

# Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Department for Business,  
Energy & Industrial Strategy (BEIS)**

**Subject: PS17121 Executive Search for the following position: Met  
Office Chair**

**Sourcing reference number: PS17121**

**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.  
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**UKSBS**  
  
*Shared Business Services*

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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 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

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 Customers.

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

## Section 2 – About Our Customer

### Department for Business, Energy & Industrial Strategy (BEIS)

The Department for Business, Innovation & Skills (BEIS) 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. BEIS also protects consumers and reduces the impact of regulation.

BEIS is a ministerial department, supported by 47 agencies and public bodies.

Our priorities for 2016 to 2017 include:

- business and enterprise
- competitiveness and exports
- science and innovation
- apprenticeships and skills
- higher education
- labour markets

We have around 2,500 staff working for BEIS plus around 500 people working for UK Trade & Investment in the UK.

Our partner organisations include 9 executive agencies employing around 14,500 staff.

We have BEIS offices in London, Sheffield, Billingham, Cardiff, Darlington, Glasgow, Manchester, Nottingham, Runcorn and Watford.

### Department for Business, Energy & Industrial Strategy 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.

<http://www.beis.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, Energy and Industrial Strategy (BEIS), 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Jack Noden
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	£14,000.00 excluding VAT (Name only search)
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	06/06/17 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	13/06/17 11:00am
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	14/06/17 14:00pm
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	20/06/17 11:00am
3.10	Date/time Bidders should be available if face to face clarifications are required	Not applicable.
3.11	Anticipated rejection of unsuccessful Bids date	28/06/17 14:00pm
3.12	Anticipated Award date	28/06/17
3.13	Anticipated Contract Start date	03/07/17

3.14	Anticipated Contract End date	31/10/17
3.15	Bid Validity Period	60 Days

## Section 4 – Specification

### **Introduction:**

The Met Office - part of the Department for Business, Energy and Industrial Strategy (BEIS) - is the UK's National Meteorological Service. Met Office operations are critical to the national resilience, defence and security of the UK. It is recognised as a global leader in weather and climate, based on its reputation for excellence and a brand synonymous with world class science. All of its services are underpinned by cutting edge science, a 24/7 operational capability and resilient delivery infrastructure. It requires an exceptional Chair to maintain and build on this position.

The Met Office has operated as a Trading Fund since 1996, and receives no operational funding directly from Parliament. It needs to be lean and customer focussed, with income generated from commercial and public sector customers. The Met Office is required to generate a profit on its activities and to deliver a dividend to government as its shareholder.

The Met Office is unique in its position of developing cutting edge science and using this to constantly enhance the services that it provides directly to Government and non-Government customers. This, and the critical nature of the services the Met Office delivers, will provide a rewarding and challenging role for the right Chair. The Met Office is independently estimated to deliver around £30billion of value to the UK economy over the next 10 years.

The Met Office plans to embark on an ambitious programme of transformation and efficiency, re-engineering its core infrastructure, business processes, organisational structures and ways of working.

### **Aims of the Met Office Chair role:**

The Met Office Chair is appointed by the Secretary of State for BEIS, and will be responsible for advising the Minister on the organisation's overall direction and performance. The role of Chair is pivotal and demands effective strategic leadership of the Board and the ability to speak on its behalf.

The Chair will work closely with the full-time Chief Executive, who is also the Met Office's Accounting Officer. The Chair has particular responsibility for providing first-rate strategic leadership on matters including:

- Leading the Board by facilitating a high standard of discussion and debate, allowing it to steer the Met Office through collective working. The Chair must ensure systems are in place to provide Board members with appropriate support and the timely, relevant information required for them to perform their role.
- Leading the Board to support and challenge the Executive Team in setting the strategic direction of the organisation, including advising on organisational targets and priorities. This will include holding the Executive Team to account for delivering the Met Office's Corporate Plan and a major Transformation and Efficiency Programme.

- Bringing top-level commercial and strategic insight to the table, and using this to challenge and support the Executive Team to ultimately enhance the organisation's performance as a whole.
- Leading on the appointment, induction, and assessment of non-Executive Board Members to ensure a strong Board with an effective mix of skills, and being actively involved in the appointment (if relevant) and performance assessment of the Chief Executive.
- Ensuring a formal annual evaluation of the Board's performance and that of its committees and of individual Board members, and that the Met Office fulfils its annual reporting requirements to the highest standards.
- Working in partnership with the Chief Executive as an ambassador for the Met Office, to maintain and enhance its stellar world leading reputation.
- Providing the Minister and BEIS Sponsor with the Board's perspective on strategic matters and other relevant issues as required. This includes ensuring that the Board takes proper account of guidance provided by the Minister and Secretary of State for BEIS.

The Chair 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.

**It is essential that the Met Office Chair demonstrates the following:**

- Exceptional track record of risk management, managing and improving organisational performance, and governance at a strategic, and preferably Board, level.
- First rate commercial, strategic and analytical skills and judgement and evidence of bringing these to bear at the highest level in similarly complex organisations.
- A flair for thinking innovatively, challenging the norm and supporting a culture of organisational and behavioural change.
- An ability to build relationships with executive colleagues and a clear understanding of the role of the executive versus that of non-executive.
- An excellent communicator to drive effective teamwork, challenge constructively and show diplomacy and independence with national and international stakeholders at all levels, including Ministers and Members of Parliament.

**Essential experience:**

- Previous experience as a Non-Executive Director or Chair of a substantial company or organisation.



**Desirable experience:**

- Previous experience as a Chair of a substantial company or organisation.
- Senior (preferably Board) level experience of oversight and implementation of transformational change programmes at the organisational level – preferably involving IT and workforce elements.
- Senior (preferably Board) level experience in organisations that rely heavily upon using cutting edge research and development to deliver their objectives and/or services.

**Scope:**

The appointed search and recruitment firm will be required to deliver search requirements for the vacancy in order for the successful applicant to be appointed by October 2017.

This post is currently not regulated by the Commissioner for Public Appointments (OCPA). However, the campaign process will still follow the best practice according to those appointment principles.

Further details on the role is set out in Appendix A.

**Requirement:**

The successful bidder will be required to undertake the following work:

- Attend planning meetings and discuss search and campaign requirements with the Independent Panel Member(s), both appointment teams and other key stakeholders to agree the search, advertising strategies and timetable;
- Provide search and selection services ensuring a strong and diverse field of candidates;
- Give support and advice on the preparation of recruitment documents and ensure applicant packs are made available in alternative formats if requested;
- To respond to requests for applications via post and e-mail. To receive, log and acknowledge applications about the post and answer any queries by email or telephone;
- 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 (the team are considering the following publications/websites for advertisements: Times and any other publications/websites which are relevant to the vacant position);
- Provide weekly campaign updates and statistics on the search and selection, including diversity; and
- Attend a wash up meeting after the advertisement closes to discuss the pool of candidates and debrief.

**Deliverables:**

- Through a 'name only' executive search, suitably qualified, high calibre applicants are identified and drawn from a strong field applying for the vacancy;

- Advertising is proportionate (placed in the relevant publications outlined above) and relevant to attract high calibre applicants for the vacancies;
- Through an executive search, of those applicants which declare their diversity information, we would expect the diversity profile of candidates to meet the Government's aspirations on diversity: 50% male and 50% female; 10% (BAME) Black, Asian and Ethnic Minority;
- All recruitment documents are accessible and professional;
- All contact made with applicants and potential applicants by the successful organisation is delivered professionally;
- Research is delivered to a high standard in the right format to meet both Departments' needs and delivered on time;
- The pre-sift process results in a strong field of applicants progressing through the recruitment process;
- The pre-sift results are accepted by the selection panel members as accurate against the agreed criteria;
- Diversity data is accurately recorded and applicants completed forms are submitted to both appointments team; and
- The service is delivered on time and to a high standard with key stakeholders providing positive feedback on the successful organisation's added value.

You will be expected to:

- Keep in touch on a regular basis with the key contacts in the appointments team throughout the process and, if any issues arise, get in touch without delay so these can be resolved together;
- Update your contacts on a regular basis throughout the search period;
- Attend meetings when required;
- 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 outcome. 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 points of contact in both appointment teams 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 both appointment teams;
- Handle sensitive personal 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"; and
- Ensure quality of standards, as set out in your proposal, are delivered throughout this assignment.

**Proposed project process timetable:**

- Campaign to go live – early/mid-July
- Sift and interviews through August/September
- Candidates to meet BEIS Junior Minister mid/late September
- No.10 approval required by early October
- Chair appointment to be confirmed – by mid/late October

You will be working primarily with a named contact from the BEIS public appointment teams, who will be responsible for:

- contract management of the search and recruitment firm, ensuring the campaign delivers its key milestones and success criteria resulting in high calibre candidates appointed to the posts;
- project managing the campaign to ensure the campaign remains on track and any risks / issues are mitigated / addressed;
- working with the appointed organisation on the content of appointment documentation and advertising to ensure high quality of standards are delivered;
- working with the appointed firm on a targeted diversity campaign; and
- liaising with BEIS Minister's offices, Parliamentary Unit and Communications as part of the appointments process.

The campaign will also be supported by colleagues from across the department who will carry out specific roles in the successful delivery of the campaign and appointment on-boarding. The appointments team will also be liaising closely with the relevant policy team throughout the campaign.

## 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 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	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification

Scoring criteria			
<p><b>Evaluation Justification Statement</b>            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.</p>			
Questionnaire	Q No.	Question subject	Maximum Marks
Price	AW5.2	Price	20%
Quality	AW6.2	<b>Demonstrating expertise and resources to deliver the requirement.</b>	30%
Quality	AW6.3	<b>Methodology and Approach</b>	50%

## 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 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**

## 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 the Contracting Authority.
- 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 if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract 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 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>

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](#)
- [Tenders Electronic Daily](#)
- [Equalities Act introduction](#)
- [Bribery Act introduction](#)
- [Freedom of information Act](#)

# Appendix A

## Met Office Chair Job Description and Candidate Specification

### Organisational Background

The Met Office - part of the Department for Business, Energy and Industrial Strategy (BEIS) - is the UK's National Meteorological Service. Met Office operations are critical to the national resilience, defence and security of the UK. It is recognised as a global leader in weather and climate, based on its reputation for excellence and a brand synonymous with world class science. All of its services are underpinned by cutting edge science, a 24/7 operational capability and resilient delivery infrastructure. It requires an exceptional Chair to maintain and build on this position.

The Met Office is unique in its position of developing cutting edge science and using this to constantly enhance the services that it provides directly to Government and non-Government customers. This, and the critical nature of the services the Met Office delivers, will provide a rewarding and challenging role for the right Chair. The Met Office is independently estimated to deliver around £30billion of value to the UK economy over the next 10 years.

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The Met Office plans to embark on an ambitious programme of transformation and efficiency, re-engineering its core infrastructure, business processes, organisational structures and ways of working.

Employing some 2,000 people, principally at its headquarters located in Exeter, the Met Office has 50 other sites throughout the UK and overseas.

### **Ensuring a Resilient Nation**

The mission of the Met Office is to exploit its capabilities to protect life and property, enhance well-being and contribute to economic growth. Weather related hazards are amongst the highest priority risks in the UK National Risk Register.

The Met Office is responsible for delivery of the Public Weather Service contract, ensuring the timely provision of accurate weather forecasts and severe weather warnings crucial to protecting lives, livelihoods and critical national infrastructure. The Met Office also provides national expertise on other key natural hazards such as Volcanic Ash and Space Weather, as well as helping Government respond to Chemical, Biological, Radiological and Nuclear (CBRN) hazards.

The Met Office is relied upon by a wide range of government departments, joining up disparate requirements such as defence, climate change, international development, security and transport into a comprehensive national weather and climate capability. For example, providing vital expert advisory services to the defence community – guiding planning, ensuring safe operations, informing advanced R&D and, critically, providing a tactical edge.

The Met Office Hadley Centre is consistently rated amongst the top climate research institutes in the world, providing up-to-date, robust and traceable scientific advice to the UK Government on climate variability and change.

### **A cutting edge for the UK through world leading science**

A world leading organisation, the Met Office scientists are at the forefront of the research which underpins all of its services. One of the Met Office's key aims is to translate this deep science into social and economic benefit. Met Office services support key industries powering the economy, for example oil and gas, nuclear and renewables, and those that keep it moving, for example road, rail and aviation industries.

With Government's investment in a new super computer, there is an opportunity for the Met Office to deliver a wide range of benefits to the UK, from more accurate local weather forecasts, through to improved predictions of how the climate will change over time, all done at higher speed and greater resolution than before.

Met Office partnerships with academia and international centres of excellence provide a mechanism to bring world leading science and funding to focus on important challenges for the UK. Examples include the Space Weather Partnership with the US and the Natural Hazards Partnership, as well as the wider work of the Met Office Academic Partnership.

### **International reach**

An organisation with global reach, the Met Office has established relationships with over 100 countries through its leadership role in the UN World Meteorological Organisation (WMO), the Intergovernmental Panel on Climate Change (IPCC) and bilateral engagements such as Overseas Development Assistance (ODA) work with China, Brazil, South Africa, Malaysia, Philippines, Tanzania, Kenya and Mozambique.

### **Skills and Experience**

#### **It is expected that prospective applicants will have many of the following experiences and attributes:**

The Secretary of State is seeking applications from individuals with top-level strategic experience commensurate with the responsibilities and the challenges of the Met Office. Applicants are invited from both public and commercial settings. We are looking for exceptional insight and experience of leading a board of senior professionals, and a proven track record of ensuring high levels of engagement and performance. The successful applicant will need to demonstrate the following:

- Exceptional track record of risk management, managing and improving organisational performance, and governance at a strategic, and preferably Board, level.
- First rate commercial, strategic and analytical skills and judgement and evidence of bringing these to bear at the highest level in similarly complex organisations.
- A flair for thinking innovatively, challenging the norm and supporting a culture of organisational and behavioural change.
- An ability to build relationships with executive colleagues and a clear understanding of the role of the executive versus that of non-executive.

- An excellent communicator to drive effective teamwork, challenge constructively and show diplomacy and independence with national and international stakeholders at all levels, including Ministers and Members of Parliament.

**Essential experience:**

- Previous experience as a Non-Executive Director or Chair of a substantial company or organisation.

**Desirable experience:**

- Previous experience as a Chair of a substantial company or organisation.
- Senior (preferably Board) level experience of oversight and implementation of transformational change programmes at the organisational level – preferably involving IT and workforce elements.
- Senior (preferably Board) level experience in organisations that rely heavily upon using cutting edge research and development to deliver their objectives and/or services.

**Roles and responsibilities:**

The Met Office Chair is appointed by the Secretary of State for BEIS, and will be responsible for advising the Minister on the organisation's overall direction and performance. The role of Chair is pivotal and demands effective strategic leadership of the Board and the ability to speak on its behalf. The Chair will work closely with the full-time Chief Executive, who is also the Met Office's Accounting Officer. The Chair has particular responsibility for providing first-rate strategic leadership on matters including:

- Leading the Board by facilitating a high standard of discussion and debate, allowing it to steer the Met Office through collective working. The Chair must ensure systems are in place to provide Board members with appropriate support and the timely, relevant information required for them to perform their role.
- Leading the Board to support and challenge the Executive Team in setting the strategic direction of the organisation, including advising on organisational targets and priorities. This will include holding the Executive Team to account for delivering the Met Office's Corporate Plan and a major Transformation and Efficiency Programme.
- Bringing top-level commercial and strategic insight to the table, and using this to challenge and support the Executive Team to ultimately enhance the organisation's performance as a whole.
- Leading on the appointment, induction, and assessment of non-Executive Board Members to ensure a strong Board with an effective mix of skills, and being actively involved in the appointment (if relevant) and performance assessment of the Chief Executive.
- Ensuring a formal annual evaluation of the Board's performance and that of its committees and of individual Board members, and that the Met Office fulfils its annual reporting requirements to the highest standards.
- Working in partnership with the Chief Executive as an ambassador for the Met Office, to maintain and enhance its stellar world leading reputation.

- Providing the Minister and BEIS Sponsor with the Board's perspective on strategic matters and other relevant issues as required. This includes ensuring that the Board takes proper account of guidance provided by the Minister and Secretary of State for BEIS.