

Request for Proposal

Request for Proposal (RFP) on behalf of UK Research and Innovation

Subject: UKRI Future Leaders Fellows Development Network

Sourcing Reference Number: CS20024

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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 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 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 the Department for Business, Energy & Industrial Strategy (BEIS), UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

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

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business 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 Contracting Authorities. Our Contracting Authorities who have access to our services and Contracts are detailed [here](#).

Privacy Statement

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

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

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

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

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

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

Section 2 – About the Contracting Authority

UK Research and Innovation

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

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

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

For more information, please visit: www.ukri.org

Innovate UK

Innovate UK works with people, companies and partner organisations to find and drive the science and technology innovations that will grow the UK economy. They drive growth by working with companies to de-risk, enable and support innovation.

<https://www.gov.uk/government/organisations/innovate-uk>

Section 3 – Working with the Contracting Authority.

Section 3 – Contact details		
3.1.	Contracting Authority Name and address	UK Research and Innovation, Polaris House, North Star Avenue, Swindon, Wiltshire, SN2 1FL
3.2.	Buyer	Chris Grant
3.3.	Buyer contact details	professionalservices@uksbs.co.uk
3.4.	Estimated value of the Opportunity	The contract value is up to £3,000,000.00 ex VAT for the total duration of the contract
3.5.	Process for the submission of clarifications and Bids	All correspondence shall be submitted within the Messaging Centre of the e-sourcing tool. Guidance Notes to support the use of Delta eSourcing are 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 posting of Contract advert to OJEU.	Tuesday 23 rd June 2020
3.7.	Date RFP available to Bidders on Contracts Finder	Thursday 25 th June 2020
3.8.	Latest date / time RFP clarification questions shall be received through Delta eSourcing messaging system	Friday 24 th July 2020 14:00
3.9.	Latest date / time RFP clarification answers should be sent to all Bidders by the Buyer through Delta eSourcing Portal	Friday 31 st July 2020
3.10.	Closing date and time for Bidder to request RFP documents	Wednesday 12 th August 2020 13:00
3.11.	Closing date and time for Bidder to submit their response ('the deadline ').	Wednesday 12 th August 2020 14:00
3.12.	Date/time Bidders should be available for face to face Interviews	Week commencing 31 st August 2020
3.13.	Notification of proposed Contract award to unsuccessful bidders	Thursday 10 th September 2020
3.14.	Anticipated Contract Award Date	Tuesday 22 nd September 2020
3.15.	Commencement of Contract	Friday 25 th September 2020
3.16.	Completion of Contract	Friday 24 th September 2023
3.17.	Bid Validity Period	90 Days

Section 4 – Specification and about this procurement

Introduction

1. The cross UK Research and Innovation (UKRI) Future Leaders Fellowships scheme supports early career researchers (ECRs) and innovators with outstanding potential in universities, eligible UK registered businesses, and other research and user environments including research councils' institutes and laboratories. The cross UKRI nature of the scheme means that the cohorts of fellows funded through each round of the fellowship are an extremely diverse range of researchers and innovators who are based in a range of academic, business and other environments. Further [information about the FLF can be found on the UKRI webpages](#) and in Appendix B
2. Over and above the support received through their fellowship award, there is an important opportunity for UKRI to provide additional value for fellows by ensuring that these fellowships give further opportunities; particularly those that can only be gained from being delivered at a whole cohort and national level.

Aims

3. The cohort of Future Leaders Fellows provide an important chance for UKRI to;
 - Work with, and benefit from, the UK's future leaders in research and innovation
 - Further add value to the FLF investment through the provision of distinctive training and development opportunities for fellow cohorts that would not be as effective when delivered at the individual Fellow or host organisation employer level
4. To take advantage of this unique opportunity a Future Leaders Fellows Development Network is to be made available to the approximate 210 fellows funded through the first three rounds of the FLF. In total the Network should have capacity to support 250 people, the 210 FLFs and 40 additional early career researchers and innovators who are supported by other UKRI programmes. This is to support the engagement of FLFs with the wider UKRI-supported community and to increase the range of individuals that the opportunities offered by the Network are available to. This Network should;
 - **Create a strong cohort experience;** by bringing multidisciplinary cohorts together so fellows can learn from peers and share experiences, to cement a supportive cohort and future alumni Network. Horizontal (i.e. same starting round) and vertical (across round) cohort development would be desirable to enable shared experiences between and across different stages in the fellowship.
 - **Develop the leadership of the fellows;** through delivery of enhanced development opportunities and activities. This should include support for those working in remits and sectors across the UK research and innovation community to develop a range of leadership styles as appropriate and supporting the development of the communication, collaboration, entrepreneurship, impact and public and policy engagement skills of the fellows.

- **Enable the cohorts to play a leadership role across the research and innovation community;** fellows should be supported to develop as ambassadors for UKRI and the values of the organisation. As such they should be championing and engaging with key challenges facing research and innovation communities; including increasing diversity and inclusion in research and innovation, research culture, team research, spreading best practice in research integrity, reproducibility, and responsible innovation.
- **Create deep links with UKRI and its investments;** by championing activities that engage the fellows with UKRI so that UKRI and the UK can benefit from the expertise and experience of these future leaders now and in the future.

To achieve this, it is therefore expected that the Network:

- a) **Deliver a series of networking, training and development workshops** that provide each cohort of participating fellows with the tools to think creatively and to develop and lead new and imaginative thinking that spans disciplinary and sector boundaries. The Network should be available for up to 210 FLFs who will be undertaking their fellowship during the three-year period of the Network, with 40 additional opportunities offered to wider UKRI early career researchers and innovators. Events should be structured in such a way as to facilitate the formation of cohorts who will progress together through the training and development programme. It is expected that as a minimum each cohort of early career researchers and innovators taking part in the Network will attend at least four associated Network-hosted events over the 2 year duration of their programme. Over the course of the Network-hosted events, the Supplier must deliver all of the Aims of the Network. Due to variation in the location and starting date of the 250 early career researchers and innovators supported by the Network, it is expected that multiple cohorts will be formed by the network on a regional basis. Each cohort will progress through their 2 years of Network activities together. All participating fellows will be identified during the first year of the contract, such that all are able to complete their two year programme by the end of year 3 of the contract. The Supplier will be expected to facilitate appropriate cohort grouping based on start date of each fellow, their geographical region, and any other grouping factor as may be appropriate in order to deliver the Aims of the Network in full.

Events should be accessible to all fellows, with associated events held on a regional basis to help enable participation. Within this model the following should be included in addition to activities to support the fellows to develop as influential leaders in their field or area and to act as advocates for UKRI and UKRI values. Areas that should be covered by these additional activities include:

- b) **Communication/media:** Develop all fellows understanding of audiences, channels and communications techniques so that they can provide impactful public leadership on research and innovation topics over the course of their fellowship and beyond. This should be done in partnership with the UKRI communications team and enable fellows to understand when to intervene in public discourse, how to convey messages effectively to a range of audiences and understand how to identify the correct channels and form the appropriate

Networks to achieve this.

- c) **Public engagement with research and innovation:** Develop all fellows understanding and capability in involving a wide range of people in their work, using methodologies such as citizen science and to demonstrate the potential impacts and relevance of engagement to their research / innovation and their careers. Public engagement training for fellows will be part of UKRI's wider activities to realise its vision for public engagement with research and innovation and the winning bidder should work with the UKRI public engagement team to develop this aspect of training programme.
 - d) **Collaboration and cross-sector working:** Develop understanding of collaboration and cross-sector working to increase the permeability of ideas and the flow of knowledge and people across business, academia, and the third and public sectors. This must include elements of innovation, business and entrepreneurship skills, knowledge exchange skills, and how to work with and within the different cultures across research and innovation environments.
 - e) **Impact:** Developing understanding of how research and innovation make a demonstratable contribution to society and the economy. This can involve academic, economic and societal impacts. For example, fellows should understand and be able to articulate how to realise the full impact of research, including through the contribution of translation and commercialisation to economic growth, development of key emerging business, and how to effectively work to influence UK policy and practice.
 - f) **Engagement with, and mentoring from, influential research and innovation leaders,** policy makers and sector experts from a diversity of organisations within the research and innovation landscape; domestically and internationally. Applications should demonstrate how the Network will interface the fellows with significant UKRI investments, and wider public and policy engagement.
 - g) **A plan to engage the fellows with key challenges facing the research and innovation environment,** including research culture, equality diversity and inclusion, Team Science, responsible innovation, spreading best practice in research integrity, and reproducibility.
5. In addition to these activities which should be open to FLFs and UKRI early career researchers and innovators from programmes across UKRI, the Network will act, in partnership with UKRI, to assist in delivery of additional development opportunities. These will be held by the Network with significant consultation and support provided by UKRI and will remain a unique offering for FLFs:
- h) **Formal Mentoring:** A formal mentoring programme available to all FLFs to connect them with mentors external to their host organisation and provide additional guidance and mentoring either within or outside of their discipline or sector. A group of potential mentors has already been recruited by UKRI and

when delivering this mentoring offering to the fellows it is envisioned that the Network will make use of this pre-existing pool of mentors, and act to increase the pool of mentors available to ensure diverse representation across fields and sectors. The existing pool of potential mentors is drawn from the FLF Panel College; a group of senior academics and business people who are available to participate in the panel assessment of proposals submitted to the FLF scheme. Further details about those involved in the FLF assessment process can be found on the FLFL webpage: <https://www.ukri.org/funding/funding-opportunities/future-leaders-fellowships/information-for-reviewers-panel-members/>.

- i) **Peer review training:** Training in peer review assessment panel roles and behaviours to be delivered by the Network e.g. via mock peer review panels, run collaboratively with individual Councils who will support this activity through the provision of advice, training materials and staff time as appropriate.
6. In addition to the activities above, the Network will set aside flexible “plus funds” of up to 10% of the total Network contract value that can be used for organising activities that address the aims of the Network and which are open to all Future Leaders Fellows and any associated collaborators throughout the period of the award. These activities are expected to include the funding of small collaborative research / innovation projects to support interdisciplinary proposals that may arise from the Network events, as well as running seminars, lectures, expert working groups, sandpits, skills training sessions etc. as defined by the Network governance and which will address the diversity of needs present in the range of fellows supported. Applications should outline appropriate plans, including timelines, governance and assessment criteria, give information regarding how all fellows will be engaged with the distribution of this flexible funding, and give justification of how the proposed fund will support the aims of the Network. Up to 10% of the total Network contract value may be allocated to this fund.
 7. Bidders are encouraged to suggest additional and / or alternative innovative activities and provide a rationale for their inclusion. Bidders are encouraged to think innovatively in terms of how they propose to address the Network aims.
 8. Furthermore, bidders should think broadly about the types of development interventions that fellows could be offered through this Network and how these will be applicable to the range of disciplines and sectors that fellows will be from. Applicants should consider how the Network will offer additional opportunities beyond what would be available to a fellow within their own organisation. It is expected that the Network will evolve in response to the needs of the fellows and each cohort and be reactive to changes in the sector. Further information about the range of FLFs supported can be found on the *Meet our Future Leaders Fellows* UKRI FLF webpage: <https://www.ukri.org/funding/funding-opportunities/future-leaders-fellowships/meet-our-future-leaders-fellows/>
 9. Throughout all proposed activities there should be clear evidence of mechanisms to enable all Network activities to be inclusive and supportive of the full diversity of fellows to participate, and there should be evidence of appropriate monitoring to ensure proposed plans are effective. An Equality Impact Assessment for the proposed Network should form part of the submitted proposal.

Objectives

10. The Objectives of the Network are to:

- a. Deliver a series of events, as detailed above, that meet the needs of all fellows, regardless of the kind of organisation that hosts them (business, university, IRO etc.) or their discipline, and which address the areas as set out in the Aims section above.
- b. Over the three-year period of the Network provide opportunities, as set out in the Aims section, for each fellow to take up over a 2-year period. Opportunities should be offered to all FLFs and other UKRI ECRs and innovators as appropriate and as demand allows.
- c. Facilitate the mentoring of FLFs and their participation in UKRI Peer review training activities such as mock panel exercises, as set out in the Aims section above.
- d. Hold and administer flexible “plus funds” to enable fellows to act on opportunities presented by the cohort themselves. These could include additional self-defined events, small collaborative research projects, policy or practice development, and impact acceleration and innovation projects.

11. Bidders should consider the potential disruption caused by Covid-19 and state how they will ensure delivery of the Network Aims and Objectives while following Government advice regarding Covid-19 and any associated limitations to travel and physical meetings that this may entail.

Background to the Requirement

12. The Network must provide details of planned governance structures, including an appropriately diverse steering board of senior academics, researchers / innovators and business representatives, which is representative across all disciplines and communities of UK Research and Innovation remit. UKRI, in the form of the UKRI FLF Programme Lead responsible for cohort engagement, and the FLFs themselves must be represented within the governance structures and on the steering board. It is expected that input from the steering board be used to guide and develop the activities of the Network as it progresses. Guidance received from the steering board should be provided to the UKRI FLF team as part of the reporting requirements, as set out below. UKRI agreement of proposed activities must be confirmed before action to progress them is undertaken.
13. All applications should provide details of how the fellows themselves will provide input to the direction and activities of the Network, with representation of different organisational types and disciplines. This could include convening special interest groups and appointing ‘champions’ from within the cohort to address aspects of the Network’s delivery and future planning.
14. Delivery of Network events will be the responsibility of the provider. It is expected that the provider consults with UKRI in the development of associated activities and in the delivery of the formal mentoring programme and peer review training.

Scope

- Given the breadth of the Network Aims UKRI welcome bids from single/sole suppliers as well as bids made up of multiple partners, or a consortium of suppliers, demonstrating an ability to meet the above aims across the range of disciplines and organisation types that are supported by UKRI, from those carrying out fundamental research through to innovation, and for those based in Universities, Independent Research Organisations, and Businesses. Where subcontractors or additional support is used it is requested that the detail of the management of these individuals is provided within the response to proj 1.2.
- We expect the successful Network to bring together a range of stakeholders from across the research and innovation spectrum with a track record of working with and delivering development opportunities for early career researchers and innovators from a breadth of disciplines and organisations.
- The total funding available through this call is up to £3 million (excluding VAT) to fund a single Network to cover all FLFs funded through rounds 1 to 3 of the programme, and other UKRI ECRs and innovators up to 250 people. This number should include the approximate 210 FLFs eligible to participate in the network plus a further 40 ECRs and innovators supported by other UKRI programmes. The length of the Network supporting cohorts 1 to 3 of the FLF scheme will be three years.

Network Requirements

- A range of training and development opportunities that enable fellows to access the core provision described over a 2-year period. Events should be structured in such a way as to facilitate the formation of cohorts who will progress together through the training and development programme.
- Events should be run in a way that enables all to participate and should be held regionally around the UK to help facilitate participation. Costs associated with attendance of events should be met by the Network from within the contract value and must be in line with the UKRI Travel and Subsistence policy as set out in Appendix C UK RESEARCH AND INNOVATION TRAVEL AND SUBSISTENCE POLICY below.
- Establishment of a steering board of senior academics, researchers / innovators and business representatives, which is representative across all disciplines and communities of UK Research and Innovation remit. UKRI and the FLFs themselves must be represented within the governance structures and on the steering board. It should be set out how FLFs will provide input and direction to the activities of the Network. It is expected that UKRI be represented on any proposed group that is associated with award of the flexible “plus funds”. Reporting on steering board activities will be required as set out below, with confirmation required from UKRI prior to undertaking new activities.
- Administration of funding for fellows to take part in additional activities in support of the Network aims and the establishment of the associated governance for these projects. Activities could include additional self-defined events, small collaborative

research projects, policy or practice development, and impact acceleration and innovation projects.

Within the proposal, Bidders should address the following:

Network Activities

- Activities must demonstrably meet the aims of the Network and include an appropriate series of events that include the stated essential components as set out in the Aims
- Activities and methodology must be appropriate to the whole of the FLF cohort, noting the diversity of fields, sectors and fellow background
- Demonstration of the expected effectiveness of activities and details regarding how the effectiveness of the activities will be monitored
- Communication and dissemination activities that are appropriate for the diversity of fellows and which effectively link fellows into appropriate wider networks to support their development as research and innovation leaders and advocates for UKRI

Equality, Diversity and Inclusion (EDI), and ethical plans

- Clear evidence of mechanisms to enable all Network activities to be inclusive and supportive of the full diversity of fellows to participate, and evidence of appropriate monitoring to ensure proposed plans are effective.
- An Equality Impact Assessment indicating that potential impacts of the Network have been considered and a clear plan by which to ensure fellows are linked to and inspired by a diverse range of people from a variety of backgrounds and experiences as a result of the Network's activities
- Clear mechanisms by which to link the activities of the Network to the future UK Research and Innovation EDI action plan and associated strategies. It is expected that the Network will work with the associated UKRI teams who will share all relevant documents with the Network.
- Evidence of the quality of plans to ensure any associated ethical issues are identified and addressed, including any responsible innovation and governance issues

Strategic fit

- Ability of the Network to encompass all parts of the research and innovation landscape, and its ability to provide value across the whole UKRI FLF cohort. Opportunities should be available across the full spectrum of the research and innovation landscape
- Appropriateness of planned engagement activities of the fellows with areas of strategic importance to UKRI and its constituent Councils, such as the industrial strategy and global challenges, and the ability of the Network to support fellows to become advocates for wider UKRI policy in areas such as equality, diversity and inclusion, and wider research and innovation culture
- Appropriateness of proposed activities to support and promote cross-disciplinarity and the porosity of ideas between non-academic and academic communities
- Presence of an appropriate and representative breadth and depth of expertise in the

proposed Network activity providers and the Network leadership group

Applicants' ability to deliver the proposed Network

- Clear evidence that the applicants and specifically key personnel have the expertise and ability to deliver the proposed Network
- Presence of an appropriate balance of skills in the project team and governance structure, including academic and non-academic partners, and representative diversity and disciplinary spread
- Appropriate governance structure that will enable input from a broad range of relevant stakeholders, across the breadth of the UK research and innovation community and which includes input from UKRI and the fellows themselves regarding the running and direction of the Network

Resources, management and governance

1. Evidence of an effective management structure that has appropriate expertise and plans in place to deliver and manage the Network
2. Evidence of the appropriateness and justification of the requested resources, and the value for money represented in the Network, including all leveraged funds
3. Clear effective mechanisms and criteria for the delivery of flexible “plus funds” and the associated governance plans for the activities supported
4. Assurance that key personnel will commit the amount of time to the Network project as identified in the proposal and costing, with a description of how any necessary changes in staff will be managed to maintain the quality of delivery

Management Information (MI)

1. A written update of planned and undertaken Network activities should be provided to UKRI on a quarterly basis. This should include details of the activities undertaken each quarter, those activities planned for the following quarter, and details of the fellows and early career researchers and innovators who have participated or are planning to participate. Activity details provided should include the purpose, duration, proposed agenda, and details of those involved in delivering the activity.
2. Specific information regarding activities supported through the distribution of the “plus funding” should be provided quarterly. Once decisions for award of this funding have been made, information provided should include; the nature of the activity, when it will be taking place, the value of the support, and its expected outputs, outcomes and impacts. Upon completion of supported activities, information provided should include; details of all those who benefited from the activity, the immediate impacts and expected long term impacts of the activity.
3. Every six months additional information should be provided to UKRI that gives details of those who have engaged with the activities of the Network and which includes a summary of the feedback received from participants regarding these activities. Information must be provided in such a way that allows reporting against the KPIs as set out in the Network Requirements.
4. A forward plan of all proposed Network activities, as agreed by the Network steering

board, should be provided to UKRI within the first three months of the Network. An updated forward plan should be provided as appropriate as the Network progresses.

5. Engage 100% of FLFs to partake in some level of Network activity and ensure that cohesive cohorts of FLFs are produced. Information will be provided to UKRI as part of the reporting requirements as set out in the Management Information section below.
6. Provision of opportunities for up to 250 participants; 210 FLFs and up to 40 additional early career researchers and innovators who are supported by other UKRI programmes. Information will be collected from the Network to monitor the participation of early career researchers and innovators in the provided activities, and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.
7. Networking events at a variety of geographical locations. These should be between fellows themselves and more widely e.g. with policy makers and influential research and innovation leaders etc. and for FLFs and other UKRI early career researchers and innovators (where appropriate), as set out in Aims *a*, and *f*. Representation from across the cohort and participation in activities of at least 80% of FLFs as appropriate. Feedback will be collected from the Network to monitor activity location and participation in activities, and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.
8. Events to develop the specific skills and abilities of fellows as set out in Aims *b* to *e*. Representation from across the cohort and participation in these events of at least 80% of FLFs as appropriate. Feedback will be collected from the Network to monitor participation in activities, and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.
9. Events to create deep links between the fellows and UKRI, and an awareness of effective peer review, and of the key challenges facing the research and innovation environment, as set out in the Introduction and Aims *g* and *i*. Representation from across the cohort and participation of at least 80% of FLFs as appropriate. Feedback will be collected from the Network to monitor participation in activities, and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.
10. Positive feedback from participants that Network activities are supporting their development in the ways set out in the bullet points of paragraph 8 of the Request for Proposal. Positive response from at least 80% of participants, with representation from across the cohort. Information will be collected from the Network to monitor participant feedback regarding activities, and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.
11. Administration of a formal mentoring programme for FLFs, facilitating the matching of fellows to leaders in the research and innovation community as mentors, as set out in Aims *f* and *h*. Offered to 100% of FLFs, with at least 80% of participating fellows, with representation from across the cohort, reporting the mentoring programme as being beneficial. Information will be collected from the Network to monitor mentoring programme participation and participant feedback, and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.

12. System for the assessment and distribution of flexible “plus funding” to support FLF activities related to the aims of the Network e.g. self-defined events, small collaborative research/ innovation projects, policy or practice development, and collaborative inter disciplinary / sector impact acceleration projects. Minimum of 5 additional activities to be supported each year. UKRI must be represented on any group involved with determining the distribution of these funds. Information will be collected from the Network regarding the activities supported through the “plus funding” , and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.
13. An appropriately diverse steering board of senior academics, researchers / innovators and business representatives, which is representative across all disciplines and communities of UK research and innovation. Steering board membership should be confirmed with UKRI, and UKRI and the FLFs themselves must be represented within the governance structures and on the steering board. At least two steering board meetings are to be arranged and held by the Network each year. Information regarding these meetings will be collected from the Network, and will be provided to UKRI as part of the reporting requirements, as set out in the Management Information section below.

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.

Section 5 – Evaluation model

5.1. Introduction

- 5.1.1. The evaluation process will be conducted to ensure that Bids are evaluated fairly to ascertain the Bidders who can demonstrate the required skills qualities, technical ability and capacity, commercial stability and experience to ensure successful performance of the Contract.
- 5.1.2. The evaluation team may comprise staff from UK SBS and the Contracting Authority, and any specific external stakeholders the Contracting Authority deem required

5.2. Evaluation of Bids

- 5.2.1. Evaluation of Bids shall be based on a Selection questionnaire and Award criteria as clearly defined in the e-sourcing tool.

5.3. SELECTION questionnaire

- 5.3.1. The Selection questionnaire shall be marked against the following Selection pass / fail and scoring criteria.
- 5.3.2. The selection questionnaire shall be marked against the following Mandatory or discretionary pass / fail criteria.

Selection Pass/fail criteria		
Questionnaire	Q No.	Question subject
Selection Questionnaire Part 1: Potential Supplier Information		
Section 1	1.3	Contact details and declaration
Part 2: Exclusion Grounds		
Section 2	2.1 (a)(i)	Participation in a criminal organisation
Section 2	2.1(a)(ii)	Corruption
Section 2	2.1(a)(iii)	Fraud
Section 2	2.1(a)(iv)	Terrorist Offences or offences link to terrorist activities
Section 2	2.1(a)(v)	Money laundering or Terrorist financing
Section 2	2.1(a)(vi)	Child Labour and other forms of trafficking in human beings
Section 2	2.2	Self cleaning
Section 2	2.3(a)	Payment of tax or social security
Section 3	3.1 (a)	Breach of environmental obligations
Section 3	3.1 (b)	Breach of social obligations
Section 3	3.1 (c)	Breach of labour law obligations
Section 3	3.1(d)	Bankruptcy
Section 3	3.1(e)	Guilty of grave professional misconduct
Section 3	3.1(f)	Distorting competition
Section 3	3.1(g)	Conflict of Interest
Section 3	3.1(h)	Prior involvement in procurement process

Section 3	3.1(i)	Prior performance of contract
Section 3	3.1(j)(i)	Serious Misrepresentation
Section 3	3.1(j)(ii)	Withholding information
Section 3	3.1(j)(iii)	Unable to provide supporting documentation for ESPD
Section 3	3.1(j)(iv)	Influenced the decision-making process
Part 3: Selection Questions		
Section 4	4.1	Audited accounts
Section 5	5.1	Wider group
Section 5	5.2	Parent Company Guarantee
Section 5	5.3	Other Guarantee
Section 6	6.1	Relevant experience and contract examples
Section 7	7.1	Compliance under Modern Slavery Act 2015
Section 8	8.1(a)	Insurance
Section 9	SEL5.5	Health and Safety Policy
Section 9	SEL5.6	Enforcement/remedial orders in relation to the Health and Safety Executive
Section 9	SEL5.7	Breaching environmental legislation
Section 9	SEL5.8	Checking sub-contractors for infringement of environmental legislation
Section 9	SEL5.9	Unlawful discrimination
Section 9	SEL5.10	Checking sub-contractors for unlawful discrimination
Section 9	SEL 2.10	Cyber essentials
Section 9	SEL2.12	General Data Protection Regulation (GDPR) Act and Data Protection Act 2018
Section 9	FOI1.1	Freedom of information
	In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of the any of the selection stage scoring methodology, nor the Award stage scoring methodology or Mandatory pass / fail criteria.	

5.3.3. Each Mandatory pass / fail question includes a clear definition of the requirements of a successful response to the question.

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

5.3.5. Questions marked 'for information only' do not contribute to the scoring model.

5.4. AWARD questionnaire

5.4.1. The award questionnaire shall be marked against the following Mandatory or discretionary pass / fail criteria. Each Mandatory pass / fail question includes a clear definition of the requirements of a successful response to the question.

Award Pass/fail criteria

Questionnaire	Q No.	Question subject
Commercial	AW1.1	Form of Bid

Commercial	AW1.2	Bid validity period
Commercial	AW1.3	Certificate of bona fide Bid
Commercial	AW4.1	Compliance to the Contract Terms
Commercial	AW4.2	Changes to the Contract Terms
Commercial	AW5.1	Firm and Fixed
Commercial	AW5.4	E Invoice
Commercial	AW5.5	E Invoice implementation
Quality	AW6.1	Compliance to the Specification
Quality	AW6.2	Variable Bids
-	-	Request for Proposal response – received on time within the e-sourcing tool
In the event of a Bidder failing to meet the requirements of a Mandatory pass / fail criteria, the Contracting Authority reserves the right to disqualify the Bidder and not consider evaluation of the any of the selection stage scoring methodology, nor the Award stage scoring methodology or Mandatory pass / fail criteria.		

5.4.2. The Award stage of due process shall be marked against the following Award scoring criteria.

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

5.4.4. Questions marked ‘for information only’ do not contribute to the scoring model.

Award Scoring criteria			
Evaluation Justification Statement In consideration of this particular requirement the Contracting Authority has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this RFP. 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	Proj 1.1	Understanding and Methodology	20%
Quality	Proj 1.2	Team composition, skills and expertise	15%
Quality	Proj 1.3	Consideration of Equality, Diversity and Inclusion (EDI)	15%
Quality	Proj 1.4	Project Management and Governance	15%
Interview	Proj 1.5	Interview	15%

Award Evaluation of criteria

Non-Price elements

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

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

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

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

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

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

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

All questions will be scored based on the above mechanism. Please be aware that there may be multiple evaluators. If so, their individual scores will be averaged (mean) to determine your final score as follows:

Example

Evaluator 1 scored your bid as 60
Evaluator 2 scored your bid as 40
Evaluator 3 scored your bid as 80
Evaluator 4 scored your bid as 60
Your final score will $(60+40+80+60) \div 4 = 60$

Price elements will be evaluated 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.

5.5. Evaluation process

5.5.1. The evaluation process will feature some, if not all, the following phases

Stage	Summary of activity
Receipt and Opening	<ul style="list-style-type: none">• RFP logged upon opening in alignment with UK SBS's procurement procedures.• Any RFP Bid received after the closing date will be rejected unless circumstances attributed to the Contracting Authority or the e-sourcing tool beyond the Bidder control are responsible for late submission.
Compliance check	<ul style="list-style-type: none">• Check all Mandatory requirements are acceptable to the Contracting Authority.• Unacceptable Bids maybe subject to clarification by the Contracting Authority or rejection of the Bid.
Scoring of the Bid	<ul style="list-style-type: none">• Evaluation team will independently score the Bid and provide a commentary of their scoring justification against the Selection criteria.
Clarifications	<ul style="list-style-type: none">• The Evaluation team may require written clarification to Bids
Re - scoring of the Bid and Clarifications	<ul style="list-style-type: none">• Following Clarification responses, the Evaluation team reserve the right to independently re-score the Bid and Clarifications and provide a commentary of their re-scoring justification against the Selection criteria.
Validation of unsuccessful Bidders	<ul style="list-style-type: none">• To confirm contents of the letters to provide details of scoring and relative feedback on the unsuccessful Bidders Bid in comparison with the successful Bidders Bid.

Section 6 – Selection and award questionnaires

Section 6 – Selection questionnaire

6.1. Introduction

The Selection questionnaires are located in the within the e-sourcing tool.

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

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 6 – Award questionnaire

- 6.2. The Award questionnaires are located within the e-sourcing tool.
- 6.3. Guidance on completion of the questions 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

7.1. Introduction

- 7.1.1. The Contracting Authority wishes to establish a Contract for the provision of UKRI Future Leaders Fellowships Enhanced cohort offering. The Contracting Authority is managing this procurement process in accordance with the Public Contracts Regulations 2015 (as may be amended from time to time) (the “Regulations”). This is a services Contract being procured under the OJEU Open Procedure
- 7.1.2. The Contracting Authority is procuring the Contract for add for its exclusive use.
- 7.1.3. UK SBS and the Contracting Authority logo, trademarks and other identifying marks are proprietary and may not be incorporated in the Companies response without or the Contracting Authority’s written permission.
- 7.1.4. The Bidder shall indemnify and keep indemnified UK SBS and the Contracting Authority against all actions, claims, demands, proceedings, damages, costs, losses, charges and expenses whatsoever in respect of any breach by the Bidder of this document.
- 7.1.5. If there is any doubt with regard to the ambiguity of any question or content contained in this questionnaire then PLEASE ASK a clarification question, but please ensure that your question is via the formal clarification process in writing to the UK SBS representative nominated. No approach of any kind in connection with this opportunity should be made to any other person within or associated with UK SBS or the Contracting Authority. All information secured outside of this named contact shall have no legal standing or worth and should not be relied upon.
- 7.1.6. It remains the responsibility of the Bidder to keep UK SBS and the Contracting Authority informed of any matter that may affect continued qualification
- 7.1.7. Prior to commencing formal evaluation, Submitted Responses will be checked to ensure they are fully compliant with the Pass / Fail criteria within the Evaluation model. Non-compliant Submitted Responses may be rejected by the Contracting Authority. Submitted Responses which are deemed by the Contracting Authority to be fully compliant will proceed to evaluation. These will be evaluated using the criteria and scores detailed in the matrix set out in [Section 5](#).
- 7.1.8. Whilst it is the Contracting Authority’s intention to purchase the majority of its services under this Contract Arrangement from the Supplier(s) appointed this does not confer any exclusivity on the appointed Suppliers. The Contracting Authority and any relevant Other Public Bodies reserve the right to purchase any services (including those similar to the supplies services covered by this procurement) from any Supplier outside of this Contract.
- 7.1.9. The Contracting Authority reserves the right not to conclude a Contract as a result of the current procurement process. Bidders should review the contents of Section 7 paragraph 7.8.1 when considering submitting their Response.
- 7.1.10. The services covered by this procurement exercise have NOT been sub-divided into Lots.
- 7.1.11. The Contracting Authority shall utilise the Delta eSourcing Procurement Tool available at <https://uksbs.delta-esourcing.com/> to conduct this procurement. There

will be no electronic auction following the conclusion of the evaluation of the Request for Proposal (RFP) responses. Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. All enquiries with respect to problems or functionality within the tool may be submitted to Delta eSourcing on 0845 270 7050

- 7.1.12. Please utilise the messaging system within the e-sourcing tool located at <https://uksbs.delta-esourcing.com/> within the timescales detailed in [Section 3](#). if you have any doubt as to what is required or will have difficulty in providing the information requested. Bidders should note that any requests for clarifications may not be considered by the Contracting Authority if they are not articulated by the Bidder within the discussion forum within the e-sourcing tool.
- 7.1.13. Bidders should read this document, Stage One: Overview Section. messages and the evaluation questionnaires carefully before completing the Response submission. Failure to comply with any of these instructions for completion and submission of the Submitted Response may result in the rejection of the Response. Bidders are advised therefore to acquaint themselves fully with the extent and nature of the services and contractual obligations. These instructions constitute the Conditions of Response. Participation in the RFP process automatically signals that the Bidder accepts these Conditions.
- 7.1.14. All material issued in connection with this RFP shall remain the property of the Contracting Authority and/or as applicable relevant OPB and shall be used only for the purpose of this procurement. All Due Diligence Information shall be either returned to the Contracting Authority or securely destroyed by the Bidder (at the Contracting Authority's option) at the conclusion of the procurement
- 7.1.15. The Bidder shall ensure that each and every sub-contractor, consortium member and adviser abide by the terms of these instructions and the Conditions of Response.
- 7.1.16. The Bidder shall not make contact with any other employee, agent or consultant of UK SBS or the Contracting Authority or any relevant OPB or Customer who are in any way connected with this procurement during the period of this procurement, unless instructed otherwise by the Contracting Authority.
- 7.1.17. The Contracting Authority shall not be committed to any course of action as a result of:
- 7.1.17.1. issuing this RFP or any invitation to participate in this procurement;
 - 7.1.17.2. an invitation to submit any Response in respect of this procurement;
 - 7.1.17.3. communicating with a Bidder or a Bidder's representatives or agents in respect of this procurement; or
 - 7.1.17.4. any other communication between UK SBS, the Contracting Authority and/or any relevant OPB (whether directly or by its agents or representatives) and any other party.
- 7.1.18. Bidders shall accept and acknowledge that by issuing this RFP the Contracting Authority shall not be bound to accept any Response and reserves the right not to conclude a Contract for some or all of the services for which Responses are invited.
- 7.1.19. The Contracting Authority reserves the right to amend, add to or withdraw all or any part of this RFP at any time during the procurement.
- 7.1.20. Bidders should not include in the Response any extraneous information which has not been specifically requested in the RFP including, for example, any sales

literature, standard terms of trading etc. Any such information not requested but provided by the Bidder shall not be considered by the Contracting Authority.

- 7.1.21. If the Bidder is a consortium, the following information must be provided: full details of the consortium; and the information sought in this RFP in respect of each of the consortium's constituent members as part of a single composite response. Potential Providers should provide details of the actual or proposed percentage shareholding of the constituent members within the consortium as indicated in the relevant section of the selection questionnaire SEL1.9 specifically refers. If a consortium is not proposing to form a corporate entity, full details of alternative proposed arrangements should be provided as indicated in the relevant section of the RFP. However, please note the Contracting Authority reserves the right to require a successful consortium to form a single legal entity in accordance with regulation 19(6) of the Regulations. The Contracting Authority recognises that arrangements in relation to consortia may (within limits) be subject to future change. Potential Providers should therefore respond in the light of the arrangements as currently envisaged. Potential Providers are reminded that any future proposed change in relation to consortia must be notified to the Contracting Authority so that it can make a further assessment by applying the selection criteria to the new information provided and consider rejection of the Response if the Contracting Authority reasonably consider the change to have a material impact of the delivery of the viability of the Response.

7.2. Bidder conference

- 7.2.1. A Bidders' Conference will not be held in conjunction with this procurement.

7.3. Confidentiality

- 7.3.1. Subject to the exceptions referred to in paragraph 7.3.2, the contents of this RFP are being made available by the Contracting Authority on condition that:
- 7.3.1.1. Bidders shall at all times treat the contents of the RFP and any related documents (together called the 'Information') as confidential, save in so far as they are already in the public domain;
 - 7.3.1.2. Bidders shall not disclose, copy, reproduce, distribute or pass any of the Information to any other person at any time or allow any of these things to happen;
 - 7.3.1.3. Bidders shall not use any of the Information for any purpose other than for the purposes of submitting (or deciding whether to submit) a Response; and
 - 7.3.1.4. Bidders shall not undertake any publicity activity within any section of the media in relation to this procurement
- 7.3.2. Bidders may disclose, distribute or pass any of the Information to the Bidder's advisers, sub-contractors or to another person provided that either:
- 7.3.2.1. This is done for the sole purpose of enabling a Response to be submitted and the person receiving the Information undertakes in writing to keep the Information confidential on the same terms as if that person were the Bidder; or
 - 7.3.2.2. The disclosure is made for the sole purpose of obtaining legal advice from external lawyers in relation to the procurement or to any Contract arising from it; or
 - 7.3.2.3. The Bidder is legally required to make such a disclosure

- 7.3.3. In paragraphs 7.3.1 and 7.3.2 above the term 'person' includes but is not limited to any person, firm, body or association, corporate or incorporate.
- 7.3.4. UK SBS and the Contracting Authority may disclose detailed information relating to Responses to its employees, agents or advisers and they may make any of the Contract documents available for private inspection by its officers, employees, agents or advisers. UK SBS and the Contracting Authority also reserve the right to disseminate information that is materially relevant to the procurement to all Bidders, even if the information has only been requested by one Bidder, subject to the duty to protect each Bidder's commercial confidentiality in relation to its Response (unless there is a requirement for disclosure as explained in paragraphs 7.4.1 to 7.4.3 below).
- 7.3.5. 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. Subject to section 7.4 below, the information will not be disclosed outside Government. Bidders taking part in this RFP consent to these terms as part of the competition process.

- 7.3.6. The Government introduced 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>
- 7.3.7. The Contracting Authority reserves the right to amend any security related term or condition of the draft contract accompanying this RFP to reflect any changes introduced by the GSC. In particular where this RFP 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

- [Contracts Finder](#)
- [Tenders Electronic Daily](#)

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

7.4. Freedom of information

- 7.4.1. In accordance with the obligations and duties placed upon public authorities by the Freedom of Information Act 2000 (the 'FoIA') and the Environmental Information Regulations 2004 (the 'EIR') (each as amended from time to time), UK SBS and the Contracting Authority may be required to disclose information submitted by the Bidder to the to the Contracting Authority.
- 7.4.2. In respect of any information submitted by a Bidder that it considers to be commercially sensitive the Bidder should complete the Freedom of Information declaration question defined in the Question FOI1.2.
- 7.4.3. Where a Bidder identifies information as commercially sensitive, the Contracting Authority will endeavour to maintain confidentiality. Bidders should note, however, that, even where information is identified as commercially sensitive, the Contracting Authority may be required to disclose such information in accordance with the FoIA or the Environmental Information Regulations. In particular, the Contracting Authority is required to form an independent judgment concerning whether the information is exempt from disclosure under the FoIA or the EIR and whether the public interest favours disclosure or not. Accordingly, the Contracting Authority cannot guarantee that any information marked 'confidential' or "commercially sensitive" will not be disclosed.
- 7.4.4. Where a Bidder receives a request for information under the FoIA or the EIR during the procurement, this should be immediately passed on to the Contracting Authority and the Bidder should not attempt to answer the request without first consulting with the Contracting Authority.
- 7.4.5. Bidders are reminded that the Government's transparency agenda requires that sourcing documents, including RFP templates such as this, are published on a designated, publicly searchable web site, and, that the same applies to other sourcing documents issued by the Contracting Authority, and any contract entered into by the Contracting Authority with its preferred supplier once the procurement is complete. By submitting a response to this RFP Bidders are agreeing that their participation and contents of their Response may be made public.

7.5. Response Validity

- 7.5.1. Your Response should remain open for consideration for a period of 90 days. A Response valid for a shorter period may be rejected.

7.6. Timescales

- 7.6.1. [Section 3](#) of the RFP sets out the proposed procurement timetable. The Contracting Authority reserves the right to extend the dates and will advise potential Bidders of any change to the dates.

7.7. The Contracting Authority's Contact Details

- 7.7.1. Unless stated otherwise in these Instructions or in writing from UK SBS or the Contracting Authority, all communications from Bidders (including their sub-contractors, consortium members, consultants and advisers) during the period of this procurement must be directed through the e-sourcing tool to the designated UK SBS contact.
- 7.7.2. All enquiries with respect to access to the e-sourcing tool may be submitted to Delta eSourcing on 0845 270 7050 please note this is a free self-registration website and this can be done by completing the online questionnaire at <https://uksbs.delta-esourcing.com/>
- 7.7.3. Bidders should be mindful that the designated Contact should not under any circumstances be sent a copy of their Response outside of the e-sourcing tool. Failure to follow this requirement will result in disqualification of the Response.

7.8. Preparation of a Response

- 7.8.1. Bidders must obtain for themselves at their own responsibility and expense all information necessary for the preparation of Responses. Bidders are solely responsible for all costs, expenses and other liabilities arising in connection with the preparation and submission of their Response and all other stages of the selection and evaluation process. Under no circumstances will UK SBS or the Contracting Authority, or any of their advisers, be liable for any such costs, expenses or liabilities borne by Bidders or their sub-contractors, suppliers or advisers in this process.
- 7.8.2. Bidders are required to complete and provide all information required by the Contracting Authority in accordance with the Conditions of Response and the Request for Proposal. Failure to comply with the Conditions and the Request for Proposal may lead the Contracting Authority to reject a Response.
- 7.8.3. The Contracting Authority relies on Bidders' own analysis and review of information provided. Consequently, Bidders are solely responsible for obtaining the information which they consider is necessary in order to make decisions regarding the content of their Responses and to undertake any investigations they consider necessary in order to verify any information provided to them during the procurement.
- 7.8.4. Bidders must form their own opinions, making such investigations and taking such advice (including professional advice) as is appropriate, regarding their Responses, without reliance upon any opinion or other information provided by the Contracting Authority or their advisers and representatives. Bidders should notify the Contracting Authority promptly of any perceived ambiguity, inconsistency or omission in this RFP, any of its associated documents and/or any other information issued to them during the procurement.
- 7.8.5. Bidders must ensure that each response to a question is within any specified word count. Any responses with words in excess of the word count will only be considered up to the point where they meet the word count, any additional words beyond the volume defined in the word count will not be considered by the evaluation panel.
- 7.8.6. Bidders must ensure that each response to a question is not cross referenced to a response to another question. In the event of a Bidder adding a cross reference it will not be considered in evaluation.

7.9. Submission of Responses

- 7.9.1. The Response must be submitted as instructed in this document through the e-sourcing tool. Failure to follow the instruction within each Section of this document, to omit responses to any of the questions or to present your response in alignment with any guidance notes provided may render the Response non-compliant and it may be rejected.
- 7.9.2. The Contracting Authority may at its own absolute discretion extend the closing date and the time for receipt of Responses specified [Section 3](#).
- 7.9.3. Any extension to the RFP response period will apply to all Bidders.
- 7.9.4. Any financial data provided must be submitted in or converted into pounds sterling. Where official documents include financial data in a foreign currency, a sterling equivalent must be provided. Failure to adhere to this requirement will result in the Response not being considered.
- 7.9.5. The Contracting Authority do not accept responsibility for the premature opening or mishandling of Responses that are not submitted in accordance with the instructions of this document.
- 7.9.6. The Response and any documents accompanying it must be in the English language
- 7.9.7. Bidders must submit their response through the e-sourcing tool, unless explicitly requested by the Contracting Authority either in the procurement documents or via a formal clarification from the Contracting Authority. Responses received by any other method than requested will not be considered for the opportunity.
- 7.9.8. Responses will be submitted any time up to the date indicated in [Section 3](#). Responses received before this deadline will be retained in a secure environment, unopened until this deadline has passed.
- 7.9.9. Responses received after the date indicated in [Section 3](#) shall not be considered by the Contracting Authority, unless the Bidder can justify that the reason for the delay is solely attributable to the Contracting Authority
 - 7.9.9.1. The Bidder must demonstrate irrefutable evidence in writing they have made best endeavours to ensure the Response was received on time and that the issue was beyond their control.
 - 7.9.9.2. Any request for a late Response to be considered must be emailed to the Buyer in [Section 3](#) in advance of 'the deadline' if a bidder believes their Response will be received late.
 - 7.9.9.3. The Contracting Authority reserves the right to accept or reject any late Response without justification to the affected Bidder and make no guarantee it will consider any request for a late Response to be considered.
- 7.9.10. Do not seek changes to the Bid after responses have been submitted and the deadline (date and time) for receipt of responses has passed.

7.10. Canvassing

- 7.10.1. Any Bidder who directly or indirectly canvasses any employee, or agent of UK SBS, the Contracting Authority or its members or any relevant OPB or any of its employees concerning the establishment of the Contract or who directly or indirectly obtains or

attempts to obtain information from any such officer, member, employee or agent or concerning any other Bidder, Response or proposed Response will be disqualified.

7.11. Disclaimers

- 7.11.1. Whilst the information in this RFP, Due Diligence Information and supporting documents has been prepared in good faith, it does not purport to be comprehensive nor has it been independently verified.
- 7.11.2. Neither UK SBS, the Contracting Authority, nor any relevant OPB's nor their advisors, nor their respective directors, officers, members, partners, employees, other staff or agents:
- 7.11.2.1. makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the RFP; or
 - 7.11.2.2. accepts any responsibility for the information contained in the RFP or for their fairness, accuracy or completeness of that information nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.
- 7.11.3. Any persons considering making a decision to enter into contractual relationships with the Contracting Authority and/or, as applicable, relevant OPB following receipt of the RFP should make their own investigations and their own independent assessment of the Contracting Authority and/or, as applicable, relevant OPB and its requirements for the services and should seek their own professional financial and legal advice. For the avoidance of doubt the provision of clarification or further information in relation to the RFP or any other associated documents (including the Schedules) is only authorised to be provided following a query made in accordance with Paragraph 7.15 of this RFP.

7.12. Collusive behaviour

- 7.12.1. Any Bidder who:
- 7.12.1.1. fixes or adjusts the amount of its Response by or in accordance with any agreement or arrangement with any other party; or
 - 7.12.1.2. communicates to any party other than UK SBS, the Contracting Authority or, as applicable, relevant OPB the amount or approximate amount of its proposed Response or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Response or insurance or any necessary security); or
 - 7.12.1.3. enters into any agreement or arrangement with any other party that such other party shall refrain from submitting a Response; or
 - 7.12.1.4. enters into any agreement or arrangement with any other party as to the amount of any Response submitted; or
 - 7.12.1.5. offers or agrees to pay or give or does pay or give any sum or sums of money, inducement or valuable consideration directly or indirectly to any party for doing or having done or causing or having caused to be done in relation to any other Response or proposed Response, any act or omission,
- shall (without prejudice to any other civil remedies available to the Contracting Authority and without prejudice to any criminal liability which such conduct by a Bidder may attract) be disqualified.

7.13. No inducement or incentive

- 7.13.1. The RFP is issued on the basis that nothing contained in it shall constitute an inducement or incentive nor shall have in any other way persuaded a Bidder to submit a Response or enter into the Contract or any other contractual agreement.

7.14. Acceptance of the Contract

- 7.14.1. The Bidder in submitting the Response undertakes that in the event of the Response being accepted by the Contracting Authority and the Contracting Authority confirming in writing such acceptance to the Bidder, the Bidder will within 7days of being called upon to do so by the Contracting Authority execute the Contract in the form set out in the Contract Terms or in such amended form as may subsequently be agreed.
- 7.14.2. The Contracting Authority shall be under no obligation to accept the lowest priced or any Response.

7.15. Queries relating to the Response

- 7.15.1. All requests for clarification about the requirements or the process of this procurement shall be made in through the e-sourcing tool unless where the e-sourcing tool is unavailable due to Delta eSourcing system maintenance or failure, in this instance all clarifications shall be by email to the contact defined in [Section 3](#).
- 7.15.2. The Contracting Authority will endeavour to answer all questions as quickly as possible but cannot guarantee a minimum response time.
- 7.15.3. In the event of a Bidder requiring assistance uploading a clarification to the e-sourcing portal they should use the contact details defined in [Section 3](#).
- 7.15.4. No further requests for clarifications will be accepted after 7 days prior to the date for submission of Responses.
- 7.15.5. In order to ensure equality of treatment of Bidders, the Contracting Authority intends to publish the questions and clarifications raised by Bidders together with the Contracting Authority's responses (but not the source of the questions) to all participants on a regular basis.
- 7.15.6. Bidders should indicate if a query is of a commercially sensitive nature – where disclosure of such query and the answer would or would be likely to prejudice its commercial interests. However, if the Contracting Authority at its sole discretion does not either; consider the query to be of a commercially confidential nature or one which all Bidders would potentially benefit from seeing both the query and the Contracting Authority's response, the Contracting Authority will:
- 7.15.6.1. invite the Bidder submitting the query to either declassify the query and allow the query along with the Contracting Authority's response to be circulated to all Bidders; or
 - 7.15.6.2. request the Bidder, if it still considers the query to be of a commercially confidential nature, to withdraw the query prior to the end of the closing date and time for Bidder clarifications.

- 7.15.7. The Contracting Authority reserves the right not to respond to a request for clarification or to circulate such a request where it considers that the answer to that request would or would be likely to prejudice its commercial interests.

7.16. Amendments to Response Documents

- 7.16.1. At any time prior to the deadline for the receipt of Responses, the Contracting Authority may modify the RFP by amendment. Any such amendment will be numbered and dated and issued by the Contracting Authority to all prospective Bidders. In order to give prospective Bidders reasonable time in which to take the amendment into account in preparing their Responses, the Contracting Authority may, at its discretion, extend the time and/or date for receipt of Responses.

7.17. Modification and withdrawal

- 7.17.1. Bidders may modify their Response where allowable within the e-sourcing tool. No Response may be modified after the deadline for submission of Responses.
- 7.17.2. Bidders may withdraw their Response at any time prior the deadline for submission of Responses [or any other time prior to accepting the offer of a Contract]. The notice to withdraw the Response must be in writing and sent to the Contracting Authority by recorded delivery or equivalent service and delivered to the Head of Policy UK SBS at UK Shared Business Services Ltd, Procurement, Polaris House, North Star Avenue, Swindon, Wiltshire, SN2 1ET

7.18. Right to disqualify or reject

- 7.18.1. The Contracting Authority reserves the right to reject or disqualify a Bidder where
- 7.18.1.1. the Bidder fails to comply fully with the requirements of this Request for Proposal or presents the response in a format contrary to the requirements of this document; and/or
 - 7.18.1.2. the Bidder is guilty of serious misrepresentation in relation to its Response; expression of interest; or the Response process; and/or
 - 7.18.1.3. there is a change in identity, control, financial standing or other factor impacting on the selection and/or evaluation process affecting the Bidder.

7.19. Right to cancel, clarify or vary the process

- 7.19.1. The Contracting Authority reserves the right to:
- 7.19.1.1. cancel the evaluation process at any stage; and/or
 - 7.19.1.2. require the Bidder to clarify its Response in writing and/or provide additional information. (Failure to respond adequately may result in the Bidder not being selected),

7.20. Notification of award

- 7.20.1. The Contracting Authority will notify the successful Bidder of the Contract award in writing and will publish an Award Notice in the Official Journal of the European Union in accordance with the Regulations within 30 days of the award of the contract.
- 7.20.2. As required by the Regulations all successful and unsuccessful Bidders will be provided with an email advising the outcome of the submission of their RFP response.

Appendix ‘A’ Glossary of Terms

TERM	MEANING
“UK SBS”	means UK Shared Business Services Ltd herein after referred to as UK SBS.
“Bid”, “Response”, “Submitted Bid”, or “RFP Response”	means the Bidders formal offer in response to this Request for Proposal
“Bidder(s)”	means the organisations being invited to respond to this Request for Proposal
“Central Purchasing Body”	means a duly constituted public sector organisation which procures supplies/services/works for and on behalf of contracting authorities
“Conditions of Bid”	means the terms and conditions set out in this RFP relating to the submission of a Bid
“Contract”	means the agreement to be entered by the Contracting Authority and the Supplier following any award under the procurement
“Contracting Bodies”	means the Contracting Authority and any other contracting authorities described in the OJEU Contract Notice
“Contracting Authority”	A public body regulated under the Public Contracts Regulations on whose behalf the procurement is being run
“Customer”	means the legal entity (or entities) for which any Contract agreed will be made accessible to.
“Due Diligence Information”	means the background and supporting documents and information provided by the Contracting Authority for the purpose of better informing the Bidders responses to this Request for Proposal
"EIR"	mean the Environmental Information Regulations 2004 together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such regulations
“FoIA”	means the Freedom of Information Act 2000 and any subordinate legislation made under such Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government department in relation to such legislation
“Lot”	means a discrete sub-division of the requirements
“Mandatory”	Means a pass / fail criteria which must be met in order for a Bid to be considered, unless otherwise specified.
“OJEU Contract Notice”	means the advertisement issued in the Official Journal of the European Union
“Order”	means an order for served by any Contracting Body on the Supplier
“Other Public Bodies”	means all Contracting Bodies except the Contracting Authority
“Request for Proposal” or “RFP”	means this Request for Proposal documentation and all related documents published by the Contracting Authority and made available to Bidders and includes the Due Diligence Information. NOTE: This document is often referred to as an Invitation to Tender within other organisations
“Supplier”	means the organisation awarded the Contract
“Supplies / Services / Works”	means any supplies/services and supplies or works set out at within Section 4 Specification

Appendix B – Background to the Future Leaders Fellowships

The Future Leaders Fellowships (FLF) scheme is a £900m flagship UK Research and Innovation (UKRI) fund that is helping to establish the careers of world-class research and innovation leaders across UK business and academia. The fellowships were [announced by the Secretary of State in June 2018](#).

Fellows are supported by investment of up to £1.5 million over four years, with the ability to extend the fellowship up to seven years. This support will enable the next generation of researchers and innovators to benefit from outstanding support to develop their careers, and to work on difficult and novel challenges.

1. The objectives of the scheme are:

- To develop, retain, attract and sustain research and innovation talent in the UK
- To foster new research and innovation career paths including those at the academic/business and interdisciplinary boundaries, and facilitate movement of people between disciplines, organisations and sectors
- To provide sustained funding and resources for the best early career researchers and innovators
- To provide long-term, flexible funding to tackle difficult and novel challenges, and support adventurous, ambitious programmes

One of the key aspects of a fellowship award is the emphasis on the individual and their personal and professional development. Applicants must describe how a UKRI Future Leaders Fellowships award will have a demonstrable impact on their career trajectory and include a clear and resourced plan to support their development, in terms of both the delivery of the project and broader professional/development opportunities. All fellows are expected to have access to generic and specialist training, and this is explicitly assessed within the peer-review (assessment) process. Fellowship applications without this aspect are not considered competitive. Fellows are expected to budget for these activities as part of their applications.

Appendix C – UK RESEARCH AND INNOVATION TRAVEL AND SUBSISTENCE POLICY



UK Research
and Innovation

Travel and Subsistence Policy

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Travel and Subsistence

Policy Statement

UK Research and Innovation (UKRI) may require employees to travel on official UKRI business and will reimburse claimants promptly for the costs of travelling when they are away from home or their normal place of work.

The preferred purchasing route for travel services is through the UKRI appointed agents, who will be paid directly. Travel and subsistence claims, as with all UKRI expenditure, are met from public funds and attract public attention, therefore it is imperative that there is full compliance with this policy and that claims are processed in a consistent and effective manner.

All those travelling on UKRI business and making claims under this policy are expected to recognise their obligations to consider whether the trip is necessary, and to obtain maximum value for money and consider the safety and wellbeing of employees and the environmental impact of their travel.

Employees must make claims only in respect of costs properly incurred.

This document incorporates the policy for travel on UKRI business, including related aspects such as overnight accommodation. The policy applies to employees at all levels of the organisation.

Before following this policy, please consult the HR Policy Framework.

Management Statement

The Travel and Subsistence Policy and Procedure (the 'Travel and Subsistence Policy') has been agreed with the Trade Union Side and complies with statutory legislation, and HM Revenue and Customs requirements.

For the purposes of this policy the use of the word 'employee' covers UKRI employees, including those employed on temporary or fixed term contracts. The policy will also apply to non UKRI employees who claim travel and subsistence through UKRI. For advice on the application of the policy contact HR.

References

Managing Performance and Conduct Policy
Working Location Policy

Version Number	Status	Revision Date	Summary of Changes
Version 1.0	Complete	January 2020	New policy created

Travel and Subsistence

1. Summary

1.1 Below is a comprehensive guide to the rates that can be claimed for travel made on UKRI business. HM Revenue & Custom Mileage rates will be reviewed annually.

1.2 The above rates include all expenses incurred in the use of a vehicle including fuel.

Expense	Criteria	Amount/policy
Cars and vans	Each business mile within the first 10,000 business miles in tax year	45p
	Each business mile over 10,000 in the tax year	25p
	Per passenger per business mile for carrying fellow employees in a car or van on journeys which are also work journeys for them	5p
Motorcycles	Each business mile	24p
Bicycles	Each business mile	20p
Flights (see Appendix A for more information)	Flights of less than 5.5 hours	Only an economy ticket is permitted
	Flights of more than 5.5 hours	Economy class or premium economy class is permitted
Loyalty points awarded by airlines	Points accrued through official travel for UKRI	These points must be used to offset the costs of future official journeys, and not for personal use. Employees cannot specify a particular supplier to gain air miles or loyalty points from
Visa fees (see Appendix B for more information)	Applied for as part of official UKRI business	Will be reimbursed on production of a receipt
Car hire (see Appendix A for more information)	Claimants should use the UKRI's recommended service for booking a hire car	Claimants may claim for the cost of fuel for a journey made as part of UKRI business
Taxis (see Appendix A for more information)	(e.g. when a journey by public transport would be longer and more difficult, if an employee has very heavy luggage, for those with disabilities or for those who perceive themselves to be at higher risk)	Costs will be reimbursed. Receipt must be provided including journey details and dates
Parking, congestion charges, ferries	For journeys which qualify for the mileage allowances	Expenses may be claimed but receipts should be submitted
Clamping or congestion charge fines	In the event of a meeting overrunning or non-payment of a congestion charge	No payments will be made
Meals in the UK	Breakfast meal limit (where not included in B&B tariff)	£7.50 inc. VAT
	Lunch meal limit	£15 inc. VAT
	Evening meal limit	£25 inc. VAT
Accommodation rates in the UK (see Appendix C for more information)	London and Edinburgh (including breakfast)	Maximum £170 inc. VAT per night
	Elsewhere in the UK (including breakfast)	Maximum £120 inc. VAT per night

Travel and Subsistence

	Staying with friends or relatives (only available for employees paid via payroll) *	Flat rate £25 net per night
Overseas expenses	Scale rate expenses payments: employee travelling outside the UK	Actuals up to the limits set in the HMRC scale rate expenses payments
Personal incidental expenses	Per 24-hour period	£5 (flat rate)
Additional or late attendances at work	Travel between home and place of work	This is the responsibility of the employee and will not normally be reimbursed

- 1.3 The above summary does not include all types of expense claim. For any information not included, please refer to the relevant contents page or appendix.

* this is a taxable allowance and therefore only applicable to employees paid via payroll with the appropriate deductions of tax and NI.

2. Principles

- 2.1 Employees should neither profit nor suffer a financial loss whilst undertaking UKRI business.
- 2.2 The reimbursement of expenses is normally on a receipted actual basis within the maximum limits stipulated the [summary table](#), or, in the case of overseas expenses, within the maximum limits set by the HMRC's scale rate expenses payments.
- 2.3 All expenses processed through UKRI accounts will be treated as if they were paid for by public funds irrespective of the actual source of funds.
- 2.4 Expense claims should not be used to purchase equipment, materials or services that should be bought through the normal procurement process e.g. computers, phones.
- 2.5 The organisation recognises that in exceptional circumstances (e.g. emergency situations, inability to obtain a receipt, travelling in certain countries abroad) a claimant may have to deviate from UKRI's policy. In relation to travel abroad it should be discussed and agreed in advance with the line manager as to whether claiming the HMRC daily rate would be more appropriate.
- 2.6 The cost of travel between home and the normal place of work is the responsibility of the claimant and will not normally be reimbursed.
- 2.7 Local Travel and Subsistence policies are not permitted.
- 2.8 Some of the provisions detailed within this policy are subject to tax in line with HMRC rules. Expenses paid to employees that are considered taxable will be reimbursed with the monthly salary payment and will be subject to Income Tax and National Insurance contributions. If an expense is reimbursed to a non UKRI employee that is considered taxable, UKRI will notify the HMRC and the tax due will need to be paid to HMRC by the claimant.
- 2.9 For further information on application of the procedures, please see below.

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3. Delegation

- 3.1 For information on the delegated authority, please refer to the UKRI HR Delegated Authority Framework.

4. Claims procedures

4.1 UKRI employees

- 4.1.1 All UKRI employees should submit their expenses via their relevant IT system.

4.2 Non UKRI employees

- 4.2.1 Non UKRI employees must submit their expenses claims on a Non-Employee Expenses Claim Form which is available on the system or accessed through UKRI HR or Finance teams.

4.3 Claimants leaving UKRI

- 4.3.1 All expenses claims must be authorised and submitted prior to the claimant's last working day with UKRI. Claims received after this date will only be paid in exceptional circumstances and using the non-employee claim process.

4.4 Interview expenses

- 4.4.1 UKRI may offer to pay applicants' expenses to travel by the most economic route to the interview venue at the recruiting manager's discretion.
- 4.4.2 Applicants must submit their expenses claims on a Non-Employee Expenses Claim Form (see 4.2.1 above).

5. How to claim reimbursement

5.1 Claiming expenses and receipts

- 5.1.1 Claims for the reimbursement of expenses from UKRI employees must be submitted via the relevant system, or where the employee does not have access to the system, via local arrangements.
- 5.1.2 Following submission of the claim, receipts must be submitted using the relevant system.
- 5.1.3 Small items of incidental expenditure, up to £5 total per day, can be claimed without a receipt if not available.
- 5.1.4 All expenditure over £5 must be accounted for with receipts. Reimbursement for items over £5 without receipts will only be met in exceptional circumstances. In each case the claimant should contact the payroll manager of the relevant system to establish whether any tax liability will apply.
- 5.1.5 Credit and debit card charges will not be reimbursed unless incurred while on overseas business.

5.2 Time limit for claims/reimbursement

- 5.2.1 Expenses claims should be submitted for payment within 60 days of the expense

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being incurred. Properly-completed and authorised claims will normally be paid within three working days. A brief note should be attached with the note if it is not possible to submit expense claims within the timeframe.

5.2.2 Further information on claiming for reimbursements can be found in [Appendix A](#).

5.3 False/Fraudulent claims

5.3.1 All claimants are responsible for completing claims accurately.

5.3.2 Any attempt to claim expenses in breach of this policy or to assist a colleague to breach this policy will be considered a serious disciplinary offence and will be dealt with under the UKRI Managing Performance and Conduct Policy - disciplinary procedure.

5.3.3 There are occasions where UKRI buys a ticket for travel for a claimant and/or reimburses the claimant for the expenses, pending payment to the claimant by a third party. In these circumstances the claimant is obligated to repay the organisation at the earliest opportunity. Failure to repay expenses which have been met by the organisation and are then reimbursed by a third party may constitute fraud.

5.4 Appeals

5.4.1 UKRI employees who consider that their claim or circumstances have not been considered or authorised fairly may follow the UKRI grievance procedure as a method of appeal against decisions taken. However, claimants are encouraged, in the first instance, to seek advice and guidance on their concerns from HR.

6. Travel claims

6.1 All travel for official UKRI business must be approved by the authorising manager prior to being booked and undertaken.

6.2 Mode of travel

6.2.1 Claimants should use the recommended service for booking travel.

6.2.2 Claimants may choose their own form of transport subject to the overriding consideration of value for money.

6.2.3 The organisation's preference is for employees to use public transport or, where that is not practicable, to use UKRI owned vehicles or self-drive hire cars (where these are better value for money than using privately owned vehicles - see [Appendix A](#)).

6.2.4 The use of taxis may be justified in certain circumstances (see [Appendix A](#)).

6.3 Travel/subsistence advances

6.3.1 Where circumstances prevent an expense being recovered in timely manner, such as an extended period of overseas travel, advance payment may be made to cover anticipated costs of travel and subsistence. This should only be used in exceptional circumstances.

6.3.2 The amount advanced will be determined by the organisation on a case-by-case

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basis; in all cases, it will be less than 100% of the anticipated travel and subsistence costs. Advances should be ordered in time for the trip but not significantly prior to the trip.

- 6.3.3 After returning from travel the claimant should submit an expense claim and their receipts via the normal process, specifying the amount that they had already been advanced. Any overpayment will need to be reimbursed to UKRI by the claimant.

6.4 Reimbursement of cancellation charges

- 6.4.1 Where a claimant has unavoidably had to cancel travel/accommodation plans and cancellation charges are incurred these will be reimbursed by UKRI if the following conditions are met: 1) claims are accompanied by supporting documentation, and 2) the authorising manager is satisfied that cancelling the travel/accommodation was unavoidable.

- 6.4.2 The claimant is expected to assist the organisation in recovering costs from the UKRI Group Travel Insurance scheme.

6.5 Environmental impact of travel

- 6.5.1 Before booking travel, claimants should consider whether the trip is necessary or whether teleconferencing or video conferencing offer a viable alternative.
- 6.5.2 The organisation encourages claimants to use the mode of travel that results in the least environmental impact.
- 6.5.3 Where choosing a more environmentally friendly mode of travel results in an increase in costs, the employee must raise this in advance of making any bookings, with their authorising manager. All reasonable requests should be approved.
- 6.5.4 Further information on air travel, privately owned vehicles, insurance requirements and mileage can be found in the [summary table](#) at the beginning of this policy.

6.6 Detached duty - Daily Travel to Undertake Detached Duty

- 6.6.1 Where employees travel daily from their home at the permanent establishment to a place of detached duty, UKRI will reimburse excess travel and expenses costs.
- 6.6.2 Expenses will be reimbursed for the first 30 working days of actual attendance; days on which expenses are not claimed will be disregarded as will days on which the employee travels directly from home to another location on official business. Once the limit has been reached, payment may be resumed for visits to that place only after a continuous absence of at least three months.

7. Accommodation claims

7.1 Overnight accommodation – standards

- 7.1.1 When overnight accommodation is required it is normally expected that claimants at all levels will obtain accommodation which meets the standards set out in the [Appendix C](#) at the most economical rate available. The summary table at point two provides the maximum normal limits for accommodation rates in the UK. Where, in exceptional circumstances, these rates need to be exceeded this should be approved by the authorising manager prior to booking.

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- 7.1.2 A guide for overseas accommodation rates is available from HMRC and these rates should be considered when booking accommodation.

7.2 Overnight accommodation - choice of hotels

- 7.2.1 The organisation expects claimants to use hotels at which discounts have been negotiated or to use centralised booking arrangements where these are available.
- 7.2.2 However, the preference of individual claimants in their choice of hotel will be respected subject to the overriding consideration of value for money.
- 7.2.3 Further information can be found in [Appendix C](#).

8. Claimants with disabilities or medical conditions

- 8.1 It is recognised that claimants with disabilities, or medical conditions, may have additional needs when travelling and staying in hotel accommodation.
- 8.2 Where a claimant with a disability, or medical condition, requires a mode of travel or accommodation which, although is more expensive for UKRI, they consider to be a more practical and convenient method of transport for them, the claimant should raise this with their authorising manager for discussion in advance of making any bookings. UKRI should apply flexibility and discretion to ensure that the claimant is not inconvenienced.

9. Disclosure of information relating to expenses claimed

- 9.1 From time to time the organisation may be required to publish information relating to expenses claimed from UKRI by employees and non-UKRI employees, for instance in response to a Freedom of Information request.
- 9.2 In such cases the UKRI would normally release information at an aggregate or summary level.
- 9.3 Where a request involves the expenses of Directors, other senior managers and others who it may be possible to identify from the data, those involved will, wherever possible, be given the opportunity to comment in advance on the information likely to be released.
- 9.4 In any other instances where the public interest may favour disclosure the individuals affected would, wherever possible, be given the opportunity to comment on any information likely to be released.
- 9.5 Where copies of receipts or invoices are requested these will be made available as appropriate, taking into account any issues relating to personal data.

10. Reimbursement of expenses by other organisations

- 10.1 Travel and accommodation can be funded by another organisation if that organisation pays the travel provider directly or alternatively the host organisation can pay UKRI directly by bank transfer.
- 10.2 Employees should refuse any offer of payment, in cash or otherwise, by another organisation for expenses paid by, or due to be paid by, UKRI.

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Appendix A – Transport claims

A1. Public transport - Class of travel

- A1.1 Claimants are normally expected to travel standard class by train and economy or, for flights longer than 5.5 hours, premium economy class by air, (see the [summary table](#)). All claimants should actively seek value for money where it is practical and feasible.
- A1.2 Air and rail travel should be booked through the UKRI's recommended service.

A2. Oyster Journeys (TfL)

- A2.1 Travel on metro systems using contactless is acceptable where it offers better value for money and an itemised receipt can be provided.
- A2.2 Underground tickets can be purchased when making an inter-city rail booking. Staff and/or teams who make regular trips to or around London should use an Oyster card or contactless payment method.
- A2.3 If using a personal 'pay as you go' Oyster card for business travel, you should only claim for the cost of the actual journey and not the round sum you may have paid to top up. Journey statements confirming the route and cost are available by registering your Oyster card. The statement can be submitted with the claim for reimbursement.
- A2.4 Transport for London offer 'contactless payment' in place of an Oyster card. You can create an account and register your debit/credit card or link a debit/credit card to your current Oyster account. Journey statements will be available and can be submitted with the claim for reimbursement.
- A2.5 If you purchase an Oyster travel card, for a week, month or year, as part of your journey to and from work, only journey expenses above the cost of the travel card will be reimbursed (these journeys will be charged to your card as part of 'pay as you go').
- A2.6 It is recognised that this may not be possible at short notice or when the claimant is away from the office. In these circumstances the claimant may purchase the ticket and recharge the cost.

A3. Exclusion of business and first-class travel

- A3.1 UKRI employees and other claimants are generally not permitted to travel by first or business class on any form of transport including air and rail except in exceptional circumstances, for example where justified by a medical condition or disability.
- A3.2 First class may be booked in order to secure a single occupancy of a sleeper compartment on a train. Employees may also book the cheapest en suite accommodation on a sleeper train where available.
- A3.3 The claimant must seek authorisation from their authorising manager prior to booking any form of business or first-class travel.
- A3.4 When planning official travel, arrangements should be made as far as is practicable for adequate rest periods between the stages of long-haul flights (flights of more than five hours) or before an employee starts work after such flights.
- A3.5 Claimants are welcome to upgrade from standard at their own expense (or use of personal reward miles). UKRI can only cover the cost of the standard fare.

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A4. Air Travel - Class of ticket to be purchased:

- A4.1 For flights of less than 5.5 hours only an economy ticket is permitted.
- A4.2 Where the total flight time of a journey is 5.5 hours or more, a premium economy ticket is permitted.

A5. Privately owned vehicles

- A5.1 There is no obligation or expectation that privately- owned vehicles should be used for UKRI business.
- A5.2 Claimants must ensure they comply with the provisions of UKRI's Driving and Use of Vehicles at Work policy/guidance, which provides an effective system of controlling the risk to employees who drive on UKRI business.
- A5.3 When using their own vehicle, claimants must ensure that it is licensed, appropriately insured and has a valid MOT certificate. Provided the insurance and ownership requirements are satisfied, claimants may use privately owned motor vehicles and claim the appropriate mileage allowance rate (see summary table) except when:
 - A5.3.1 there is suitable UKRI provided transport readily available,
 - A5.3.2 or there is room for another passenger in another vehicle which is to be used for an official journey over the same route at about the same time;
 - A5.3.3 using public transport is better value for money.
- A5.4 A formal undertaking must be completed and handed to the authorising manager at the permanent place of work before any claimant first uses their private motor vehicle on official business. This formal undertaking must include:
 - A5.4.1 confirmation that the employee has read the requirements set out in this policy relating to their vehicle.
- A5.5 The following paragraph: "I understand and accept these requirements as governing the use of my motor vehicle(s) on official UKRI business and, in agreeing to comply with them, undertake to ensure that I am adequately insured and to advise my authorising manager immediately of any change which means that the insurance falls short of what is required, under the UKRI Travel and Subsistence Policy."

A6. Mileage allowances

- A6.1 Payment for using a privately-owned vehicle(s) on official business will be by one of the ways set out below:
- A6.2 Payment of a bicycle allowance for journeys when an individual uses a privately-owned bicycle.
- A6.3 The allowances above are not subject to income tax or National Insurance contributions.
- A6.4 Details of the current rates of the allowances are set out in the summary table.
- A6.5 UKRI will only pay the HMRC approved mileage rate for the appropriate journey. These rates are subject to change by HMRC and such changes will be actioned by UKRI at the time they are made.

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A7. Passenger supplement

- A7.1 A passenger supplement per passenger per business mile, may be claimed in conjunction with the mileage allowances in the summary table in respect of each official passenger carried whose fare would otherwise be payable from UKRI funds.

A8. Parking, congestion charges, tolls, ferries and other driving-related penalties

- A8.1 Reasonable expenses incurred on parking, congestion charges, tolls and ferries may be claimed in respect of journeys which qualify for the mileage allowances in the summary table. Receipts or other documentary evidence should be submitted as part of the claim.
- A8.2 Charges for overnight parking will be paid only when subsistence expenses are payable for the night(s) in question.
- A8.3 Employees are personally liable for traffic, parking and congestion charge penalties.
- A8.4 Reimbursements will not be made to an employee who receives a fine or other financial penalty relating to an offence committed whilst driving on UKRI business (e.g. for speeding or for using a hand-held mobile phone or similar device). Given the possible impact on the UKRI's vehicle insurance premium, employees are required to notify UKRI of any such offences and penalties. Employees found guilty of breaking road traffic laws while driving on official business may be subject to disciplinary proceedings.

A9. Taxis and self-drive car hire

- A9.1 It is recognised that the use of taxis can be in the interest of UKRI (e.g. when the journey by public transport would be considerably longer and more difficult or if an employee has very heavy luggage, etc.).
- A9.2 Claimants who would find public transport impractical or inconvenient (e.g. claimants with disabilities) or those who would perceive themselves to be at higher risk should be reimbursed the cost of taxis. A receipt must be provided which must include journey details and dates.
- A9.3 Claimants should use the UKRI's recommended service for booking a hire car and may claim for the cost of the fuel for that specific journey.

A10. Concessionary travel for additional or late attendances at work

- A10.1 The cost of travel between home and the normal place of work is the responsibility of the employee and will not normally be reimbursed.
- A10.2 However, the cost of any extra (i.e. above that normally occurred in a working day) travelling expenses will be reimbursed if an employee is, for UKRI work reasons, obliged to:
 - A10.2.1 return to the place of work at the weekend, for UKRI work reasons
 - A10.2.2 return to the place of work again in the evening after already having travelled home from work earlier in the day
 - A10.2.3 exceptionally remain late in the evening
 - A10.2.4 return to the place of work on a public or privilege holiday

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A10.3 Claimants are not eligible for payment if:

A10.3.1 they are attending as part of a regular rostered commitment; or

A10.3.2 they are in receipt of shift allowance which takes account of irregular attendance or hours.

A10.4 When a day off is taken in lieu of having worked at the weekend, or on a public or privilege holiday, the normal daily travelling cost will not be reimbursed for the time at work since travelling costs will not have been incurred on the day off.

Payment for such extra travel between home and place of work is normally subject to income tax. Claims must therefore be made using the UKRI arrangements for claiming taxable expenses.

However, claimants obliged to finish work after 2100 hours on an infrequent and irregular basis will be reimbursed necessary additional expenses, e.g. for taxi or hire car, of travel home tax free under the terms of the relevant HMRC concession. Detailed advice as to whether or not the concession can be applied can be obtained from the Finance and Procurement Contact Centre within UKRI's provider.

For the purposes of this concession, the requirements which should be met are:

1. late working is regarded by the HMRC as frequent if it occurs on more than 60 occasions in a tax year,
2. late working is regarded by the HMRC as regular if there is a predictable pattern.

A11. During a public transport emergency

A11.1 During a public transport emergency, claimants who are required to attend work and who thereby incur extra unavoidable travelling expenses will be reimbursed. This may be liable for tax – guidance can be sought from the payroll manager of the relevant system.

A12. Loyalty points awarded by airlines, hotel chains etc.

A12.1 Claimants may not specify a particular supplier solely to gain Air Miles or any other loyalty points.

A12.2 Air Miles or Loyalty Points which are accrued to an individual as a result of official travel on behalf of UKRI must only be used to offset the costs of future official journeys, and not for personal use.

A12.3 The organisation will not reimburse claims where private Air Miles or Loyalty Points have been used for UKRI travel and the cash equivalent is sought upon redemption.

Travel and Subsistence
Appendix B – Overseas travel

B1. Passport and Overseas Visa

- B1.1 Claimants required to travel overseas on UKRI business will be reimbursed the cost of obtaining a visa when necessary for the travel on production of a receipt.
- B1.2 Employees are responsible for obtaining passports for themselves and ensuring they have appropriate visas before departure.
- B1.3 The following instances allow for reimbursement of the passport fee:
 - B1.3.1 when the individual concerned requires two passports due to the political situation in different countries or the regular need to have one passport away for the issue of visas whilst another is being used for travel. UKRI will meet the cost of the second passport.
 - B1.3.2 When the passport pages are filled as a result of business-related overseas visits,
 - B1.3.3 where it is anticipated there will be a need for a passport with additional pages due to the number of visits to be made. UKRI will meet the difference in cost between this and the standard passport.
 - B1.3.4 When the individual concerned intends the only visits they will make overseas during a one-year period will be in connection with their work.

B2. Exchange rates

- B2.1 Where expenditure has been incurred in a foreign currency the claimant may use the exchange rate applied as long as their claim is accompanied by evidence of this rate.
- B2.2 Where there is no evidence of the specific exchange rate then the expense claim should be made in the exchange rate applicable on the day of the claim (which is often provided by the claim system).

B3. Currency exchange commission

- B3.1 Claimants required to travel overseas on UKRI business will be reimbursed the cost of exchange fees and commission when accompanied by a receipt/documentary evidence.

B4. Immunisation and inoculations for overseas travel & Medical Screening

- B4.1 Claimants travelling overseas on UKRI business will be reimbursed the cost of any immunisation treatments required for the travel on production of receipts provided that the travel has been approved.

B5. Overseas travel insurance

- B5.1 Claimants (including non-UKRI employees) travelling overseas on approved UKRI businesses are usually covered by the UKRI Group Travel Insurance Scheme. If employees have any reason to suspect that they may not be covered by the Scheme, they should get in touch with HR or Finance.

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- B5.2 The scheme covers personal accident, disablement and medical expenses as well as personal baggage, loss of money, cancellation, travel delays, passport indemnity, personal liability and legal expenses up to certain limits. All claimants must keep receipts if they want to claim any of these costs back.
- B5.3 Claimants will be given details of the policy and a card with all the contact details before they travel (this will be issued by local administration).
- B5.4 The organisation will not reimburse the cost of any additional insurance cover claimants wish to take out, for personal travel/holiday before or after their UKRI business trip.
- B5.5 The insurance policy only covers claimants on authorised UKRI business. Full details of the insurance scheme are available from HR.
- B5.6 You may only claim for excess baggage if you are due to be away from your home office for longer than one month.
- B5.7 For further details of travel and subsistence for trips lasting more than 42 days, see the Long-Term Attachment section of the Working Location Policy.

B6. Other expenses

- B6.1 When a trip from the normal place of work extends beyond 42 working days the arrangements described above will be replaced by a specially determined package. The Director will determine this package in consultation with HR and the Finance team at UK SBS.
- B6.2 The Director (or nominee), with UK SBS, will also determine the arrangements for the reimbursement of living costs, accommodation and other related costs. Normally, the employee will be expected to move into self-catering accommodation.

B7. Extension of business trip for personal reasons (including personal research)

- B7.1 An employee must use the normal holiday application process using the system when applying for an extension of a business trip for personal reasons.
- B7.2 Incremental costs relating to extension must be paid for personally. It must be clearly demonstrated that UKRI business was the primary purpose of the visit. Leave records should be appropriately completed.
- B7.3 The UKRI insurance does not cover claimants for the additional days of any extension of a business trip for personal reasons.
- B7.4 Should the time spent on personal business in any one trip exceed seven days the claimant must contact the Payroll team at UK SBS for guidance on the taxation position of any reimbursement made by the organisation.

B8. Family travel

- B8.1 The organisation will not meet any costs relating to the accompanying spouse/partner or family member of an employee travelling on UKRI business.
- B8.2 Where spouses or companions accompany UKRI employees, the costs must be separated appropriately e.g. if a single room costs £70 and a twin/double £100, the £30 difference must be deducted from the claim (or refunded to the UKRI, if paid initially via UKRI's travel agent).

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B9. Long-Term Attachments (LTAs)

B9.1 Remuneration during Long-Term Attachments (LTAs) overseas comprises three main elements:

B9.1.1 basic UK salary,

B9.1.2. Overseas LTA allowance,

B9.1.3. Night Subsistence Allowance.

B9.2 Entitlement to Overseas LTA Allowance continues throughout the LTA period, starting with the day of arrival at the overseas site and ending on the day of final return. For further information please contact HR.

B10. Captive Time Allowance

B10.1 Captive Time Allowance (CTA) is payable to staff on both short-term visits and Long-Term Attachment (LTAs), as compensation for periods of captivity spent at observing sites.

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Appendix C - Accommodation

C1. Overnight accommodation

- C1.1 The preference of individual claimants in their choice of hotel will be respected subject to the overriding consideration of value for money.
- C1.2 Flexibility may be applied in certain circumstances and claimants should discuss this with their authorising manager in advance, for example when:
 - C1.2.1 discounted accommodation is not available,
 - C1.2.2 claimants have disabilities,
 - C1.2.3 there are other practical needs e.g. where an employee travelling alone may incur extra accommodation costs through safety and security need.
- C1.3 Employees may stay with friends or family, as an alternative to hotel accommodation (see the summary table).
- C1.4 Claims for overnight accommodation will be reimbursed up to the limits in the summary table on an actual's basis.
- C1.5 Standards of overnight accommodation normally expected by UKRI claimants on short visits.
- C1.6 Single occupancy rooms with:
 - C1.6.1 en suite facilities (shower or bath),
 - C1.6.2 TV,
 - C1.6.3 tea/coffee making facilities,
 - C1.6.4 a telephone in the room,
 - C1.6.5 internet access in the room is desirable; costs will be reimbursed if there is a demonstrable business need.
- C1.7 There should be adequate space and where it is necessary to work in the room, facilities (light, writing surface, telephone, etc.) for doing this.
- C1.8 The accommodation should have satisfactory personal security arrangements and adequate emergency procedures.
- C1.9 Restaurant facilities should be available either on the premises or locally, offering full breakfast and a reasonably priced menu for lunch and dinner.
- C1.10 Extras such as newspapers, room service, mini-bar, film/DVD hire should be met by the claimant.
- C1.11 Claimants with special requirements, e.g. for managing a disability or complying with a religious obligation, are asked to ensure that these needs will be able to be met before any overnight accommodation is booked. In case of difficulty please contact HR. Any personal information provided in these circumstances would, be treated as confidential.

Travel and Subsistence
Appendix D – Subsistence

D1. Day subsistence (meals and beverages)

- D1.1 Claimants may claim the reasonable costs of meals taken in the course of business travel provided that they are:
 - D1.1.1 absent from their normal place of work or other agreed place of work for a fixed period for more than five hours; or
 - D1.1.2 exceptionally, are required to work until 20.00 hours or later in addition to normal day duty (but are not staying away from home overnight). However, in these circumstances payment will be liable to income tax and claims must therefore be made using the UKRI's arrangements for claiming taxable expenses.
- D1.2 The summary table at paragraph two provides all rates including benchmark scale rates for overseas travel. This limit is inclusive of additional extras including tips. Where, in exceptional circumstances, these rates need to be exceeded this should be approved by the authorising manager.
- D1.3 Reimbursement will not be made to claimants:
 - D1.3.1. working after 20:00 at their normal place of work if they work night duty instead of day duty,
 - D1.3.2. working after 20:00 at their normal place of work, whose conditions of service require them to work at night, or to be on call at night, in addition to normal day duty,
 - D1.3.3. who are in receipt of an accommodation allowance, unless eligible because of absence from the place of work at which they are on an extended visit,
 - D1.3.4. on the occasions where it is necessary for claimants to stay overnight in a hotel and/or where on official business (including travelling) outside normal working hours, the organisation will reimburse the cost of a reasonable evening meal within the limits listed in the summary table.
- D1.4 Reimbursement will not be made where a suitable meal is otherwise provided.
- D1.5 Authorising managers may not authorise a claim for a meal (or similar) covering several people if they themselves were one of the parties.
- D1.6 Tips and alcoholic beverages
 - D1.6.1 Tips or discretionary service charges not exceeding 10% of the total bill will be reimbursed where such payment is included in the receipt and are included in the limits in the summary table.
 - D1.6.2 Expenditure on alcoholic beverages will only be reimbursed when drinks are taken with a meal.
 - D1.6.3 In relation to overseas travel the organisation recognises that in many foreign countries tipping is a key part of the service culture and is expected rather than discretionary; such costs will therefore be reimbursed. Claimants should annotate the receipt to show the value of the tip left; if there is no receipt they should state the amount of the tip on the travel claim form.

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D1.7 Personal Incidental Expenses (PIE)

- D1.7.1 Claimants required to stay overnight on UKRI business may claim a flat-rate Personal Incidental Expenses allowance to cover incidental out of pocket expenses.
- D1.7.2 When full board is included in the cost of the overnight stay, no subsistence will be reimbursed but a limited Personal Incidental Expenses will still be payable.
- D1.7.3 The HMRC rates do not cover incidental, allowable expenses that staff may incur en route – for example, the cost of a taxi to the airport in the UK, or necessary refreshments taken at the airport.

Appendix D - UKRI FLF Development Network Supplier Day Q&A

1. What Career stage are Future Leaders Fellows at?

The FLF supports individuals who are in the early stages of establishing themselves as leaders in their field or sector. When considering their proposal applicants are asked to use the individual eligibility criteria as set out in the [overview of the scheme](#) and the [person specification](#) to assess and justify their suitability for the scheme with reference to the objectives of the programme as given in the [FLF guidance for applicants](#).

2. How many early career researchers should a bid address?

The Network should support the approximate 210 fellows awarded through rounds 1 to 3 of the FLF, and have the capacity for a further 40 early career researchers and innovators who are supported by other UKRI schemes. Identification of these additional 40 participants will be carried out by UKRI.

3. What is the mix of FLFs across different sectors?

Fellows are working in fields and sectors across the whole of UKRI remit, and Network activities should be relevant to supporting the development of all those taking part. Further [details of those funded can be found on the FLF webpage](#).

4. How long should support be provided for?

Over the three-year duration of the Network, fellows should be able to access a two-year programme of activities.

5. What are your expectations regarding the timing and phasing of delivering the additional support?

We are looking for the initial opportunities to be available to fellows soon after the Network has been awarded. We expect fellows to have the flexibility to undertake a two-year programme of activities at some point over the three-year duration of the Network.

6. How much support will be required for individuals?

Up to £3 million (excluding VAT) over three years is available to support activities for 250 FLFs and early career researchers and innovators to take part in a 2-year programme of activities. It is expected that the Network cover costs associated with venue hire and the travel and subsistence of those taking part in Network events. The £3 million is available to support Network specific activities and should not be used to enable fellows to engage with support that may already be available from their host organisation.

7. Do Network events have to be held at a variety of locations?

Yes, to aid in the accessibility of events and to support the formation of regional cohorts of fellows it is expected that events be held at a variety of locations across the UK.

8. How should the Network engage with UKRI in the preparation of bids?

Although full details of the activities that will be carried out between the Network and UKRI are not required at this stage, it is expected that bidders recognise the areas where engagement with UKRI is required and set out how they plan to incorporate UKRI into the planning and delivery of these aspects of the Network. Bidders should not contact different groups within UKRI to arrange engagement as part of bid development.

9. UKRI seems to have done a considerable amount of work with the FLF cohorts to date - what would you say has been received most positively from the Fellows and what has not engaged them in the way you hoped?

Direct feedback has been limited to one face to face meeting, and we expect the Network to be reactive to the needs of the fellows as the Network activities progress. Things that have been positively received to date include how fellows can place their work in a national and international context, how they can influence both their field and wider policy, and consideration of how cohorts can work together on interdisciplinary / sector projects.

10. Is there an incumbent provider for this contract and are there existing schemes (UK or international) that UKRI considers leading practice and what type of institutions or companies are involved?

This is a new Network and there is no incumbent provider. There are existing programs that provide some individual aspects of what the Network is looking to deliver, but nothing that covers the range of required activities over the diversity of the fellows and early career researchers and innovators who are to be supported.

11. Do the anticipated start dates take account of the current situation with COVID-19 as this could impact on development times and scheduling of events?

Noting the current disruption, a 90 day tender period is in place to help enable suppliers produce their bid. We ask that suppliers use the published deadlines when considering Network activities, but there should be contingency plans in place for alternative approaches to be taken should there be continued disruption caused by COVID-19.

12. Do you expect bidders to be able to address this tender under one roof or are they able to choose the areas they are expert in?

We are looking for the Network activities to all be included under one roof. To cover the breadth of activities that are to be undertaken as part of the Network we expect that a consortium of suppliers will be required to come together in order to provide the Network.

13. In a consortium bid, will supporting documentation be needed from all members (policies, financial statements etc)? will there be a recognition of the burdensome nature of this from SMEs and micro-businesses?

One supplier within the consortium will need to be nominated as the lead supplier to provide the supporting documentation.

14. To ensure excellence in all the areas of engagement that you have identified, are there opportunities to create alliances of suppliers to collaborate, and, if so, are you able to circulate contact details of suppliers who would be willing to create such an alliance?

All suppliers taking part in the webinar have been asked to provide confirmation that they are happy for their details to be shared with those who took part. Details of those who confirmed this have been circulated amongst those who took part.

15. Do you have expectations around the number/ frequency of workshops and activities per year and what are the expectations regarding online verses face to face delivery? Can you give a rough estimate of the expected split of time to be spent addressing the different required elements of the Network development list?

As long as the requirements set out in the tender document are met we are not being prescriptive in terms of the number of Network events expected or the way in which these are delivered. We are looking for providers to be imaginative in their provision of Network activities and to use whatever methods they think are most appropriate for delivery of the Network. Similarly, UKRI is not looking to mandate the amount of time spent addressing the different aims of the Network; providers should spend whatever time they feel is appropriate to meet the aims.

16. Are you open to the 250 Network participants being broken into smaller groups as we find a much more interactive approach is enabled?

UKRI fully expects the fellows to undertake Network activities in smaller cohort groups. Activities should support both horizontal (i.e. same starting round) and vertical (across round) cohort development to enable shared experiences between and across different stages in the fellowship.

17. Would UKRI consider the network / activities to be compulsory or mandatory for FLF participants, or entirely optional, or somewhere in between? To what extent do UKRI want a programme that applies to everybody, regardless of stage of fellowship they are at?

UKRI will be strongly encouraging all FLFs to take part in Network activities and providers should ensure that activities are relevant and attractive to the diversity of fellows who are supported, regardless of the topic of their work, the sector they work in, or the stage of their fellowship they are at.

18. As the first rounds of FLFs are mostly academic with limited numbers from business should the Network be aimed at academics?

The activities of the Network should be equally relevant to those based in academia or business settings. A lot of academic fellows are working with businesses as part of their fellowships and the Network should provide opportunities to break down barriers between those looking to gain knowledge and experience of working with other sectors.

19. Will providers be responsible for the evaluation of the Network or will an external evaluator be brought in?

We would expect the Network to have processes in place to monitor and evaluate the effectiveness of the activities undertaken and of the impacts of activities supported through provision of the plus funding. However, formal evaluation of the Network will be included as part of the wider evaluation of the FLF programme which is being coordinated by the UKRI Evaluation team.

20. What consultation has UKRI carried out with the external community / third parties in the formulation of the Network tender?

UKRI has not consulted with third parties while putting the Network tender together.