the data once the processing is complete UNLESS	All data to be retained for a maximum of 24 months after which the Supplier must destroy any all physical and virtual evidence and provide a written statement to UKRI confirming such.

requirement under union or member state law to preserve that type of data	

## Section 5 – Evaluation model

The evaluation model below shall be used for this ITQ, which will be determined to two decimal places.

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS and the Contracting Authority and any specific external stakeholders the Contracting Authority deems required. 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	SEL1.2	Employment breaches/ Equality
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	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL3.12	Cyber Essentials
Commercial	SEL3.13	General Data Protection Regulations (GDPR)
Selection	SEL3.14	Capability
Commercial	AW4.1	Contract Terms Part 1
Commercial	AW4.2	Contract Terms Part 2
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria			
<b>Evaluation Justification Statement</b>  In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. The Contracting Authority considers these weightings to be in line with existing best practice for a requirement of this type.			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	PROJ1.1	Methodology and approach	12.5%
Quality	PROJ1.2	International	12.5%
Quality	PROJ1.3	Sectors	12.5%

Quality	PROJ1.4	Diversity	12.5%
Quality	PROJ1.5	Interview	30%

## Evaluation of criteria

### Non-Price elements

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

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

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

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

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

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

0	The Question is not answered, or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the 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 40

Evaluator 4 scored your bid as 40

Your final score will  $(60+60+40+40) \div 4 = 50$

**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

- 1. Methodology and approach:** The successful supplier must demonstrate how they will source, attract and place high-calibre candidates in executive and non-executive roles of commensurate seniority, complexity and challenge. Suppliers are to demonstrate a proposed methodology and approach for delivering this outcome. The response must include:
  - Design and development
  - Search, advertising and attraction campaigns
  - Full details of the recruitment process
  - Timescales of the process from start to finish
  - At least 2 recent examples within the past 24 months where candidates have been successfully placed in one executive and one non-executive role of commensurate seniority, complexity and challenge.
  
- 2. International reach:** The successful supplier must demonstrate how they will attract and place high-calibre candidates who are currently working internationally in executive and non-executive roles of commensurate seniority, complexity and challenge from the appropriate sector. Suppliers are to demonstrate a proposed methodology and approach for delivering this outcome. The response must include:
  - Design and development
  - Search, advertising and attraction campaigns **with particular reference to searching for candidates from outside of the UK**
  - Full details of the recruitment process
  - Timescales of the process from start to finish
  - At least 2 recent examples within the past 24 months where candidates have been successfully placed in one executive role and one non-executive role of commensurate seniority, complexity and challenge.
  
- 3. Sectors:** The successful supplier must be able to demonstrate how they will recruit high-calibre candidates in executive and non-executive roles of commensurate seniority, complexity and challenge from the advanced technology, innovation and venture capital sectors. Details must be provided of how different approaches are made dependent on the individual sector, with an example from each of these sectors.
  
- 4. Diversity:** As part of the recruitment process, suppliers are required to demonstrate how they will comply with the diversity statement within the specification and how this would be reflected in the selection of candidates that would be put forward for interview for the executive and non-executive roles referred to in the specification. Where possible, provide examples of how selection lists were developed with a breakdown of candidate numbers based on the stated protected characteristics of the diversity statement.



## Section 7 – General Information

### What makes a good bid – some simple do's 😊

#### DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Responses received after the date indicated in the ITQ shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay, is solely attributable to the Contracting Authority
- 7.3 Do ensure you have read all the training materials to utilise e-sourcing tool prior to responding to this Bid. If you send your Bid by email or post it will be rejected.
- 7.4 Do use Microsoft Word, PowerPoint Excel 97-03 or compatible formats, or PDF unless agreed in writing by the Buyer. If you use another file format without our written permission, we may reject your Bid.
- 7.5 Do ensure you utilise the Emptoris messaging system to raise any clarifications to our ITQ. You should note that we will release the answer to the question to all Bidders and where we suspect the question contains confidential information we may modify the content of the question to protect the anonymity of the Bidder or their proposed solution
- 7.6 Do answer the question, it is not enough simply to cross-reference to a 'policy', web page or another part of your Bid, the evaluation team have limited time to assess bids and if they can't find the answer, they can't score it.
- 7.7 Do consider who the Contracting Authority is and what they want – a generic answer does not necessarily meet every Contracting Authority's needs.
- 7.8 Do reference your documents correctly, specifically where supporting documentation is requested e.g. referencing the question/s they apply to.
- 7.9 Do provide clear, concise and ideally generic contact details; telephone numbers, e-mails and fax details.
- 7.10 Do complete all questions in the questionnaire or we may reject your Bid.
- 7.11 Do ensure that the Response and any documents accompanying it are in the English Language, the Contracting Authority reserve the right to disqualify any full or part responses that are not in English.
- 7.12 Do check and recheck your Bid before dispatch.

## What makes a good bid – some simple do not's Ⓜ

### DO NOT

- 7.13 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.14 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.15 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.16 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Contracting Authority to discuss your Bid. If your Bid requires clarification the Buyer will contact you. All information secured outside of formal Buyer communications shall have no Legal standing or worth and should not be relied upon.
- 7.17 Do not contact any UK SBS staff or the Contracting Authority staff without the Buyers written permission or we may reject your Bid.
- 7.18 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.19 Do not offer UK SBS or the Contracting Authority staff any inducement or we will reject your Bid.
- 7.20 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.21 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.22 Do not exceed word counts, the additional words will not be considered.
- 7.23 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.
- 7.24 Do not unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority send your response by any way other than via e-sourcing tool. Responses received by any other method than requested will not be considered for the opportunity.

## Some additional guidance notes

- 7.25 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool must be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.26 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered as part of the evaluation process.
- 7.27 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.28 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.29 We do not guarantee to award any Contract as a result of this procurement
- 7.30 All documents issued or received in relation to this procurement shall be the property of the Contracting Authority. / UKSBS.
- 7.31 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.32 If you are a Consortium you must provide details of the Consortiums structure.
- 7.33 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.34 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.35 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.36 Bidders may only amend the contract terms during the clarification period only, only if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract terms without such grounds and the Contracting Authority fail to accept your legal or statutory reason is reasonably justified, we may reject your Bid.
- 7.37 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.38 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.39 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.40 Bidders should note that if they are successful with their proposal the Contracting Authority reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks

the Contracting Authority may decline to proceed with the award of the Contract to the successful Bidder.

- 7.41 All timescales are set using a 24-hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.42 All Central Government Departments and their Executive Agencies and Non-Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, the Contracting Authority may disclose within Government any of the Bidders documentation/information (including any that the Bidder considers to be confidential and/or commercially sensitive such as specific bid information) submitted by the Bidder to the Contracting Authority during this Procurement. The information will not be disclosed outside Government. Bidders taking part in this ITQ consent to these terms as part of the competition process.

- 7.43 The Government introduced its new Government Security Classifications (GSC) classification scheme on the 2<sup>nd</sup> April 2014 to replace the current Government Protective Marking System (GPMS). A key aspect of this is the reduction in the number of security classifications used. All Bidders are encouraged to make themselves aware of the changes and identify any potential impacts in their Bid, as the protective marking and applicable protection of any material passed to, or generated by, you during the procurement process or pursuant to any Contract awarded to you as a result of this tender process will be subject to the new GSC. The link below to the Gov.uk website provides information on the new GSC:

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

The Contracting Authority reserves the right to amend any security related term or condition of the draft contract accompanying this ITQ to reflect any changes introduced by the GSC. In particular where this ITQ is accompanied by any instructions on safeguarding classified information (e.g. a Security Aspects Letter) as a result of any changes stemming from the new GSC, whether in respect of the applicable protective marking scheme, specific protective markings given, the aspects to which any protective marking applies or otherwise. This may relate to the instructions on safeguarding classified information (e.g. a Security Aspects Letter) as they apply to the procurement as they apply to the procurement process and/or any contracts awarded to you as a result of the procurement process.

#### **USEFUL INFORMATION LINKS**

- [Emptoris Training Guide](#)
- [Emptoris e-sourcing tool](#)
- [Contracts Finder](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)