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Invitation to Quote

RSSB2563– Search and Selection for Director of Projects

RSSB is pleased to invite you to submit a quotation to RSSB for RSSB2563– Search and Selection for Director of Projects.

The following documents are enclosed which contain all the necessary information you need:

Please read instructions carefully:

1. Instructions
2. The Specification
3. Evaluation Criteria
4. Conditions of Contract

Your Quote should contain all the relevant information and comply with this request.

Quotations must be submitted via email to [sharedITT@rssb.co.uk](mailto:sharedITT@rssb.co.uk) by the date detailed in section 1.4 below.

Kind regards.

**Tanja Odinsen**

**Procurement Business Partner**

1. INSTRUCTIONS

RSSB OVERVIEW

RSSB is at the heart of the rail industry, delivering core commitments across four areas: reducing safety risk as far as reasonable practical; increasing capacity; improve operating performance; and customer satisfaction. More broadly RSSB plays a key influential role at a time of huge change and investment. Through research, analysis, and insight, RSSB supports our members and stakeholders to deliver a safer, more efficient and sustainable rail system. RSSB’s independent evidence based approach is built on strong technical capability, and the enabling of collaborative industry engagement for the benefit of the whole rail system.

As a not for profit company limited by guarantee, RSSB is owned by major industry stakeholders with a membership comprising a range of organisations from across mainline rail. The rail industry is a complex ‘system’ with many stakeholders, each with a specific area of interest and agenda. However, a common and straightforward purpose is shared across this system, namely to move people and freight safely and efficiently by rail.

RSSB activities include:

* **Understanding risk** – Using safety intelligence from across the rail industry and elsewhere with the latest risk modelling to inform members and support safe decision making
* **Guiding standards** – Creating, reviewing and simplifying GB standards to align with European requirements; managing the Rule Book and making it easier for the railway to deliver efficiently and safely
* **Managing research and development** – Undertaking, commissioning and managing research and innovation programmes to address current needs, provide knowledge for decision making now and for the future, and promoting step changes to deliver the Rail Technical Strategy
* **Collaborating to improve** – As an independent cross-industry body with a critical mass of technical expertise, supporting activities which require collaboration. These range from supplier assurance schemes (RISQS, RISAS) to confidential reporting (CIRAS), from health and wellbeing strategies to sustainability principles

1.2 BEST OVERALL VALUE

RSSB’s policy is to select suppliers that offer the best overall value for itself and its Members. Price is only one component of overall value. Other factors considered include: the management, strength of the company; ability to control costs; emphasis on providing a quality service; technical capabilities and abilities.

1.3 Contact

Your main point of contact is: Sabrina Kapoor, [Sabrina.Kapoor@rssb.co.uk](mailto:Sabrina.Kapoor@rssb.co.uk)

Should you have any queries please email the contact detailed above.

No approach should be made to any other person in connection with this document unless directed by the above.

1.4 RESPONSE INSTRUCTIONS

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| **Activity** | **Date** |
| Issue Request for Proposal | 29th March 2017 |
| Quotation Closing Date: | 10th April 2017 (16:00) |
| Response: | The proposal response should be limited to 4 pages. The documents should be emailed to [shareditt@rssb.co.uk](mailto:shareditt@rssb.co.uk) quoting RSSB2563 in the subject line.  Please ensure you quote the RSSB2563 reference number and title detailed on page 1 |
| Response evaluation | 11th-13th April 2017 |
| Clarification Meeting (if required) | w/c 18th April 2017 |
| Award | By 24 April 2017 |

1.5 PROCESS AND PREPARATION OF RESPONSES

* + 1. The Supplier shall not enter in any agreement or arrangement with any third party which would in any way cause RSSB or its members to incur any financial obligations to the Supplier or any third party.
    2. The Supplier shall not approach any RSSB employee, its Representative or its agents to discuss any aspects of the Quote. All communication should be conducted via the RSSB Representative detailed above.
    3. The Supplier shall not canvass support for the award of the contract by approaching any employee of RSSB, its Representative or its agents.
    4. The documents enclosed are to be accepted in their entirety. No alteration will be allowed, unless notified and confirmed in writing by RSSB’s Representative before the date stated for the receipt of quotes. If any alteration is made or these instructions to Suppliers are not fully complied with the quote may be invalidated.
    5. The conditions of contract included in this Invitation to Quote apply. The Suppliers standard terms of business or trade will not be accepted.
    6. Any requested changes to the conditions of contract must be detailed on the Contract Issues Memo document included for consideration. If this is not completed, it is assumed that the Supplier has accepted all terms and conditions detailed and no further changes will be accepted.
    7. The Supplier shall be deemed to have satisfied itself as to the nature, extent and the content of the goods, services or works to be provided, the extent of staff required and all other matters, which may affect the quote.
    8. All prices quoted to be GBP (unless otherwise requested in the Invitation to Quote) exclusive Value Added Tax and firm.
    9. It is the Suppliers responsibility to ensure the Quote is correct at the time of submission. No amendment to the Quote will be allowed after the due date.
    10. Any questions must be emailed to the main point of contact no less than five days before the return date. Note: questions/responses will be circulated anonymously to all Suppliers invited to quote.
    11. Quotes received after the closing date and time will not be considered.
    12. RSSB’s Representative reserves the right to correct any omissions or inaccuracies in the Invitation to Quote and to clarify and/or amend any requirements, up to seven days before the return of quotes.
    13. All information supplied by RSSB must be treated in confidence and not disclosed to third parties except insofar as this is necessary to obtain sureties or quotations required during the preparation of the Quotation. All information provided by Suppliers will be treated in confidence except in stances where references may be sought.

1.6 PRICE QUOTATION

1.6.1 All prices quoted are to be in sterling, exclusive of Value Added Tax and must be firm.

1.6.2 A full and comprehensive breakdown of all costs and expenses to provide the goods, services or works requested in this invitation to tender must be provided and all assumptions must be clearly stated.

* + 1. Failure to provide adequate detail may cause your quote to be judged non-compliant.
    2. The construction of the price must be clear and easy to understand. Where appropriate the use of tables to show pricing is preferred.
  1. PAYMENT SCHEDULE
     1. A suitable invoicing schedule must be provided in the tender where applicable.

1.7.2 For a firm fee, payment must be based on deliverables that must be accepted by the RSSB Manager before payment is released.

1. THE SPECIFICATION

Background

The Director of Projects (a new role within RSSB) will lead the newly formed Projects Directorate, which will be operative from 3 April 2017. The Directorate has been designed to change the way RSSB works, enabling agile working and cross-collaboration by bring people together to work on projects and programmes to address member and stakeholder feedback. The role impact will therefore be industry wide. Key areas of delivery will therefore include bringing together a newly created team and developing and implementing consistent Project Management practices, reducing project cycle time to address findings from the recent ORR review - to deliver on time and to budget.

The Director of Projects will provide leadership and strategic direction for the full and effective delivery of all programmes and project activity across RSSB except innovation. The role will provide communication channels to industry about progress on relevant programmes of work and play a pivotal role in influencing and gaining buy-in from key stakeholders such as Network Rail, Train Operating Companies (TOCs), thought leaders, subject matter experts and Members, for their input to deliver projects.

The specific aims of the Projects Directorate are:

* To achieve a strong central programme and project management capability, enabling the effective prioritisation and allocation of resources across projects and eradicate duplication of work;
* To enable RSSB to manage our projects in a consistent way, developing smarter ways of working and allocating resources;
* Streamlining project processes and related frameworks such as the design of committees and working groups
* To ensure projects are delivered at greater speed, meeting our stakeholders’ expectations whilst maintaining quality, consensus and resource burden on industry
* Strengthen RSSB’s project capability through stronger and more flexible multi-skilled teams
* To strengthen RSSB’s capability to become a results-focussed, efficient and agile organisation

Approach

RSSB ran a direct recruitment round in February this year to which a good response was received. However, at shortlist it was felt candidates did not possess the right level of skills and experience required for the role.

The role specification has subsequently been reviewed to include focus on a robust and credible leadership capability required to achieve both the aims in the brief set out above and drive delivery of RSSB’s strategic objectives. This is in addition to a high level of project management expertise which was part of the original brief.

The main objectives of engaging an independent search partner are:

* **Reaching a wider candidate base:** including skills and experience, candidate diversity and coverage across a range of sectors.
* **Rigorous selection process:** ensuring a suitably rigorous and transparent process for the appointment but also one that is a positive experience for the candidate
* **Management of internal candidates:** offered the opportunity to be considered through joining the external agency selection process. An appropriate framework will need to be adopted to include them as part of this.

Response Instructions

If you would like to offer your service to the RSSB, please respond to the following requirements.

1. EVALUATION CRITERIA

Respondents are required to submit a proposal, consisting of evidence against each requirement listed below.

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| **Quality Requirement** | **Criteria** | **Maximum Score** | **% Weighting (75%)** |
| **Relevant Experience**  Previous experience of recruiting for similar roles in the relevant market sectors e.g. large scale construction and infrastructure projects; utilities and industries with high reputational risk such as mining, oil and gas, nuclear, aviation; public private partnerships, government and public policy, membership organisations | * Demonstrable experience of working with roles of this calibre with an emphasis on project management and strategic leadership capability. * Expertise in sourcing transferable skills and capabilities and delivering candidates from a wide range of market sectors. * A deep understanding of RSSB, its stakeholders and objectives. | 3 | 25% |
| **Individual Profiles of the Search Consultants**  Previous experience of recruiting at this level and appropriately representing roles and organisations and how RSSB will be represented | * Individual Search consultants will be expected to provide a verifiable track record of success of recruiting to similar roles at Director/ Senior Leadership team level. * The consultants own personal presentation and how they choose to represent RSSB will be core to the successful proposal. | 3 | 25% |
| **Search and selection strategies**  Proposed strategies for search and selection and an assessment of the likely effectiveness. Demonstrate consideration with respect to diversity | * A full briefing of the proposed search and selection methods are expected as part of the proposal including an assessment of the effectiveness of each approach. * This section should also cover approach to sourcing a diverse range of candidates as well as appropriately representing RSSB. | 3 | 25% |
| **Fee structure and payment conditions**  Demonstrate value for money. Fixed fee and milestone payments | * A clear breakdown of both core and associated costs should be included and supported by appropriate evidence of value for money. * Specific contractual arrangements should be clarified in full. | 3 | 25% |

3.1 Scoring Methodology

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| **Grade label** | **Grade** | **Definition of grade** |
| Unacceptable | 0 | The response has been omitted, or the Tenderer proposal evidences inadequate (or insufficient) capacity or capability to deliver the requirement(s) |
| Weak | 1 | The Tenderer has demonstrated merit, although there is weakness evident in its capacity or capability for the purposes of the procurement. |
| Satisfactory | 2 | The Tenderer has evidenced a level of capacity and capability suitable for the purposes of the procurement. |
| Good | 3 | The Tenderer has evidenced a significant level of capability and capacity for the purposes of the procurement. |

1. Conditions of Contract

All goods and services provided by third parties to RSSB are governed under our terms and conditions.

