



Invitation to Quote

Invitation to Quote (ITQ) on behalf of the Shareholder Executive (ShEx) as part of the Department for Business, Innovation and Skills (BIS) lead for Non-Executive appointments to the board of UK Exports Finance.

Subject UK SBS Chair and NED Recruitment for the UKEF Board

Sourcing reference number UK SBS PS150190

UK Shared Business Services Ltd (UK SBS)
www.uksbs.co.uk

Registered in England and Wales as a limited company. Company Number 6330639.
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VAT registration GB618 3673 25
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UKSBS

Shared Business Services

Table of Contents

Section	Content
1	<u>About UK Shared Business Services Ltd.</u>
2	<u>About our Customer</u>
3	<u>Working with UK Shared Business Services Ltd.</u>
4	<u>Specification</u>
5	<u>Evaluation model</u>
6	<u>Evaluation questionnaire</u>
7	<u>General Information</u>

Appendices

Appendix A – Terms of Reference of the Board

Appendix B – Role of the Chair and Person Specification

Appendix C - Role of the Non-Executive Director and Person Specification

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

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 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 Customers.

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

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.
- The Shareholder Executive (ShEx) manages the government's shareholder relationships with businesses owned or part-owned by the government.
- As part of its remit, ShEx provides advice and support to the Secretary of State on the exercise of ministerial responsibility for UKEF, including on corporate governance matters such as the appointment and remuneration of UKEF's Chair and Non-Executive Directors.

<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	Kayleigh Rawlings
3.3	Buyer contact details	Kayleigh.rawlings@uksbs.co.uk
3.4	Estimated value and duration of the Opportunity	Value: Not disclosed Duration: This contract shall be for the duration of 4 months, to be delivered no later than the end of June 2016. There is the option of extension for up six months.
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	04.03.2016 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	09.03.2016 11:00
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	10.03.2016 14:00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	15.03.2016 17:00
3.10	Date/time Bidders should be available if face to face clarifications are required	If Clarification are required, these will take place 18.03.2016 Bidders should be aware that they may be required to attend a face to face session at a location determined by the customer during this period. Location: London
3.11	Anticipated rejection of unsuccessful Bids date	21.03.2016
3.12	Anticipated Award date	23.03.2016
3.13	Anticipated Contract Start date	23.03.2016
3.14	Anticipated Contract End date	June 2016 *
3.15	Bid Validity Period	90 Days

Please note that the dates and times detailed in the table above 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.

*For the option to extend for up to 6 months

Section 4 – Specification

Executive Summary

The provision of search services to obtain a diverse range of appointable candidates, leading to the appointment of a new Chair and a new Non-Executive Director for the board of UK Export Finance (full role description and personnel requirements later in document) by no later than end June 2016.

Introduction

UK Export Finance is the UK's export credit agency, helping firms minimise the financial risks of overseas trade.

UKEF provides insurance to exporters and guarantees to their banks.

In particular, it:

- Insures UK exporters against non-payment by their overseas buyers;
- Helps overseas buyers to buy goods and services from UK exporters by guaranteeing or funding bank loans to finance the purchases;
- Shares credit risks with banks to help exporters raise tender and contract bonds, access pre- and post-shipment working capital finance and secure confirmations of letters of credit;
- Insures UK investors in overseas markets against political risks.

UKEF works closely with exporters, banks, buyers and project sponsors and has more than 90 years' experience of supporting exports to, and investments in, markets across the world. UKEF is a government department, and aligns all its work with the UK government's international policies. UK Export Finance is the operating name of the Export Credits Guarantee Department (ECGD).

Aims

To obtain a strong and diverse range of appointable candidates, leading to the appointment of a new Chair and a new Non-Executive Director to the board of UK Export Finance (full role description and personnel requirements later in document) by no later than end June 2016.

Objectives

- To provide a professional, value-added 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 abilities as set out in the role and person specification;
- To manage an efficient and professional recruitment process, including handling initial and follow-on engagement with candidates
- Applicants diversity monitoring data and political questionnaires submitted to the Shareholder Executive;
- Success will be demonstrated by the appointment of high calibre candidates to the posts advertised drawing on a strong and diverse pool of applicants (to include women, BME candidates and those who declare a disability) that ensures that the SoS has a choice of appointable candidates

The appointments will be made through fair and open competition, within the spirit of the Commissioner's Code.

Background

The appointments are for a period of up to three years, which may be extended, subject to satisfactory performance appraisal and approval from Ministers. The Board meets seven/eight times a year in Whitehall, and the Risk and Audit Committee meets five times a year. The remuneration for the Chair is expected to be up to £50,000 a year for 3-4 days' work a month. The remuneration for the NED is expected to be £15,000 a year.

The terms of reference for the board are detailed in the appendices of this document along with details of the role of the Chair and the role of the Non-Executive Director.

Requirement, Deliverables & Expectations

The appointed search and recruitment consultancy firm will be required to deliver search requirements and assist the Shareholder Executive with the selection process for the post in order for the successful candidates to be appointed by end June 2016 at the latest.

Requirement:

The consultants will be required to undertake the following work:

- Attend planning meetings and discuss search and campaign requirements with Shareholder Executive, UK Export Finance and other key stakeholders;
- Provide search and selection services ensuring a strong and diverse field of candidates (including women, BME candidates and those declaring a disability);
- Provide the Shareholder Executive with a regular, written update (at least weekly) on the recruitment process;
- Give support and advice on the preparation of recruitment documents and ensure applicant packs are made available in alternative formats if requested;
- Advise, as required, on remuneration necessary to attract a strong and diverse field;
- 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 discussions and arrangements with successful candidates as required.

Deliverables:

- Through executive search, suitably qualified, high calibre applicants drawn from a strong field of diverse applicants applying for the vacancy (including women, BME candidates and those declaring a disability);
- Benchmarking on remuneration, if required;

- Advertising that is proportionate, appropriately targeted and relevant to attract high calibre suitably-qualified 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 (including women, BME candidates and those declaring a disability) 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 diverse applicants recommended for interview;
- Diversity data accurately recorded and applicants completed forms submitted;
- The service provided is delivered on time and to a high standard with key stakeholders providing positive feedback on the consultant's added value.

Expectations:

The successful supplier will be expected to:

- Keep in touch on a regular basis with key contacts in the Shareholder Executive 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.
- Ensure advertisements get placed as agreed to be effective.
- 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 outcomes. 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 Shareholder Executive 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 Shareholder Executive.
- 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 with the following protection marking "official sensitive"
- Ensure quality of standards, as set out in your proposal, are delivered throughout this assignment.

Proposed Timetable

The below details an indicative and proposed timetable for the delivery of the activities and services:

- Launch search/agreed advert 23 March 2016
- Updates on search activity as requested by ShEx and no less than at end of each week of the search
- Search closes 8 April 2016
- Draft research report on search and diversity data by 13 April 2016
- Final research report with ShEx and Panel members
- Pre-sifting carried-out and graded A-D
- Panel Packs sent to panel members as agreed
- Prepare and attend sifting meetings
- Long list panels wc 18 April 2016
- Conversations with longlisted candidates
- Short list panels early May 2016
- Interviews end May 2016
- 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 on boarding

Duration and structure of contract

The Contract will be in place no later than end June 2016 with the option to extend for up to six months.

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	AW5.1	Payment Policy
Quality	AW6.1	Compliance to the Specification
-	-	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	AW5.2	Price Schedule – Fixed Admin Fee & Fixed Success Fee	15%
Quality	AW6.2	Timing Methodology	20%
Quality	AW6.3	Recruitment Methodology	20%
Quality	AW6.4	Delivery of Objectives	45%

Evaluation of criteria

Non-Price elements

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

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

Example if a Bidder scores 60 from the available 100 points this will equate to 12% by using the following calculation: Score/Total Points available multiplied by 20 ($60/100 \times 20 = 12$)

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

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

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

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

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

All questions will be scored based on the above mechanism. Please be aware that the final score returned may be different as there may be multiple evaluators and their individual scores will be averaged (mean) to determine your final score.

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 50

Evaluator 4 scored your bid as 50

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

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100.

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

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

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

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

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

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

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

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

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

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

Section 6 – Evaluation questionnaire

Bidders should note that the evaluation questionnaire is located within the **e-sourcing questionnaire**.

Guidance on completion of the questionnaire is available at
<http://www.uksbs.co.uk/services/procure/Pages/supplier.aspx>

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

What makes a good bid – some simple do's

DO:

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

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

DO NOT

- 7.12 Do not cut and paste from a previous document and forget to change the previous details such as the previous buyer's name.
- 7.13 Do not attach 'glossy' brochures that have not been requested, they will not be read unless we have asked for them. Only send what has been requested and only send supplementary information if we have offered the opportunity so to do.
- 7.14 Do not share the Procurement documents, they are confidential and should not be shared with anyone without the Buyers written permission.
- 7.15 Do not seek to influence the procurement process by requesting meetings or contacting UK SBS or the Customer to discuss your Bid. If your Bid requires clarification the Buyer will contact you.
- 7.16 Do not contact any UK SBS staff or Customer staff without the Buyers written permission or we may reject your Bid.
- 7.17 Do not collude to fix or adjust the price or withdraw your Bid with another Party as we will reject your Bid.
- 7.18 Do not offer UK SBS or Customer staff any inducement or we will reject your Bid.
- 7.19 Do not seek changes to the Bid after responses have been submitted and the deadline for Bids to be submitted has passed.
- 7.20 Do not cross reference answers to external websites or other parts of your Bid, the cross references and website links will not be considered.
- 7.21 Do not exceed word counts, the additional words will not be considered.
- 7.22 Do not make your Bid conditional on acceptance of your own Terms of Contract, as your Bid will be rejected.

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.29 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.30 If you are a Consortium you must provide details of the Consortiums structure.
- 7.31 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.32 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.33 Your bid will be valid for 90 days or your Bid will be rejected.
- 7.34 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.35 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.36 If you fail mandatory pass / fail criteria we will reject your Bid.

- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal UK SBS reserves the right to ask additional compliancy checks prior to the award of any Contract. In the event of a Bidder failing to meet one of the compliancy checks UK SBS may decline to proceed with the award of the Contract to the successful Bidder.
- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

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

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

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

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

USEFUL INFORMATION LINKS

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

Appendices

Appendix A – Terms of Reference of the Board

Terms of Reference of the Board

The UK Export Finance Board (the Board) supports the Accounting Officer (the CEO) in the management of UK Export Finance (UKEF) through operational oversight, by providing advice, challenge and assurance.

The Board advises the Accounting Officer on all matters of material importance to the department including but not limited to:

- a) business and operational planning;
- b) business performance;
- c) financial risk management and compliance with risk policies;
- d) enterprise risk, including identification and management of strategic and operational risks;
- e) management of assets and resources, in particular:
 - i) people (including organisational structure, succession planning and making senior appointments); and
 - ii) finance (operating costs), information and IT;
- f) internal governance;
- g) values and standards;
- h) stakeholder management; and
- i) major organisational change, programmes and projects.

Appendix B – Role of the Chair and Person Specification

Role of the Chair

- 1) Lead the Board so that it is effective in monitoring and advising on UKEF's implementation of its objectives and policies, on its strategy and business plans, and on providing advice and challenge to the executive team.
- 2) Ensure that HM Treasury and the Shareholder Executive receive full and timely feedback on the organisation's identification and response to strategic issues, its business and financial performance, its progress against plans, its implementation of its policies, and any other issues requiring their attention.
- 3) Maintain the establishment and implementation of appropriate governance arrangements in line with best practice and the requirements of a public body.
- 4) Ensure the maintenance of an effective board with an appropriate balance of skills and experience, including key appointments as required.
- 5) Actively contribute to the management of UKEF's stakeholders both in Whitehall and beyond, and represent UKEF as appropriate with exporters and industry, taking on an ambassadorial role for UKEF in the world marketplace.
- 6) Act as a member of Audit Committee.
- 7) Chair the Remuneration Committee.
- 8) The Non-Executive Chair would also be expected to be a source of personal advice and support on business issues to the Chief Executive.

Person specification

Essential

- An outstanding record of business leadership and organisational development at Board-level or equivalent;
- A record of achievement in a Non-Executive Director role;
- A keen awareness of credit risk issues and relevant risk management expertise from the banking and/or insurance sector;
- Excellent inter-personal skills, including the ability to build effective team relationships with Board members and executives, Ministers, exporters and other stakeholders;
- The ability to manage complex and challenging relationships at a senior level in a multi-stakeholder environment;
- An understanding of the public sector context and an understanding of, and commitment to, the values of public service;
- Good analytical skills and strong intellectual capability, with the capacity to understand technical financial and risk issues and to think strategically and creatively;
- Strong communication skills including the handling of the media and wider public audiences.

Desirable

- Previous experience as a Non-Executive Chair;
- Experience and understanding of international trade and export markets (in particular capital goods exports).

Appendix C - Role of the Non-Executive Director and Person Specification

Role of the NED

We are looking for one Non-Executive Director to be a member of the Audit and Risk Committee, as well as the main Board of UK Export Finance.

The Audit and Risk Committee advises on accounting, enterprise risk management and financial and risk controls.

The main role of a UKEF Non-Executive Director is to bring an external, independent, perspective to UKEF's operations based on private sector experience and expertise in key areas, including:

- Financial risk management;
- Trade/export finance; and
- Accounting and audit.

Person Specification

Candidates are expected to show a strong enthusiasm for boosting UK exports and a desire to take on an ambassadorial role for UKEF in the world marketplace. In making the appointment, we will focus on the following areas of achievement and ability:

Essential

- Successful board-level experience with ability to lead change in an organisation;
- Relevant risk management expertise from the banking and/or insurance sector;
- Good communication skills, both as an ambassador for the organisation and to mentor executive members of the Board;
- A strong understanding of the audit process and of Board and organisational governance;
- An understanding of business needs and issues and a strong customer focus; and
- A focus on implementation and achieving results.

Desirable

- Experience and understanding of international trade and export markets (in particular capital goods exports);
- Experience of addressing ethical issues in a corporate context;
- Experience of internal and external audits;
- Knowledge of the public sector environment; and
- An understanding of UKEF's priorities, objectives and challenges.