

# Invitation to Quote

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

**Subject UK SBS PS17011 UKRI Exec Search for Non Executive  
Directors**

**Sourcing reference number PS17011**

**UK Shared Business Services Ltd (UK SBS)**  
[www.uksbs.co.uk](http://www.uksbs.co.uk)

Registered in England and Wales as a limited company. Company Number 6330639.  
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**UKSBS**  
  
*Shared Business Services*

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# Section 1 – About UK Shared Business Services

## Putting the business into shared services

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

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

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

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

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

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

## Our Customers

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

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

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

## Section 2 – About Our Customer

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

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

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

Our priorities for 2016 to 2017 include:

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

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

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

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

### Department for Business, Energy & Industrial Strategy achievements include:

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

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

## Section 3 - Working with UK Shared Business Services Ltd.

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

Section 3 – Contact details		
3.1	Customer Name and address	Department for Business, Energy and Industrial Strategy (BEIS), 1 Victoria Street, London, SW1H 0ET
3.2	Buyer name	Ben Osborne
3.3	Buyer contact details	<a href="mailto:professionalservices@uksbs.co.uk">professionalservices@uksbs.co.uk</a>
3.4	Estimated value of the Opportunity	£35,000 - £45,000.00 excluding VAT
3.5	Process for the submission of clarifications and Bids	<b>All correspondence shall be submitted within the Emptoris e-sourcing tool. Guidance Notes to support the use of Emptoris is available <a href="#">here</a>. Please note submission of a Bid to any email address including the Buyer <u>will</u> result in the Bid <u>not</u> being considered.</b>

Section 3 - Timescales		
3.6	Date of Issue of Contract Advert and location of original Advert	24/01/2017 Contracts Finder
3.7	Latest date/time ITQ clarification questions should be received through Emptoris messaging system	27/01/2017 11.00hrs
3.8	Latest date/time ITQ clarification answers should be sent to all potential Bidders by the Buyer through Emptoris	27/01/2017 14.00hrs
3.9	Latest date/time ITQ Bid shall be submitted through Emptoris	31/01/2017 14.00hrs
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	03/02/2017
3.12	Anticipated Award date	03/02/2017
3.13	Anticipated Contract Start date	06/02/2017

3.14	Anticipated Contract End date	30/06/2017
3.15	Bid Validity Period	60 Days

## 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 will provide strategic oversight of the 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 12 Non-Executive Directors.

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 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 A

### Essential criteria for UKRI Non-Executive Directors:

- Have significant leadership experience in at least one of the following:
  - research into science, social sciences, technology, humanities, the arts and new ideas;
  - innovation and innovative business sectors;

We welcome applicants with a range of experience from within the different nations of the UK, the charity sector, and with international experience.

- Ability to develop, communicate and deliver a clear and strategic vision for the organisation (Essential).
- Members should be able to reflect and communicate the perspective and views of stakeholder communities, whilst making a significant contribution to the collective achievement of UKRI's overall strategy and objectives (Essential).
- Understanding of how to deliver significant cultural change and organisational development within a large organisation that has both national and international visibility (Desirable).
- Significant financial management experience gained through management of substantial budgets within a complex environment and a strong understanding of commercial and business issues (Desirable).

**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 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

**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;
- 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:**

#### **UKRI Board NEDs recruitment –**

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

#### **Terms and Conditions**

Bidders are to note that any requested modifications to UK SBS Terms and Conditions on the grounds of statutory and legal matters only, shall be raised as a formal clarification during the permitted clarification period.

## Section 5 – Evaluation model

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
-	-	Invitation to Quote – received on time within e-sourcing tool

Scoring criteria			
<b>Evaluation Justification Statement</b>			
In consideration of this particular requirement UK SBS has decided to evaluate Potential Providers by adopting the weightings/scoring mechanism detailed within this ITQ. UK SBS considers these weightings to be in line with existing best practice for a requirement of this type.			
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 question.
20	Very poor response and not wholly acceptable. Requires major revision to the response to make it acceptable. Only partially answers the requirement, with major deficiencies and little relevant detail proposed.
40	Poor response only partially satisfying the selection question requirements with deficiencies apparent. Some useful evidence provided but response falls well short of expectations. Low probability of being a capable supplier.
60	Response is acceptable but remains basic and could have been expanded upon. Response is sufficient but does not inspire.
80	Good response which describes their capabilities in detail which provides high levels of assurance consistent with a quality provider. The response includes a full description of techniques and measurements currently employed.
100	Response is exceptional and clearly demonstrates they are capable of meeting the requirement. No significant weaknesses noted. The response is compelling in its description of techniques and measurements currently employed, providing full assurance consistent with a quality provider.

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

### Example

Evaluator 1 scored your bid as 60

Evaluator 2 scored your bid as 60

Evaluator 3 scored your bid as 40

Evaluator 4 scored your bid as 40

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

**Price elements** will be judged on the following criteria.

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

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

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

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

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

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

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

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

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

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

## **Section 6 – Evaluation questionnaire**

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

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

**PLEASE NOTE THE QUESTIONS ARE NOT NUMBERED SEQUENTIALLY**

## Section 7 – General Information

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

#### DO:

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

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

### DO NOT

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

## Some additional guidance notes

- 7.23 All enquiries with respect to access to the e-sourcing tool and problems with functionality within the tool may be submitted to Crown Commercial Service (previously Government Procurement Service), Telephone 0345 010 3503.
- 7.24 Bidders will be specifically advised where attachments are permissible to support a question response within the e-sourcing tool. Where they are not permissible any attachments submitted will not be considered.
- 7.25 Question numbering is not sequential and all questions which require submission are included in the Section 6 Evaluation Questionnaire.
- 7.26 Any Contract offered may not guarantee any volume of work or any exclusivity of supply.
- 7.27 We do not guarantee to award any Contract as a result of this procurement
- 7.28 All documents issued or received in relation to this procurement shall be the property of 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.
- 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.

## USEFUL INFORMATION LINKS

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

## **Appendix A: DRAFT UKRI Non Executive Director 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 Councils<sup>1</sup>, 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 Bill<sup>2</sup> (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 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 period<sup>3</sup>**

The key responsibilities of Board Members in the transition period up to 31<sup>st</sup> 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.

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

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<sup>1</sup> 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).

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

<sup>3</sup> The 'transition period' will be the time between being appointed, and UKRI being formally established on April 1<sup>st</sup> 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 1<sup>st</sup> 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 Paper<sup>4</sup> ;
  - 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](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.

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<sup>4</sup> <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](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.