



Invitation to Quote

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

**Subject UK SBS PS16286 UKRI Exec Search for NEDs, CFO &
Executive Chair**

Sourcing reference number PS16286

UK Shared Business Services Ltd (UK SBS)
www.uksbs.co.uk

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UKSBS

Shared Business Services

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Section 1 – About UK Shared Business Services

Putting the business into shared services

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

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

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

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

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

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

Our Customers

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

UK SBS currently manages £700m expenditure for its Customers.

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

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Section 2 – About Our Customer

Department for Business, Energy & Industrial Strategy (BEIS)

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

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

Our priorities for 2016 to 2017 include:

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

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

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

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

Department for Business, Energy & Industrial Strategy achievements include:

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

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

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Section 3 - Working with UK Shared Business Services Ltd.

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

Section 3 – Contact details		
3.1	Customer Name and address	Department for Business, Energy and Industrial Strategy (BEIS), 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Ben Osborne
3.3	Buyer contact details	professionalservices@uksbs.co.uk
3.4	Estimated value of the Opportunity	<p>Maximum contract value £45,000.00 excluding VAT</p> <p>There may be 3 campaigns altogether, including the executive roles at £15,000 (for the search and advertisement only elements of the advertisement campaigns). We expect further cost savings by procuring for all campaigns at one time, rather than procuring for each individually.</p> <p>The three campaigns are:</p> <ul style="list-style-type: none"> • Chief Finance Officer • Executive Chairs • UKRI Board <p>We would expect each campaign to cost in the region of £15,000.</p>
3.5	Process for the submission of clarifications and Bids	<p>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available here.</p> <p>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.</p>

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Section 3 - Timescales

3.6	Date of Issue of Contract Advert and location of original Advert	23/12/2016 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	06/01/2017 14:00pm
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	09/01/2017 14:00pm
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	13/01/2017 14:00pm
3.10	Date/time Bidders should be available if face to face clarifications are required	Not Required
3.11	Anticipated rejection of unsuccessful Bids date	19/01/2017
3.12	Anticipated Award date	19/01/2017
3.13	Anticipated Contract Start date	20/01/2017
3.14	Anticipated Contract End date	30/06/2017
3.15	Bid Validity Period	60 Days

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Section 4 – Specification

Introduction:

UK Research and Innovation (UKRI), is a new research and innovation body which will be set up to strengthen the strategic approach to future challenges and maximise value from government's investment of over £6bn per annum in research and innovation. It will deliver a strengthened, unified voice for the UK's research and innovation funding system, facilitating the dialogue with government and partners on the global stage. It will build on the UK's world class research and innovation performance enabling the system to respond rapidly and effectively to current and future challenges.

Delivering these benefits requires strong and empowered leadership within UKRI. The creation of UKRI will retain the key characteristics of the current system that have underpinned the UK's success, such as discipline leadership and autonomy, and dual funding. UKRI is a merging of the existing functions of the seven Research Councils, Innovate UK, and the Higher Education Funding Council for England's (HEFCE) (to be known as Research England) research and knowledge exchange funding functions. The UKRI Board will be integral in ensuring the success of this new organisation.

Membership of the UKRI Board is a key issue for stakeholders during the passage of the Higher Education and Research Bill, and will be critical to ensuring the success of UKRI. The UKRI Board will consist of the Chairman, UKRI Chief Executive Officer, UKRI Chief Financial Officer (CFO) and between 9-12 Non-Executive Directors. The executive search could include up to three separate campaigns for the Board, Executive Chairs and Chief Financial Officer positions.

Government are interested in candidates from the national and international field with the appropriate corporate governance skills and include high-quality scientific leaders familiar with the academic, philanthropic and business research communities.

Aims of the UKRI Chief Financial Officer

In their role as a member the UKRI Board the CFO will contribute to key strategic and operational decisions, be a key part of UKRI's executive team and lead on the implementation, introduction and management of UKRI's financial systems and processes.

The CFO will also act as the Deputy Chief Executive Officer of the organisation as well as contributing to and facilitating on other core areas of work across the organisation. Further information on the aims of the UKRI CFO can be found at Appendix A

Essential criteria for the UKRI Chief Financial Officer

The Department of Business, Energy and Industrial Strategy wishes to attract the highest calibre of candidates for this pioneering role. It is expected that prospective applicants will have many of the following experiences and attributes:

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- a CCAB, CIMA or overseas equivalent qualified accountant complying with relevant CPD requirements or with suitable alternative experience;
- Someone of high professional standing with experience across the research and innovation sector who can inspire teams and colleagues;
- A proven track record as the financial leader of a large and complex organisation;
- The ability to be on the senior management team of a global facing and world leading establishment;
- Significant commercial acumen, business knowledge and a strong understanding of financial management;
- The ability to drive the design, and successful implementation of effective and efficient processes whilst understanding where flexibility and fast-moving responsiveness is required;
- A strategic thinker with the ability to translate ideas and policy into action in the delivery of customer focused services;
- Understanding and relevant experience of the political sensitivities and the workings of both government and its partners and customers; and
- Demonstrate an understanding and commitment of the values of accountability, probity, openness and diversity. A significant grasp of public accountability and the associated obligations would be desirable.

Scope

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

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

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

Aims of the UKRI Executive Chairs

The UKRI Executive Chairs will support the UKRI Board to be a strong, unified voice for science, research and innovation, both in facilitating the dialogue with government and partners on the world stage.

These roles will also work with the UKRI Board and other Council's Executive Chairs, to best deliver value from the research and innovation funding system.

Further information on the aims of the UKRI Executive Chairs can be found at Appendix B.

Essential criteria for the UKRI Executive Chair roles

- An ability to lead a complex organisation with a range of diverse and vocal stakeholders, as well as having a collaborative approach to partnership working across an organisation;
- An understanding of change management and evidence of having led the successful implementation of significant cultural change and organisational development within a large organisation that has both national and international visibility;
- Be able to reflect and express authoritatively the perspective and views of stakeholder communities, while contributing corporately to UKRI's successful pursuit of its mission; and
- An ability to develop and drive forward a clear and strategic vision for the organisation.

Scope

The appointed search and recruitment consultancy firm will be required to deliver search requirements for the vacancy in order for the successful applicants to be appointed at various stages throughout 2017.

These posts are not currently regulated by the Commissioner for Public Appointments (OCPA). However, the campaign process will still aim to follow the best practice according to those appointment principles.

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

Aims of the UKRI Non-Executive Directors:

The UKRI Board Non-Executive Directors will play a leading role in the formation of UKRI including the transition from current arrangements. They will:

- Work closely with the interim Chair, the UKRI CEO, BEIS, senior leaders of the current research and innovation funding bodies and the stakeholder community, to set UKRI's strategic direction.
- Work with BEIS to set a framework for governance and delegation of responsibilities to deliver the UKRI mission within the overall framework for government policy including putting appropriate assurance processes in place in line with guidance and best practice for public bodies

Further information on the aims of the UKRI Non-Executive Directors can be found at Appendix C

Essential criteria for UKRI Non-Executive Directors:

- It is essential that the UKRI board members should have appropriate, senior management level experience in at least one of the following:

- experience of research into science, technology, humanities and new ideas;
 - experience in the development and exploitation of science, technology and new ideas;
 - experience in industrial, commercial and financial matters relating to innovative business sectors, or in the science and technology sector;
- Members should be able to reflect and express authoritatively the perspective and views of stakeholder communities, while contributing corporately to UKRI's successful pursuit of its mission
 - Ability to develop and drive forward a clear and strategic vision for the organisation
 - Understanding of change management and evidence of having led the successful implementation of significant cultural change and organisational development within a large organisation that has both national and international visibility
 - Significant commercial acumen, business knowledge and a strong understanding of financial management

Scope:

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

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

Further details on the role is set out in Appendix C

Requirement:

The consultants will be required to undertake the following work:

- Attend planning meetings and discuss search and campaign requirements with the Independent Panel Member(s), both appointment teams and other key stakeholders to agree the search, advertising strategies and timetable;
- Provide search and selection services ensuring a strong and diverse field of candidates;
- Give support and advice on the preparation of recruitment documents and ensure applicant packs are made available in alternative formats if requested;
- To respond to requests for applications via post and e-mail. To receive, log and acknowledge applications about the post and answer any queries by email or telephone;
- Advise on advertising text and negotiating with media on prices for placing external adverts, plus placing advert; and bringing the advert to the attention of names of potential applicants (the team are considering the following publications/websites for advertisements: Times and any other publications/websites which are relevant to the vacant position;

- Provide weekly campaign updates and statistics on the search and selection, including diversity; and
- Attend a wash up meeting after the advertisement closes to discuss the pool of candidates and debrief.

Deliverables:

- Through executive search, suitably qualified, high calibre applicants are identified and drawn from a strong field applying for the vacancy;
- Advertising is proportionate (placed in the relevant publications outlined above) and relevant to attract high calibre applicants for the vacancies;
- Through executive search, of those applicants which declare their diversity information, we would expect the diversity profile of candidates to meet the Government's aspirations on diversity: 50% male and 50% female; 10% (BAME) Black, Asian and Ethnic Minority;
- All recruitment documents are accessible and professional;
- All contact made with applicants and potential applicants by the consultants is delivered professionally;
- Research is delivered to a high standard in the right format to meet both Departments' needs and delivered on time;
- The pre-sift process results in a strong field of applicants progressing through the recruitment process;
- The pre-sift results are accepted by the selection panel members as accurate against the agreed criteria;
- Diversity data is accurately recorded and applicants completed forms are submitted to both appointments team; and
- Ensure that the service 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 the key contacts in the appointments team throughout the process and, if any issues arise, get in touch without delay so these can be resolved together;
- Update your contacts on a regular basis throughout the search period;
- Attend meetings when required;
- Have at least one meeting with senior stakeholders and keep in touch as required;
- Supply a list of applicants approached and provide a report on search activities and outcome. When undertaking the search and following up recommendations, to ensure that potential applicants understand that this is an open competition and that appointments are based on merit;
- Deliver the stages covered in the programme of work, in partnership with the points of contact in both appointment teams ensuring all recruitment documents have had the necessary clearance before they are used;
- Participate in an evaluation review at the end of the appointments process to share what went well and any areas identified for improvement;
- Be familiar with the Commissioner for Public Appointments Code of Practice April 2012 and the Cabinet Office Making and Managing Appointments, Best Practice Guidance;

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- Retain key documents for the competitions, as required under the Commissioners Code and forward to both appointment teams;
- Handle sensitive personal data securely. You are asked to note that personnel working on this assignment should not hold any data of a personal nature relating to applicants on an unencrypted laptop, drive or memory stick;
- Head all documents / emails that contain information about applicants with the following protection marking “official sensitive”; and
- Ensure the quality of standards, as set out in your proposal, are delivered throughout this assignment.

Proposed project process timetable:

Chief Financial Officer recruitment –

- **Campaign to go live – January 2017**
- **Sift and interviews through – March – May 2017**
- **Candidates to meet BEIS Junior Minister – May 2017**
- **No.10 approval required – May 2017**
- **Appointment to be confirmed – May 2017**

Executive Chairs recruitment –

- **Campaign to go live – 1 April 2017**
- **Sift – May 2017**
- **Appointment to be confirmed – Various**

UKRI Board NEDs recruitment –

- **Campaign to go live – January 2017**
- **Sift and interviews through – March – May 2017**
- **Candidates to meet BEIS Junior Minister – May 2017**
- **No.10 approval required – May 2017**
- **Appointment to be confirmed – May 2017**

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

- contract management of the search and recruitment consultancy, ensuring the campaign delivers its key milestones and success criteria resulting in high calibre candidates appointed to the posts;
- project managing the campaign to ensure the campaign remains on track and any risks / issues are mitigated / addressed;
- working with the appointed 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; and
- liaising with BEIS Minister’s offices, Parliamentary Unit and Communications as part of the appointments process.

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

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The executive search could include up to three separate campaigns for the Board, Chief Financial Officer and Executive Chair positions.

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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. After evaluation the scores will be finalised by performing a calculation to identify (at question level) the mean average of all evaluators (Example – a question is scored by three evaluators and judged as scoring 5, 5 and 6. These scores will be added together and divided by the number of evaluators to produce the final score of 5.33 ($5+5+6 = 16 \div 3 = 5.33$))

Pass / fail criteria		
Questionnaire	Q No.	Question subject
Commercial	SEL1.2	Employment breaches/ Equality
Commercial	FOI1.1	Freedom of Information Exemptions
Commercial	AW1.1	Form of Bid
Commercial	AW1.3	Certificate of Bona Fide Bid
Commercial	AW3.1	Validation check
Commercial	AW4.1	Contract Terms
Quality	AW6.1	Compliance to the Specification

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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	20%
Quality	AW6.2	Demonstrating expertise and resources to deliver the requirement.	30%
Quality	AW6.3	Methodology and Approach	50%

Evaluation of criteria

Non-Price elements

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

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

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

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

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

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

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

0	The Question is not answered or the response is completely unacceptable.
10	Extremely poor response – they have completely missed the point of the

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

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

Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

Your final score will $(60+60+40+40) \div 4 = 50$

Price elements will be judged on the following criteria.

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

- For example - Bid 1 £100,000 scores 100.
- Bid 2 £120,000 differential of £20,000 or 20% remove 20% from price scores 80
- Bid 3 £150,000 differential £50,000 remove 50% from price scores 50.
- Bid 4 £175,000 differential £75,000 remove 75% from price scores 25.
- Bid 5 £200,000 differential £100,000 remove 100% from price scores 0.
- Bid 6 £300,000 differential £200,000 remove 100% from price scores 0.

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

In the example if a supplier scores 80 from the available 100 points this will equate to 40%

by using the following calculation: Score/Total Points multiplied by 50 ($80/100 \times 50 = 40$)

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

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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

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Section 7 – General Information

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

DO:

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

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

DO NOT

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

Some additional guidance notes

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

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- 7.37 Bidders are required to use IE8, IE9, Chrome or Firefox in order to access the functionality of the Emptoris e-sourcing tool.
- 7.38 Bidders should note that if they are successful with their proposal 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.
- 7.39 All timescales are set using a 24 hour clock and are based on British Summer Time or Greenwich Mean Time, depending on which applies at the point when Date and Time Bids shall be submitted through Emptoris.
- 7.40 All Central Government Departments and their Executive Agencies and Non Departmental Public Bodies are subject to control and reporting within Government. In particular, they report to the Cabinet Office and HM Treasury for all expenditure. Further, the Cabinet Office has a cross-Government role delivering overall Government policy on public procurement - including ensuring value for money and related aspects of good procurement practice.

For these purposes, 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.

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

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

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.

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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](#)

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The job specifications below are still under refinement, and the exact wording may change subject to Ministerial views. However, the duties of the roles will be broadly as outlined below.

Appendix A: DRAFT UKRI Chief Finance Officer Job Description

UK Research and Innovation Chief Finance Officer/ Deputy Chief Executive Officer Job Specification

The creation of UK Research and Innovation (UKRI) represents the largest reform of the research and innovation funding landscape in the last 50 years. As a new, independent, non-departmental public body, it will bring together the functions of the seven Research Councils¹, Innovate UK, and the research and knowledge exchange functions of the Higher Education Funding Council for England (HEFCE) (to be known as Research England). The Higher Education and Research Bill² (HERB) is currently progressing through Parliament, and still subject to parliamentary approval.

The new body will seek to maximise value from government's investment in research and innovation of over £6bn per annum, and will advise the Secretary of State for Business, Energy and Industrial Strategy (SoS BEIS) on the balance of funding between research disciplines. It will lead the overall strategic direction of research and innovation funding in the UK, managing funds with cross-disciplinary impact and a 'common research fund', whilst the Research Councils, Innovate UK, and Research England will continue to provide strategic leadership to their disciplines and thematic areas and continue to control their own delegated budgets.

The CFO will: contribute to key strategic and operational decisions, in their role as a member of the UKRI Board; will be a key part of UKRI's executive team, leading on the implementation, introduction and management of UKRI's financial systems and processes; contribute to and facilitate on other core areas of work across the organisation; as well as acting as the Deputy Chief Executive Officer of the organisation.

Key responsibilities of the Chief Finance Officer during the transition period³

1. Provide strategic and operational leadership on short and long-term strategic financial objectives, including on UKRI major projects, commercial and asset management; and act as the Principal Finance Officer, being accountable to both the UKRI Chief Executive Officer as the Accounting Officer, and to the UKRI Board, as well as providing advice on all financial matters.
2. Lead the formation and design of UKRI's finance, corporate and data function[s], ensuring that the transition to a new operating model will preserve and build on the strengths of all the various existing institutions. This will be achieved by providing

¹ The Arts and Humanities Research Council (AHRC), the Biotechnology and Biological Science Research Council (BBSRC), the Engineering and Physical Science Research Council (EPSRC), The Economic and Social Research Council (ESRC), the Medical Research Council (MRC), the Natural Environment Research Council (NERC), and the Science and Technology Facilities Council (STFC).

² <http://services.parliament.uk/bills/2016-17/highereducationandresearch.html>

³ The 'transition period' will be the time between being appointed, and UKRI being formally established on April 1st 2018.

motivational leadership throughout the transition and launch of UK, providing oversight to deliver the necessary transformation.

3. To lead on the development of UKRI's financial management, risk and assurance frameworks, the associated activities required, and working closely with BEIS.
4. Support, advise colleagues leading on, and have oversight of the significant digital programme to deliver a new HR Finance System, working closely with/leading the parallel digital programmes aimed at delivering a new Research and Innovation Funding Service and Common Business Technology.
5. Act as part of the UKRI Executive team to build effective relationships with key partners across the academic, business, charitable and government communities, to promote the relevance and economic impact of UKRI's activities and build credibility and respect, including building strong relationships within BEIS.
6. Develop relationships with individual Councils that will be forming UKRI, and mutually developing best practice and assurance processes to ensure effective and efficient use of UKRI resources.

Key Duties/ Objectives for the UKRI Chief Finance Officer from the launch of UKRI in April 2018

1. Provide strategic and operational leadership on short and long-term strategic financial objectives, including on UKRI major projects, commercial and asset management, oversight of the New Innovation Finance Product; and act as the Principal Finance Officer, being accountable to both the UKRI Chief Executive Officer as the Accounting Officer, and to the UKRI Board, as well as providing advice on all financial matters. This will include ensuring value for money when issuing grants. It will be necessary to create join-ups between organisations where applicable to ensure cross-cutting, multidisciplinary research is undertaken.
2. Ensure the completion and embedding of the finance change programme, ensuring that processes and procedures for financial reporting to BEIS are implemented throughout the organisation.
3. To lead on the implementation and have oversight of UKRI's financial management, and risk and assurance frameworks, and the associated activities required working closely with BEIS.
4. Direct and oversee all aspects of the Finance & Accounting functions of the organization are undertaken and overseen at appropriate levels, to ensure financial stability, and that appropriate professional advice is available to the whole organisation to support delivery of its strategy.
5. This will require the development of relationships with individual Councils to ensure best practice and assurance processes are in place.

6. Have ownership and oversight of UKRI's data function, the organisations digital and common technology programmes, as well as overseeing UKRI's corporate individual governance functions and HR.
7. To lead UKRI's professional finance function ensuring budgeting and payment systems are properly managed in accordance with the Framework Agreement with the Department for Business, Energy and Industrial Strategy (BEIS), Her Majesty's Treasury (HMT) and the National Audit Office (NAO) guidance and within schemes of delegated decision making agreed by the Board, as well as ensuring that effective internal controls are in place and are compliant with Managing Public Money.
8. To lead UKRI's preparation and submission to central government spending reviews and on the engagement with BEIS on funding policy decisions involving ministers.
9. To assess and actively manage the funds available to UKRI following comprehensive spending reviews and grant announcements, working closely with the CEO and Executive Team to advise government on the case for investment in research and innovation at key decision points such as leading up to fiscal events and funding allocations, as well as to identify and deliver efficiencies across the organisation.
10. As part of UKRI's Executive team, represent UKRI's strategic interest to key external stakeholders both at home and abroad

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Person Specification

The Department of Business, Energy and Industrial Strategy wishes to attract the highest calibre of candidates for this pioneering role. It is expected that prospective applicants will have many of the following experiences and attributes:

1. A CCAB, CIMA or overseas equivalent qualified accountant complying with relevant CPD requirements or with suitable alternative experience;
2. A high professional standing with experience across the research and innovation sector who can inspire teams and colleagues;
3. A proven track record as the financial leader of a large and complex organisation;
4. The ability to be on the senior management team of a global facing and world leading establishment;
5. Significant commercial acumen, business knowledge and a strong understanding of financial management;
6. The ability to drive the design, and successful implementation of effective and efficient processes whilst understanding where flexibility and fast-moving responsiveness is required;
7. A strategic thinker with the ability to translate ideas and policy into action in the delivery of customer focused services;
8. Understanding and relevant experience of the political sensitivities and the workings of both government and its partners and customers; and
9. An understanding and commitment to the values of accountability, probity, openness and diversity. A significant grasp of public accountability and the associated obligations would be desirable.

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Background on the creation of UK Research and Innovation

The UK is recognised as a world leader in research and innovation. Our share of highly cited articles is second only to the US, and the UK has overtaken the US to rank first by field-weighted citation impact. The Global Innovation Index 2016 placed the UK as the third most innovative nation in the world. This strength in research and innovation is underpinned by an excellent funding system, which combines discipline leadership and autonomy, the dual funding system, and Innovate UK's business-focussed support.

Now more than ever it is important that research and innovation funding systems are able to provide their indispensable support to our research and innovation base. As these communities face new challenges and tackle ever more complex and multidisciplinary research questions, we need a strong and unified voice to represent their interests across government, across Europe and around the world.

The creation of UKRI will ensure that our research and innovation system is sufficiently strategic and agile to deliver national UK capability that drives discovery and economic growth, whilst maintaining the key characteristics of the current system that have underpinned the UK's success.

This new structure strengthens the UK's strategic approach to future challenges. It will enable a greater focus on cross-cutting issues, a strong and unified voice for the UK's research and innovation community on the global stage and more effective collaboration across disciplines and between the research base and business.

The executive search could include up to three separate campaigns for the Board, Chief Executive Officer and Chief Financial Officer positions.

Appendix B: DRAFT Executive Chair Job Specification

The creation of UK Research and Innovation (UKRI) represents the largest reform of the research and innovation funding landscape in the last 50 years. A new, independent, non-departmental public body, it will bring together the functions of the seven Research Councils⁴, Innovate UK, and the research and knowledge exchange functions of the Higher Education Funding Council for England (HEFCE) (to be known as Research England). The Higher Education and Research Bill⁵ (HERB) is currently progressing through Parliament, and still subject to parliamentary approval.

Research England, will be established as one of nine Councils within UKRI with delegated autonomy and authority and individual delegated budgets set by the Secretary of State for Business, Energy and Industrial Strategy (SoS BEIS). It will undertake the **[Insert research remit of Council]**. **[This will enable the research of xxxx and enhance xxxx]**.

Additional information on the formation of UKRI can be seen in Annex A.

Key duties/ objectives of the Research England Executive Chair during the transition period⁶

1. Represent Research England future leadership within the UKRI Implementation Programme, supporting the transition of Research England functions to Research England, and making decisions on the organisational structure, design and processes of Research England.
2. Work with the UKRI Board and other Council's Executive Chairs, to best deliver value from the research funding system and from the overall science and innovation funding system; as well as supporting the UKRI Board to be a strong, unified voice for science, research and innovation, both in facilitating the dialogue with government and partners on the world stage.

⁴ The Arts and Humanities Research Council (AHRC), the Biotechnology and Biological Research Council (BBSRC), the Engineering and Physical Sciences Research Council (EPSRC), the Economic and Social Research Council (ESRC), the Medical Research Council (MRC), the Natural Environment Research Council (NERC), and the Science and Technology Facilities Council (STFC)

⁵ <http://services.parliament.uk/bills/2016-17/highereducationandresearch.html>

⁶ The 'transition period' will be the time between being appointed, and UKRI being formally established on April 1st 2018.

Key duties/ objectives of the Research England Executive Chair from the launch of UKRI from April 2018

1. Lead and manage the Research England in its successful pursuit of its objectives providing the leadership, drive, and vision necessary to maintain and develop the quality and outputs of its research and postgraduate portfolio in a challenging public spending context;
2. As part of the UKRI's executive team, contribute to the development and implementation of the UKRI-wide Research and Innovation Strategy and policy as required on behalf of Research England; as well as working collaboratively across UKRI Councils, building on collective capabilities and providing support and challenge when required.
3. Chair Research England Council and work with Council members to provide strategic oversight and accountability for activity and funding [insert remit specific research area] throughout the UK which supports research and innovation, taking decisions on scientific and research matters pertaining to these institutions. Where funding activities relate to specific research disciplines, these decisions can be made with input from relevant experts in the UKRI Council. This role will include:
 - Developing a Strategic Delivery Plan for [insert remit specific research area] policy and funding, consistent with the overarching Research and Innovation Strategy set by the UKRI Board, and submitting these to the UKRI Board for approval
 - Taking decisions on the prioritisation of Research England hypothecated budget within the delegated remit as specified by legislation and guidance from BEIS, and within UKRI's overall controls, systems and processes as specified by the CEO as UKRI's Accounting Officer
 - Engaging and consulting with the community to develop ideas and disseminate strategic outputs
 - Appointing and setting terms and conditions of any academic, specialist and research staff within Research England, within delegated limits.
4. Ensure that [insert remit specific research area] across the UK plays a full part in supporting economic recovery and growth, demonstrating this and the many wider contributions that serve the public interest.
5. Implement government policy and funding priorities for [insert remit specific research area] research in a way that enhances its international competitiveness and builds capacity to deliver world-class, ground-breaking research with impact. This will include:
 - Supporting research excellence wherever it is found
 - Recognising, promoting and incentivising the wider impacts of research on economic growth, health and social wellbeing and quality of life
 - Fostering the development of early career research talent
 - Contributing to development and implementation of open access/ open data agenda
 - Supporting and enhancing the physical and intellectual infrastructure and environments that underpin high-quality research

6. Deploy research capital funding to maintain excellent research infrastructure across the UK, and to stimulate strategic research collaborations across the UK between HEIs and the business/ charities which help support economic growth, including building local collaboration and addressing [grand/ industrial] challenges.
7. Represent Research England to its numerous and diverse stakeholders in government and public funding agencies, higher education institutions, academic and research communities, industry organisations and the public at large (and internationally).

Skill and Experience

1. Knowledge and understanding of the [insert remit specific research area] research sector within the UK
2. Experience working on [insert remit specific research area] research policy functions and funding
3. An ability to lead a complex organisation with a range of diverse and vocal stakeholders
4. An understanding of change management and evidence of having led the successful implementation of significant cultural change and organisational development within a large organisation that has both national and international visibility
5. Be able to reflect and express authoritatively the perspective and views of stakeholder communities, while contributing corporately to UKRI's successful pursuit of its mission
6. An ability to develop and drive forward a clear and strategic vision for the organisation

Annex A:

Background information that will be available to candidates

The UK is recognised as a world leader in research and innovation. Our share of highly cited articles is second only to the USA's, and the UK has overtaken the US to rank first by field-weighted citation impact. The Global Innovation Index 2016 placed the UK as the third most innovative nation in the world. This strength in research and innovation is underpinned by an excellent funding system, which combines discipline leadership and autonomy, the dual funding system, and Innovate UK's business-focussed support.

Now more than ever it is important that research and innovation funding systems are able to provide their indispensable support to our research and innovation base. As these communities face new challenges and tackle ever more complex and multidisciplinary research questions, we need a strong and unified voice to represent their interests across government, across Europe and around the world.

The creation of UKRI will ensure that our research and innovation system is sufficiently strategic and agile to deliver national UK capability that drives discovery and economic growth, whilst maintaining the key characteristics of the current system that have underpinned the UK's success. The new body will seek to maximise value from government's investment in research and innovation of over £6bn per annum, and will advise the Secretary of State for Business, Energy and Industrial Strategy (SoS BEIS) on the balance of funding between research disciplines. It will lead the overall strategic direction of research and innovation funding in the UK, managing funds with cross-disciplinary impact and a 'common research fund', whilst the Research Councils, Innovate UK, and Research England will continue to provide strategic leadership to their disciplines or areas of expertise, with individual funding decisions are made by the relevant experts.

This new structure strengthens the UK's strategic approach to future challenges. It will enable a greater focus on cross-cutting issues, a strong and unified voice for the UK's research and innovation community on the global stage and more effective collaboration across disciplines and between the research base and business.

Annex B:

Additional duties of the Research England Executive Chair

1. Advise the UKRI Board on the recruitment of members of Research England Council
2. Chair Council meetings in a way that facilitates the pursuit of Research England objectives and gives due consideration to the interests of all stakeholders of Council business
3. Feed into, and aid, UKRI in developing and making the case to government for continued public investment in research and innovation as an essential pre-requisite for a competitive knowledge economy. This could include information relating to:
 - a. Providing an appropriate recognition of impact and scientific excellence
 - b. Effectively allocating Grand Challenges Funding to address key national priorities throughout the UK
4. Provide day-to-day management of Research England in pursuit of its objectives as set out in its Strategic Delivery Plan, providing the leadership and vision necessary to maintain and develop high-quality outcomes from its research portfolio
5. Provide advice and documentation to the UKRI Board and government on matters that they deem appropriate, including but not limited to: Research England priorities and strategic directions; Strategic Delivery Plans; and responses to relevant Parliamentary Questions
6. Work to improve the links between the Council, the institutions it supports, and national and international science funding and policy agencies, and learned and professional institutions
7. Work effectively with BEIS to develop and implement policies relating to research and innovation.

Appendix C: DRAFT UKRI Board Member job specification

The creation of UK Research and Innovation represents the largest reform of the research and innovation funding landscape in the last 50 years. A new, independent, non-departmental public body, it will bring together the functions of the seven Research Councils⁷, Innovate UK, and the research and knowledge exchange functions of the Higher Education Funding Council for England (HEFCE) (to be known as Research England). The Higher Education and Research Bill⁸ (HERB) is currently progressing through Parliament, and still subject to parliamentary approval.

The UKRI Board will consist of the Chairman, UKRI Chief Executive Officer, the UKRI Chief Financial Officer and between 9-12 Non-Executive Directors. Some Non-Executive Members may be tasked with additional specific duties e.g. the Chair of UKRI's Audit, Risk and Assurance Committee, the UKRI Board Innovation Champion or other cross cutting positions.

Key duties/ objectives of Board Members during the transition period⁹

The key responsibilities of Board Members in the transition period up to 31st March 2018 will be to:

1. Play a leading role in the formation of UKRI, including the transition from current arrangements, working closely with Sir John Kingman, the interim Chair of the UKRI Board.
2. Work with the interim Chair, the UKRI CEO (once appointed), BEIS, senior leaders of the current research and innovation funding bodies and the stakeholder community, to set UKRI's strategic direction.
3. Work with BEIS to set a framework for governance and delegation of responsibilities to deliver the UKRI mission within the overall framework for government policy including putting appropriate assurance processes in place in line with guidance and best practice for public bodies.
4. Support the development of and establishment of UKRI's vision and values and a working model for the new organisation which ensures the strengths of all the various existing institutions are preserved and built upon, and create a new strategic oversight function with a clear and focussed view of its roles and functions.
5. Engage with stakeholders across the UK and internationally in research, industry, government and charities to promote the work of UKRI, acting as an advocate of UKRI. In particular ensuring strong, collaborative relationships with the Office for Students, the devolved HE funding bodies and other key partners are put in place.

⁷ The Arts and Humanities Research Council (AHRC), the Biotechnology and Biological Research Council (BBSRC), the Engineering and Physical Sciences Research Council (EPSRC), the Economic and Social Research Council (ESRC), the Medical Research Council (MRC), the Natural Environment Research Council (NERC), and the Science and Technology Facilities Council (STFC).

⁸ <http://services.parliament.uk/bills/2016-17/highereducationandresearch.html>

⁹ The 'transition period' will be the time between being appointed, and UKRI being formally established on April 1st 2018.

Key duties/ objectives for UKRI Board Members from the launch of UKRI in April 2018

1. Overseeing the development of the Research and Innovation Strategy including the approach to research and innovation infrastructure (need to have a better catapult mechanism); approving Councils' Strategic Delivery Plans, providing oversight of delivery of the Research and Innovation Strategy; ensuring a strengthened strategic approach to future challenges; and maximising the value and benefits from government's investment of over £6 billion per annum in research and innovation
2. Advising the Secretary of State on strategic priorities, the balance of funding between research disciplines
3. Strengthening the strategic link between research disciplines, and between research disciplines and innovation/ industry, as well as between the research base, industry and policy makers
4. Strengthening the focus on cross-cutting issues that are outside the core remits of the current funding bodies, such as multi- and inter-disciplinary research, enabling the system to respond rapidly and effectively to current and future challenges
5. Providing a strengthened, unified voice for the UK's research and innovation funding system, facilitating the dialogue with government and partners on the global stage
6. Identifying opportunities for greater collaboration between businesses and researchers, developing the pipeline of businesses and talent to drive greatest value from UK R&D, driving better alignment of research outputs with business needs to increase commercialisation and ensuring that knowledge and expertise is fully exploited for the benefit of the whole country;
7. Ensuring the establishment of better mechanisms for the sharing of expertise and best practice – for example, around management of major projects and large capital investment – driving up the effectiveness of decision-making, by overseeing key analysis of the research landscape;
8. Agreeing appointments of members of UKRI's Councils, on the advice of each Council's Executive Chair
9. Working with the Chair, CEO and CFO to ensure that UKRI's Councils are able to discharge their remits within UKRI.

A list of the key responsibilities of UKRI Board Members can be seen in Annex A.

Skills and Experience

1. Individuals should have appropriate, senior management level experience in at least one of the following:
 - experience of research into science, technology, humanities and new ideas;
 - experience in the development and exploitation of science, technology and new ideas;
 - experience in industrial, commercial and financial matters relating to innovative business sectors, or in the science and technology sector;

2. Members should be able to reflect and express authoritatively the perspective and views of stakeholder communities, while contributing corporately to UKRI's successful pursuit of its mission (Essential).
3. Understanding of change management and evidence of having led the successful implementation of significant cultural change and organisational development within a large organisation that has both national and international visibility (Desirable)
4. Significant commercial acumen, business knowledge and a strong understanding of financial management (Desirable).
5. Ability to develop and drive forward a clear and strategic vision for the organisation (Essential).

Annex A

Key Responsibilities of the Board from launch of UKRI in April 2018

The key responsibilities of Board Members from the launch of UKRI on 1st April 2018 will be to:

1. Agree and have oversight of all issues of major organisation-wide importance to UKRI, including:
 - the setting of corporate strategy;
 - key strategic objectives and targets, including ensuring that UKRI is more than the sum of its parts and delivers on the objectives set out in the White Paper¹⁰ ;
 - providing advice to the SoS BEIS on strategic priorities and on the balance of funding between research disciplines.
 - the review of risks and benefits, monitoring of outcomes against plans, within the policy and resources framework agreed with the responsible minister.
2. provide oversight of the production of a Research and Innovation Strategy when requested to do so by the Secretary of State. The Board will also play a role in ensuring overall coherence of UKRI strategy and individual Council delivery plans.
3. be responsible for the stewardship of public funds. The Board must provide oversight of the CEO when he or she provides a full statement of UKRI's use of public funds in its Annual Report and in its Accounts. Such accounts shall be prepared in accordance with the Financial Reporting Manual (FRoM) (http://www.hm-treasury.gov.uk/frem_index.htm) issued by the Secretary of State and such other guidance as may be issued, from time to time, by BEIS and the Treasury.
4. Have oversight of processes that ensure there is co-operation with the Office for Students and the devolved higher education funding bodies and other key partners.
5. Develop relationships with key stakeholder groups ranging from central government, academia, industry and international counterparts, acting as an advocate of UKRI and research and innovation undertaken within the UK.

¹⁰ <https://www.gov.uk/government/publications/higher-education-success-as-a-knowledge-economy-white-paper>

Annex B

Expectations of all UKRI Board Members

UKRI Board Member's will be expected to:

1. Observe the highest standards of propriety involving impartiality, integrity and objectivity in relation to stewardship of public funds and management of UKRI in accordance with extant government accounting guidance;
2. Comply fully with government policy and guidance on corporate governance, openness and responsiveness;
3. Be accountable to Parliament, users of services, individual citizens and staff for the activities of UKRI, its stewardship of public funds, complying with any statutory or administrative requirements for their use (including the limits of delegated authority agreed with the sponsoring department), and for the extent to which key performance targets and objectives have been met;
4. Maximise value for money through ensuring that services are delivered in the most efficient and economical way, within available resources, and with independent validation of performance achieved wherever practicable.
5. Ensure that public funds received by UKRI, which for this purpose should be taken to include all forms of receipts for fees, charges and other sources, are properly safeguarded. The Board should ensure that, at all times, it conducts its operations as economically, efficiently and effectively as possible, with full regard to the legislation, framework document and relevant statutory provisions and to relevant guidance in 'Managing Public Money' (http://www.hm-treasury.gov.uk/psr_mpm_index.htm).
6. Ensure that UKRI operates equal opportunities and environmental policies and practices in accordance with relevant legislation and/or government guidance;
7. Ensure that UKRI does not exceed its powers or functions, whether defined in statute or otherwise, or through any limitations on its authority to incur expenditure. They are normally advised on these matters by the Chief Executive Officer;
8. The Board must ensure that high standards of corporate governance are observed at all times, and that, in reaching decisions, the Board has taken into account any guidance issued by BEIS and the Treasury.
9. Meet at regular intervals throughout the year and exercise full and effective control over the activities of UKRI including those of its staff. Members of the Board should be present in person and may not send representatives.
10. Members of the Board have corporate responsibility for all of UKRI's actions and those of its staff, and should operate collectively at all times.

Annex C

Background information that will be available to candidates

The UK is recognised as a world leader in research and innovation. Our share of highly cited articles is second only to the US, and the UK has overtaken the US to rank first by field-weighted citation impact. The Global Innovation Index 2016 placed the UK as the third most innovative nation in the world. This strength in research and innovation is underpinned by an excellent funding system, which combines discipline leadership and autonomy, the dual funding system, and Innovate UK's business-focussed support.

Now more than ever it is important that research and innovation funding systems are able to provide their indispensable support to our research and innovation base. As these communities face new challenges and tackle ever more complex and multidisciplinary questions, we need a strong and unified voice to represent their interests across government, Europe and around the world.

The creation of UKRI will ensure that our research and innovation system is sufficiently strategic and agile to deliver national UK capability that drives discovery and economic growth, whilst maintaining the key characteristics of the current system that have underpinned the UK's success. The new body will seek to maximise value from government's investment in research and innovation of over £6bn per annum. It will: advise the Secretary of State for Business, Energy and Industrial Strategy (SoS BEIS) on the balance of funding between research disciplines; lead the overall strategic direction of research and innovation funding in the UK; manage funds with cross-disciplinary impact and a 'common research fund'. The Research Councils, Innovate UK, and Research England will continue to provide strategic leadership to their disciplines and thematic areas, and continue to control their own delegated budgets.

The UKRI Board will play a critical role in establishing this new organisation, providing clear strategic direction and oversight, promoting the importance UK Science and Innovation and supporting senior leadership team to embed new ways of working across the organisation. This new approach will strengthen the UK's strategic approach to future challenges. It will enable a greater focus on cross-cutting issues, a strong and unified voice for the UK's research and innovation community on the global stage and more effective collaboration across disciplines and between the research base and business.

Members of the Board are appointed by the Secretary of State for Business, Energy and Industrial Strategy, typically serving for between 3-5 years in the first instance, with the possibility of an extension to their term.

Members of the Board are expected to commit to up to 20 days per year to UKRI business. Those Board members taking on additional roles such as the UKRI Board Innovation Champion or the Audit, Risk and Assurance Committee Chair will be expected to commit between an additional 7-15 days per year due to their additional responsibilities.

The UKRI Board will have full discretion to create new roles for Board Members in addition to the specified roles of UKRI Board Innovation Champion and Audit, Risk and Assurance Committee Chair. Any new roles, which will have additional responsibilities, will be remunerated accordingly pro rata based on their daily rate of pay.

In addition to the Board's formal meetings, Members of the Board are expected to contribute to and/or attend *ad hoc* strategy discussions or working groups; scrutinise key strategic/policy proposals and act to promote the work of UKRI amongst stakeholder groups, both nationally and potentially internationally. Additional time commitments by Board members will be remunerated accordingly.