



Invitation to Quote

**Invitation to Quote (ITQ) on behalf of Department for Business,
Innovation and Skills (BIS)**

**Subject: UK SBS PS16032 Executive Search - Chief Executive
Officer, UK Atomic Energy**

Sourcing reference number: PS16032

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Section 1 – About UK Shared Business Services

Putting the business into shared services

UK Shared Business Services Ltd (UK SBS) brings a commercial attitude to the public sector; helping our customers improve efficiency, generate savings and modernise.

It is our vision to become the leading provider for our customers of shared business services in the UK public sector, continuously reducing cost and improving quality of business services for Government and the public sector.

Our broad range of expert services is shared by our customers. This allows our customers the freedom to focus resources on core activities; innovating and transforming their own organisations.

Core services include Procurement, Finance, Grants Admissions, Human Resources, Payroll, ISS, and Property Asset Management all underpinned by our Service Delivery and Contact Centre teams.

UK SBS is a people rather than task focused business. It's what makes us different to the traditional transactional shared services centre. What is more, being a not-for-profit organisation owned by its customers, UK SBS' goals are aligned with the public sector and delivering best value for the UK taxpayer.

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

Our Customers

Growing from a foundation of supporting the Research Councils, 2012/13 saw Business Innovation and Skills (BIS) transition their procurement to UK SBS and Crown Commercial Service (CCS – previously Government Procurement Service) agree a Memorandum of Understanding with UK SBS to deliver two major procurement categories (construction and research) across Government.

UK SBS currently manages £700m expenditure for its Customers, our growth projections anticipate this will rise to £1bn in 2013/14.

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

Our achievements

In 2012/13 the Company grew in turnover from £44.7m to £52.4m, within that growth we:

- Reduced the Research Councils' 'back office' expenditure from £32m to £31.3m
- Saved £33m for the Research Councils in verified procurement savings, being greater than the entire cost of the services we provided to them
- Grew our customers from 7 to 22 (this will likely grow by a further 10 in 2013/14)
- Grew our customer base from 11,000 to 18,000 and will likely expand to 23,000+ in 2013/14

- Achieved an annual spend with SMEs that stands out across Central Government as a leading light at 32% (that's over £104.5M) against the 25% Government target

Our Procurement ambition

Our vision is to be recognised as a centre of excellence and deliver a broad range of procurement services across the public sector; to maintain and grow a procurement service unrivalled in public sector.

Procurement is a market-shaping function. Industry derived benchmarks indicate that UK SBS is already performing at or above “best in class” in at least three key measures (percentage savings, compliant spend, spend under management) and compare well against most other measures.

Over the next five years, it is the function's ambition to lead a cultural change in procurement in the public sector. The natural extension of category management is to bring about a fundamental change in the attitude to supplier relationship management.

Our philosophy sees the supplier as an asset to the business and the route to maximising value from supply. This is not a new concept in procurement generally, but it is not a philosophy which is widely employed in the public sector.

We are ideally positioned to “lead the charge” in the government's initiative to reform procurement in the public sector.

UK SBS Procurement's unique selling points are:

- Focus on the full procurement cycle
- Leaders in category management in common and specialised areas
- Expertise in the delivery of major commercial projects
- That we are leaders in procurement to support research
- Use of cutting edge technologies which are superior to those used generally used across the public sector.
- Use of market leading analytical tools to provide comprehensive Business Intelligence
- Active customer and supplier management

‘UK SBS’ contribution to the Government Procurement Agenda has been impressive. Through innovation and leadership UK SBS has built an attractive portfolio of procurement services from P2P to Strategy Category Management.’

John Collington

Former Government Chief Procurement Officer

Section 2 – About Our Customer

Department for Business, Innovation and Skills (BIS)

The Department for Business, Innovation & Skills (BIS) is the department for economic growth. The department invests in skills and education to promote trade, boost innovation and help people to start and grow a business. BIS also protects consumers and reduces the impact of regulation.

BIS is a ministerial department, supported by 48 agencies and public bodies.

Department for Business, Innovation and Skills achievements include:

- Funding 457,000 apprenticeship starts in 2010-11 Academic Year
- Committing £75 million to support innovation in technology-based SMEs
- Helping 25,000 UK businesses (mainly SMEs), employing over 13 million people, to make the most of opportunities for growth in overseas markets; Growth Accelerator is a new Department for Business funded-service to help up to 26,000 small and medium enterprises (SMEs) grow as much as they can over three years. Working with an experienced coach, businesses will receive a personalised growth plan, training and workshops, networking and peer to peer support. SMEs can also learn how to develop their leadership and management capability.
- With the Cabinet Office, leading the review of 1,200 regulations across Government as part of the Red Tape Challenge, more than half of which will be scrapped or improved.

<http://www.bis.gov.uk>

Section 3 - Working with UK Shared Business Services Ltd.

In this section you will find details of your Procurement contact point and the timescales relating to this opportunity.

| Section 3 – Contact details | | |
|-----------------------------|---|--|
| 3.1 | Customer Name and address | Department for Business, Innovation and Skills (BIS) on behalf of UKAEA 1 Victoria Street, London, SW1H 0ET |
| 3.2 | Buyer name | Alistair Staunton-Lambert |
| 3.3 | Buyer contact details | 01793 867812 |
| 3.4 | Estimated value of the Opportunity | Value: Not disclosed Duration: The contract is intended to last a duration of 12 months with the option to extend for a further 6 months. |
| 3.5 | Process for the submission of clarifications and Bids | All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered. |

| Section 3 - Timescales | | |
|------------------------|--|--|
| 3.6 | Date of Issue of Contract Advert and location of original Advert | 3 March 2016 Contract Finder |
| 3.7 | Latest date/time ITQ clarification questions should be received through Emptoris messaging system | 7 March 2016 14.00hrs |
| 3.8 | Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris | 8 March 2016 14.00hrs |
| 3.9 | Latest date/time ITQ Bid shall be submitted through Emptoris | 11 March 2016 14.00hrs |
| 3.10 | Date/time Bidders should be available if face to face clarifications are required | If Clarifications are required, these will take place in March. These will be conducted through either telephone or face to face |

| | | |
|------|------------------------|---|
| | | <p>sessions.</p> <p>Bidders should be aware that they may be required to attend a clarification session in BIS Head Office, London on a date decided by the customer.</p> |
| 3.11 | Anticipated Award date | Subject to Ministerial Approval |
| 3.12 | Bid Validity Period | 60 Days |

Please note that the dates and times detailed are subject to change. Any changes that are made are to the discretion of UK SBS and/or the Customer. Any amendments to the dates and times will be communicated through the e-Sourcing suite. The contract is intended to last a duration of 12 months with the option to extend for a further 6 months.

Section 4 – Specification

Introduction:

The UK Atomic Energy Authority (UKAEA) is one of the world's leading research organisations supporting the development of fusion energy. Its primary mission is to advance fusion science and technology to the point of commercialisation of fusion energy and to position the UK such that it has a significant role in the fusion energy market.

The UKAEA has 1000 staff and agency supplied workers, including world-leading scientists and engineers, fostering close links with international partners, industry and academic institutions; it also supports the development of the Culham Science Centre and Harwell science, innovation, technology and business campus. It is a Non-Departmental Public Body sponsored by the Department for Business, Innovation and Skills (BIS).

The UKAEA manages an overall budget of around £105m, with income primarily received through Euratom and EPSRC programme funding. UKAEA carries out nuclear fusion research in the UK at the Culham Centre for Fusion Energy (CCFE).

Nuclear fusion, the process that powers the sun, has the potential to play a big part in our carbon-free energy future. The Culham Centre for Fusion Energy (CCFE) is one of the world's leading fusion research laboratories. Their scientists and engineers work with partners around the globe to develop fusion as a new source of clean energy for tomorrow's power stations.

In addition, UKAEA is responsible for several civil nuclear pension schemes and own land at the [Harwell-Oxford](#) and [Culham Science Centre](#) sites in Oxfordshire. It is committed to developing these thriving science, technology and business parks further.

Fusion

UKAEA's tradition of leading edge research continues at Culham, where fusion scientists from around the globe are developing fusion as a new energy source. Culham has hosted the JET (Joint European Torus) facility since its design started in 1973. Approval for its construction at Culham as a European Joint Undertaking was given in 1978. First operation was in 1983 and since then it has set world records for plasma performance. The JET Joint Undertaking ceased at the end of 1999 and since then UKAEA has operated JET under a contract with the European Commission on behalf of the European Fusion Development Agreement (EFDA) and currently the [EUROfusion consortium](#). The MAST facility is leading the world in research into smaller reactors of this type, and is currently undergoing a major upgrade.

UKAEA is an executive non-departmental public body, sponsored by the Department of Business Innovation and Skills (BIS).

Aims:

The CEO is a key leadership post in the UKAEA and essential in forging links with international partners and representing key UK interests in fusion research. As such, it is essential that the CEO has appropriate international standing as a fusion/nuclear scientist, engineer or technologist. The post holder will also be responsible for developing the commercial and inward investment portfolios of the organisation. Therefore, the UKAEA is

seeking candidates with international scientific/ technical credibility and standing and also experience in driving and developing commercial technology-related organisations. This could well be an international appointment and we expect the search will include candidates in the US and other countries.

Due to the specialist nature of this post there is a need to secure the expertise and resources of external search and recruitment consultancy services to ensure that there is a strong field of suitably qualified, high calibre and diverse candidates for interview.

Objectives and success measures:

- To provide a cost effective and professional service in delivering search and recruitment for the campaign with positive feedback on delivery from senior stakeholders;
- To provide targeted search that ensures applicants have the relevant skills and ability as set out in the role description and selection criteria;
- To submit applicants' diversity monitoring data and political questionnaire to the Appointments Team;
- Success will be the appointment of a high calibre candidate to the post drawing on a wide and diverse pool of applicants that ensures that the UKAEA Board has a choice of whom to appoint.
- The appointment is compliant with the Commissioner's Code

Background to the requirement:

The Board of the UKAEA is responsible for appointing a Chief Executive of the UKAEA. As the role includes responsibilities as Accounting Officer the Secretary of State for Business Innovation and Skills (BIS) approves the appointment.

Further information can be found in the appendix.

Changes in the way in which BIS delivers its ministerial public appointments.

You will be working primarily with a named Public Appointments Policy and Assurance contact within the Appointments Team and the Head of HR & Communications for UKAEA who will be responsible for:

- contract management of the search and recruitment consultancy, ensuring the campaign delivers its key milestones and success criteria resulting in high calibre candidate appointed to the post;
- project managing the campaign to ensure the campaign remains on track and any risks or issues are mitigated and addressed
- working with the appointed consultants on the content of appointment documentation and advertising to ensure high quality of standards are delivered;
- working with the consultants on a targeted diversity campaign;
- working with consultants on the sifting and interview process;
- drafting ministerial submissions;
- arranging the selection panel members;
- liaising with BIS Ministers office, Parliamentary Unit and Communications as part of the appointments process.

The campaign will also be supported by other team members who will carry-out specific roles in the successful delivery of the campaign and appointment on-boarding. The Appointments

Team will also be liaising closely with the UKAEA Sponsor in the Research Base Directorate throughout the campaign.

Scope:

The appointed search and recruitment consultancy firm will be required to deliver search requirements and assist the Appointments Team, Head of HR and Communications in UKAEA and the Research Base Directorate in BIS with the selection process for the vacancy in order for the successful applicants to take up post by 1 October 2016 or earlier if possible. This post is not regulated by the Commissioner for Public Appointments, however the campaign process will follow best practice according to those appointment principles.

Further details on the role is set out in Annex A

Requirement: The consultants will be required to undertake the following work in consultation with the Appointments Team and the Head of HR and Communications, UKAEA. Note the UKAEA is responsible for approving all costs:

- Attend planning meetings and propose proactive ideas for search and campaign requirements
- Provide creative search and selection services ensuring a strong and diverse field of candidates;
- Provide regular updates on search activity to include a 2 line biography for each candidate;
- Give support and advice on the preparation of recruitment documents and ensure applicant packs are made available in alternative formats if requested;
- Advise on advertising text and negotiating with media on prices for placing external adverts, plus placing advert; and bringing the advert to the attention of names of potential applicants;
- Managing expressions of interest, applications and handling enquiries;
- Produce search report including diversity monitoring data and where applications originate;
- Carry-out pre-sift process (grading candidates according to fit against selection criteria), prepare panel packs etc for longlist and shortlist sifts and attend meetings with selection panel (as required);
- Arrange and carry-out initial interviews and other relevant assessments with long listed candidates;
- Take up references including telephone references where appropriate;
- Propose a shortlist of at least 4 and up to 6 candidates acceptable to the panel with a one page profile for each candidate assessing their suitability for the role including technical skills, experience, leadership style, cultural fit, communication skills etc.
- Arrange 1:1s and/or visits with senior colleagues as required;
- Stand down candidates and liaise with successful candidates at all stages following advice from the Appointments Team.
- Provide feedback to candidates on request;
- Arrange interviews/assessments with candidates and prepare the selection panel for interviews including providing a panel pack, information and advice;
- Carry out post-interview arrangements with successful candidate as required.
- Suggest ideas for on-boarding the successful candidate.

Deliverables:

- Through executive search, suitably qualified, high calibre applicants drawn from a strong field applying for the vacancy;

- Advertising that is proportionate and relevant to attract high calibre applicants for the vacancies;
- Recommendations and referrals followed up with individuals applying for the vacancy;
- All recruitment documents are accessible and professional;
- All contact made with applicants and potential applicants by the consultants is delivered professionally in accordance with UK employment law and best practice in relation to encouraging diversity;
- Research delivered to a high standard in the right format to meet the Department's needs and delivered on time;
- Pre-sift results in a strong field of applicants progressing through the recruitment process;
- The pre-sift results are accepted by the selection panel members as accurate against the agreed criteria;
- Strong field of 4-6 applicants recommended for assessment by the panel.
- Diversity data accurately recorded and applicants' completed forms submitted to the Appointments Team;
- The service provided is delivered on time and to a high standard with key stakeholders providing positive feedback on the consultant's added value.

You will be expected to:

- Keep in touch on a regular basis with a key contact in the Appointments Team and the Head of HR & Communications UKAEA throughout the process, and if any issues arise to get in touch without delay so these can be resolved together.
- Update your contacts on a regular basis throughout the search period.
- Attend meetings when required.
- Have at least two meetings with Chair of UKAEA Board /senior stakeholders to agree the brief and campaign plan and later to discuss the shortlist and keep in touch as required.
- Supply a list of applicants approached and provide a report on search activities and outcome. When undertaking the search, and following up recommendations, to ensure that potential applicants understand that this is an open competition and that appointments are based on merit.
- Deliver the stages covered in the programme of work, in partnership with the Appointments Team's campaign contract manager and Head of HR and Communications, UKAEA ensuring all recruitment documents have had the necessary clearance before they are used.
- Participate in an evaluation review at the end of the appointments process to share what went well and any areas identified for improvement.
- Be familiar with the Commissioner for Public Appointments Code of Practice April 2012 and the Cabinet Office Making and Managing Appointments, Best Practice Guidance.
- Retain key documents for the competitions, as required under the Commissioners Code and forward to the Appointments Team.
- Handle sensitive personnel data securely. You are asked to note that personnel working on this assignment should not hold any data of a personal nature relating to applicants on an unencrypted laptop, drive or memory stick.
- Head all documents / emails that contain information about applicants e with the following protection marking "official sensitive"
- Ensure quality of standards, as set out in your proposal, are delivered throughout this assignment.

Proposed project process timetable (subject to amendment):

- The Department needs the new CEO in place by 1 October 2016, or earlier if possible.
- Campaign to go live in March 2016
- Long list established and agreed by the panel in May (Pre-sifting carried out using A-D scoring)
- Short list of at least 4 and up to 6 candidates agreed by panel in May
- Informal visits to UKAEA completed by early June
- Panel interviews held last week in June
- Approval for successful candidate obtained by July
- Offer made to successful candidate in July with view to starting by 1 October if possible.
- Updates on search activity as required by Appointments Team and UKAEA
- Draft research report on search and diversity data with Appointments Team to agreed timetable
- Final research report with Appointments Team and Panel members to agreed timetable
- Pre-sifting carried-out and graded A-D
- Panel Packs sent to panel members as agreed
- Prepare and attend sifting meetings
- Conversations with longlisted candidates
- Stand down candidates
- Organise interview slots
- Keep in touch with successful candidates going through the process
- Advice and support panel members during interview process
- Provide support as required for onboarding

Section 5 – Evaluation model

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

Where a question is 'for information only' it will not be scored.

The evaluation team may comprise staff from UK SBS, the Customer and any specific external stakeholders UK SBS deem required. The evaluation team must include the Head of HR and Communications at UKAEA. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6=16\div3=5.33$))

| Pass / fail criteria | | |
|----------------------|---------|---|
| Questionnaire | Q No. | Question subject |
| Commercial | FOI1.1 | Freedom of Information Exemptions |
| Commercial | AW1.1 | Form of Bid |
| Commercial | AW1.3 | Certificate of Bona Fide Bid |
| Commercial | AW3.1 | Validation check |
| Commercial | AW4.1 | Contract Terms |
| Price | AW5.5 | E Invoicing |
| Price | AW5.6 | Implementation of E-Invoicing |
| Quality | AW6.1 | Compliance to the Specification |
| Quality | PROJ1.1 | Timeframe |
| Quality | PROJ1.2 | Team |
| Quality | PROJ1.3 | OCPA Principles |
| Price | PROJ2.1 | Payment Policy |
| - | - | Invitation to Quote – received on time within e-sourcing tool |
| | | |

Scoring criteria

Evaluation Justification Statement

In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.

| Questionnaire | Q No. | Question subject | Maximum Marks |
|---------------|---------|--|---------------|
| Price | AW5.2 | Price to include a fixed administration charge for the service and a fixed cost for successfully filling the position | 20% |
| Quality | PROJ1.4 | Please demonstrate the understanding and creativity of the consultancy team who will be working on this assignment in relation to executive search and methodology for a role with these skillsets. Please also show an understanding of the role and a knowledge of the type of markets you will be looking recruit from. | 20% |
| Quality | PROJ1.5 | Please show where the consultancy team who will be assigned to this vacancy can demonstrate the expertise related to the specific parameters for this role. Please also give an indication of the breadth markets that you expect to research for this role. | 40% |
| Quality | PROJ1.6 | Bidders are to outline how they will advise on the most appropriate means of bringing this vacancy to the attention of a broad range of potential candidates. | 20% |

Evaluation of criteria

Non-Price elements

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

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

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

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

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

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

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

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

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

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 50

Evaluator 4 scored your bid as 50

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

Price elements will be judged on the following criteria.

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

For example - Bid 1 £20,000 scores 100.

Bid 2 £25,000 differential of £5,000 or 25% remove 25% from price scores 75

Bid 3 £30,000 differential £10,000 remove 50% from price scores 50.

Bid 4 £35,000 differential £15,000 remove 75% from price scores 25.

Bid 5 £40,000 differential £20,000 remove 100% from price scores 0.

Bid 6 £60,000 differential £40,000 remove 100% from price scores 0.

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

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

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

Section 6 – Evaluation questionnaire

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

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

PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY

Section 7 – General Information

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

DO:

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

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

DO NOT

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

Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 Award of any contract is subject to Ministerial approval.
- 7.28 We do not guarantee to award any Contract as a result of this procurement
- 7.29 All documents issued or received in relation to this procurement shall be the property of UK SBS.
- 7.30 We can amend any part of the procurement documents at any time prior to the latest date / time Bids shall be submitted through Emptoris.
- 7.31 If you are a Consortium you must provide details of the Consortiums structure.
- 7.32 Bidders will be expected to comply with the Freedom of Information Act 2000 or your Bid will be rejected.
- 7.33 Bidders should note the Government's transparency agenda requires your Bid and any Contract entered into to be published on a designated, publicly searchable web site. By submitting a response to this ITQ Bidders are agreeing that their Bid and Contract may be made public
- 7.34 Your bid will be valid for 60 days or your Bid will be rejected.
- 7.35 Bidders may only amend the Contract terms if you can demonstrate there is a legal or statutory reason why you cannot accept them. If you request changes to the Contract and UK SBS fail to accept your legal or statutory reason is reasonably justified we may reject your Bid.
- 7.36 We will let you know the outcome of your Bid evaluation and where requested will provide a written debrief of the relative strengths and weaknesses of your Bid.
- 7.37 If you fail mandatory pass / fail criteria we will reject your Bid.
- 7.38 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.

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

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

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

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

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

USEFUL INFORMATION LINKS

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

Appendix

Annex A

Chief Executive of the UK Atomic Energy Authority (UKAEA)

The UK Atomic Energy Authority is a non-departmental public body whose mission is to position the UK as a leader in a future sustainable energy economy by advancing fusion science, technology and related technologies to the point of commercialisation

In partnership with the UKAEA's Board of Directors, the CEO will be responsible for establishing and fulfilling a strategy for the UKAEA, implementing the recommendations from their triennial review; ensuring its future as a highly acclaimed international laboratory and maintaining the UK's position as a world leader in fusion technology.

The CEO is responsible for providing effective leadership of UKAEA and its staff, leading the scientific, technical, engineering and commercial activities of UKAEA as well as development of the Harwell and Culham sites. This includes securing support and funding from a wide range of national and international stakeholders to enable the strategy to be realised.

They will also lead on-going development of a dynamic research and technology transfer/commercial programme to support the sustainability of the organisation and drive inward investment for the UK.

As the UKAEA's Accounting Officer, be responsible for safeguarding public funds and ensuring the financial health of the organisation with respect to both EU and UK funding agreements & contracts. Lastly, they are responsible for the successful delivery of UKAEA's major contract with the European Commission to operate the JET (Joint European Torus) fusion facility.

Required Skills and Experience

- Appropriate international standing as a fusion/nuclear scientist. Proven track record of driving research and development projects in these areas
- Appropriate experience of commercial/technology transfer organisations
- Experience of leading and acting as the public face of a large organisation or significant delivery project with appropriate strategic and change leadership skills
- Experience of developing and capitalising on stakeholder relationships at a high level, ideally internationally

Draft Objectives for the CEO 2017/18 and beyond (subject to variation in accordance with changes to UKAEA strategy)

| | Objective | Indicative Measure of success |
|---|---|---|
| 1 | Lead science programmes to ensure that the standard and volume of research continues to grow the UKAEA's world-class reputation as a sought after centre of specialist research and expertise. | <p>Negotiate contracts with the EU/EuroFusion for the provision of scientific research programmes on JET up to 2020, providing jobs and growth for the UK.</p> <p>Leverage additional UK/EU/ EuroFusion funding for MAST U to provide leading edge R&D to international laboratories, providing opportunities for contracts and skills transfer to UK PLC.</p> <p>10% increase in papers and talks per capita.</p> <p>Fifteen or more invited talks at international conferences.</p> |
| 2 | Provide effective leadership of UKAEA's commercial activities by generating leading edge R&D | <p>Continue to provide scientific and technical support to UK industry that enables UK to continue to win contracts with ITER (towards the decade goal of €0.8B more ITER contracts for UK).</p> <p>Ensure UKAEA, through RACE (Remote Access in Challenging Environments) and other arms, receives funding from ITER.</p> <p>Operational funding agreed for Materials Research Facility and RACE. Threshold £2M (TBC) and stretch £5m additional funding /year.</p> |
| 3 | Ensure that an appropriate and timely response to the Triennial Review is actioned to optimise the outcome for UKAEA. | <p>90% of the agreed Triennial Review plan actions completed within the target timescales.</p> <p>Manage any resultant organisational changes effectively.</p> |
| 4 | Work with all sources of funding including the UK Engineering and Physical Sciences Research Council (EPSRC), EU/ EuroFusion and industry to ensure financial support for the UKAEA's strategic priorities. | <p>Political support gained from new ministers/MEPs/ government officials</p> <p>Maintain the Tokamak Science Programme in support of ITER, JET, MAST and the design of a future nuclear fusion plant.</p> |
| 5 | Ensure high standards of project delivery and achievement of UKAEA's strategies. | <p>New major project reporting process implemented for the Board & Executive. Threshold target: 80% of major projects are green or amber. Stretch target: 100% are green or amber.</p> |

| | Objective | Indicative Measure of success |
|---|--|---|
| 6 | Ensure UKAEA has the culture and capability to achieve future goals. | Evidence of communications of strategy and organisational change. E.g. All Staff Talks, CEO Updates & role model commercial, project management and leadership competencies. Ensure resources in place to provide opportunities for apprentices, graduates and post graduates to be trained to provide a succession of specialist scientific/engineering talent for the UK and UK PLC. |
| 7 | Ensure appropriate good governance for UKAEA. | Maintain an acceptable BIS overall risk rating. Ensure effective leadership of UKAEA. |

The organisation

The UKAEA is a Non-Departmental Public Body sponsored by the Department for Business, Innovation and Skills. It is one of the world's leading research organisations supporting the development of fusion energy. Its primary mission is to advance fusion science and technology to the point of commercialisation and to position the UK such that it has a significant role in the fusion energy market. The UKAEA delivers on the UK's international commitments to JET and ITER- the major international fusion experiments in Culham and France respectively. The UKAEA manages an overall budget of around £105m with around €100m of inward investment coming from Europe through Euratom and the bulk of its remaining funding through EPSRC. It also has a growing function developing and commercialising associated technology such as robotics and advanced materials, particularly for the wider nuclear industry at home and abroad.

The post

The post of Chief Executive will become vacant on 01 October 2016 after Professor Steve Cowley steps down.