

Invitation to Quote



Invitation to Quote (ITQ) on behalf of UK Government Investments (UKGI)

Subject UK SBS PS18073 Executive Search, Selection and Assessment for up to five Non-Executive Board Members: UKGI Assets

Sourcing reference number PS18073



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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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 Contracting Authorities improve efficiency, generate savings and modernise.

It is our vision to become the leading service provider for Contracting Authorities for 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.

Our Customers

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](#).

Section 2 – About the Contracting Authority

UK Government Investments (UKGI)

UK Government Investments (UKGI) is a government-owned company which oversees the activities of the former Shareholder Executive (formerly part of the Department for Business Innovation and Skills), and UK Financial Investments. UKGI was established as of 1 April 2016.

UKGI is the UK Government's centre of excellence in corporate finance and corporate governance. Its objectives are to:

- Prepare and execute all significant corporate asset sales by the UK Government;
- Advise on all major UK Government financial interventions into corporate structures;
- Act as shareholder for those arm's length bodies of the UK Government that are structured to allow a meaningful shareholder function and for other assets facing complex transformations; and
- Advise on major UK Government negotiations with corporates.

UKGI is acting on behalf of the Department for Business, Energy and Industrial Strategy in procuring these services.

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 Government Investments (UKGI), 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Owen Lister
3.3	Buyer contact details	Professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£115,000.00 ex. of VAT.
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	24/04/2018 - Contracts Finder
3.7	Latest date/time ITQ clarification questions shall be received through Emptoris messaging system	30/04/2018 09:30
3.8	Latest date/time ITQ clarification answers should be sent to all Bidders by the Buyer through Emptoris	01/05/2018 16.00
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	08/05/2018 12.00
3.10	HOLD – possible bidder face to face clarifications	11/05/2018 and 14/05/2018
3.11	Anticipated selection and the selections of Bids notification date	16/05/2018
3.12	Anticipated Award date	17/05/2018
3.13	Anticipated Contract Start date	18/05/2018
3.14	Anticipated Contract End date	17/05/2019
3.15	Bid Validity Period	60 Days

Section 4 – Specification

UK Government Investments (UKGI) is leading an exercise to appoint up to five Non-Executive Board Members to Boards across the UKGI portfolio on behalf of the Department for Business, Energy and Industrial Strategy (BEIS). Recruitment advisor support is required to achieve this.

UKGI, formerly known as the Shareholder Executive, is a wholly owned company of HM Treasury and is the UK Government's centre of excellence in corporate finance and corporate governance. Its role is to manage Government's shareholdings of businesses, often on behalf of Government departments and provide corporate finance expertise and advice within Government.

Aims

The aim of this exercise is to procure a supplier with executive search and selection capability to support the appointment of up to five non-executive board members to UKGI assets.

UKGI expects to appoint up to five non-executive board members over the course of 2018 (calendar year) to a selection of its portfolio businesses (full details of which businesses and the specification of non-executive roles will be available to the successful bidder only). It is expected that these individuals will have specialist skills appropriate to each role which may cover (but is not limited to): nuclear, financial / accountancy skills; managing complex contracts; project delivery and managing major procurements.

Objectives

It is expected that the successful supplier will manage the search from procuring candidates to assisting with preparation for final interviews, carrying out pre-appointment checks and appointing the successful candidates to the roles.

The successful supplier is expected to have the capacity to fully manage the executive search and selection activity. Adhering to the role specifications, they will be expected to advise UKGI on candidate targeting and source candidates through market research, providing a long list and then a short list of prospective candidates as well as providing feedback to candidates. The successful supplier will also need to support the UKGI team and the candidates throughout any interviews, undertake any necessary referencing and pre-appointment checks, and ahead of UKGI making any recommendations to the relevant BEIS Minister. There will be no requirement for any psychometric testing of candidates.

Background to the Requirement

UKGI require recruitment support to find up to five non-executive board members for UKGI assets, which it manages on behalf of BEIS, from a diverse range of backgrounds with a broad range of experience and skills applicable to the roles.

UKGI's assessment of the skills needed to fulfil these roles is based on the importance of the non-executive board members being capable of rigorously holding the executive to account.

The successful advisor will support UKGI in finding candidates with expertise in operating at a senior level within a major business or other organisation.

The successful bidder will be provided with details of the UKGI portfolio business and UKGI's assessment of the relevant NED skills sought on appointment.

Prospective NED candidates will be expected to provide evidence of the following: personal skills:

- Clear, effective and robust communication and influencing skills, including an ability to contribute fully to Board discussions, challenge the Executive effectively but constructively, and communicate with a wide range of audiences;
- Independent and strategic thinking with an ability to analyse complex issues and promote innovative thinking;
- Team working and collaboration skills, including an ability to work in a collegiate fashion with other executives and non-executives in the organisation to solve collective problems;
- Results orientation and a willingness to look for solutions combined with a focus on targeted performance measurement
- Adaptability and pragmatism, including an ability to adapt quickly to fast moving & challenging situations;
- Demonstrable commitment to good practice in corporate governance.

It is likely that one or more of the following professional skillsets will be required:

- Expertise of working as a non-executive director (highly desirable);
- Procurement expertise (commercial or legal), with significant expertise of current best procurement practice (ideally in major projects and/or with public procurement perspective);
- Expertise in accountancy, audit, other financial services or at senior levels in the finance function in the corporate world; and / or
- Knowledge and expertise of the nuclear sector (applied, rather than academic).

The diversity of prospective candidates will be an important factor in this exercise: UKGI values diversity of board membership and is keen to ensure that prospective candidates are sourced from the largest possible candidate pool in order to create a wealth of different views, backgrounds, values and mindsets. UKGI will also work closely with established networks within Whitehall to highlight the vacancies to groups with a particular focus on attracting those more diverse groups of candidates to apply.

Requirement

The successful supplier will be responsible for the full range of executive search and selection activity from advising on active candidate targeting, advert design and placement and thoroughly researching the market place, longlisting and shortlisting, interviews, any necessary pre-appointment scrutiny or referencing, and ultimately providing feedback to candidates. UKGI require a supplier with capacity and expertise in actively searching for candidates, over and above any core ability to manage responses to an advert (which is required by Cabinet Office public appointments guidance).

The maximum number of non-executive board member positions is five. This will be paid in stages, upon each successful placement of candidates. This shall not exceed the estimated value of opportunity stated in section 3.

UKGI therefore requires all of the services listed below:

1. Assistance in refining the search criteria and the design and placement of the appropriate advert;
2. Extensive search, head hunting and management of the external advert, advising to the extent required. This is the most important factor given the range of skillsets that UKGI is looking for in candidates.
3. Weekly, or as agreed, updates on progress;
4. Administration of applications (including provision of diversity and equality information);
5. Sifting of applications to produce a long-list of recommendations; interviews of long-listed candidates to provide recommended shortlist
6. Diary management and arranging timings and dates for meetings, fireside chats and interviews (working with UKGI executive assistants);
7. Assistance with preparation for final interview;
8. Responses handling, as approved by UKGI; and
9. Detailed referencing (security clearance may be required for the roles).

Deliverables

Key deliverables are a pool of excellent candidates, sought through role specifications, advert, long list and assessment, short list and assessment; interview guidance; correspondence with applicants' references.

The contract covers up to five non-executive board members positions in total. UKGI will retain the long and short list as well as the right to appoint from this at a later date outside of this contract should another opportunity arise.

Deadlines

Appointment of up to a total of five non-executive board members: UKGI expects to require the appointment of 1-2 NEDs by summer 2018, with the remainder over the course of the calendar year.

Quality Threshold

Full range of executive search and selection activity including:

1. Candidate targeting and actively searching for candidates from diverse sources
2. Advert design and placement with thorough research into the market
3. Long listing and shortlisting
4. Interview support
5. Referencing and pre-appointment scrutiny
6. Providing feedback to candidates

Timetable

The envisaged timetable for key stages of the first recruitment round is as follows:

- Appointment of advisers mid - end May 2018
- First appointments by Summer 2018.

Please note the above dates are estimated and may be subject to change.

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.

General Data Protection Regulations

This contract will involve the collection, processing and transfer of personal data which will be subject of the General Data Protection Regulations (GDPR), in force as of 25 May 2018. Bidders are to note Annex A (Processing, Personal Data and Data Subjects) of the Terms and Conditions which sets out the written instructions for processing the 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, 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	SEL3.11	Compliance to Section 54 of the Modern Slavery Act
Commercial	SEL3.12	Cyber Essentials
Commercial	SEL3.13	General Data Protection Regulations (GDPR)
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Price	AW5.5	E Invoicing
Price	AW5.6	Implementation of E-Invoicing
Quality	AW6.1	Compliance to the Specification

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement the Contracting Authority has decided to evaluate Bidders 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	Delivering a Quality Service	30%
Quality	PROJ1.2	Executive Search and Methodology	30%
Quality	PROJ1.3	Diversity	20%

Evaluation of criteria

Non-Price elements

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

- 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) the below marking scheme:

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 $(60+60+40+40) \div 4 = 50$

And

All the above qualitative questions will be marked based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be reviewed in an evaluator meeting, once the individual evaluations are complete and a consensus score will be agreed to determine your final score

Bidders securing less than the minimum threshold of 50% in any one of the individual qualitative questions will be considered to not have met the criteria and will not be considered when evaluating the price bids / their bid will not be considered further.

Price elements will be judged on the following criteria.

The lowest price for a response which meets the pass criteria shall score 100. All other bids shall be scored on a pro rata basis in relation to the lowest price. The score is then subject to a multiplier to reflect the percentage value of the price criterion.

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

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

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

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

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

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

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

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

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

Section 6 – Evaluation questionnaire

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

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

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

- 7.1 Do comply with Procurement document instructions. Failure to do so may lead to disqualification.
- 7.2 Do provide the Bid on time, and in the required format. Remember that the date/time given for a response is the last date that it can be accepted; we are legally bound to disqualify late submissions. Unless formally requested to do so by UK SBS e.g. Emptoris system failure
- 7.3 Do ensure you have read all of the training materials to utilise the 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(s) to the question(s) 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 evaluation question explicitly, 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 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 to do so.
- 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 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.
- 7.16 Do not contact any UK SBS staff or the Contracting Authority 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 or the Contracting Authority 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 must be submitted to Crown Commercial 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 as part of the evaluation process.
- 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 the Contracting Authority / UKSBS.
- 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 60 days or your Bid will be rejected.
- 7.34 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.
- 7.35 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 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.

- 7.39 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, 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.

- 7.41 The Government introduced its new Government Security Classifications (GSC) classification scheme on the 2nd April 2014 to replace the previous 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 bid 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](#)