



**Supplier Questionnaire:
Executive Search and Selection Services
for the recruitment of 2 – 3 Non-Executive
Directors**

PROC.03.0100

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**Supplier Questionnaire: Tender for: Executive Search and Selection Services
for the recruitment of 2 – 3 Non-Executive Directors**

Project Ref.:PROC.01.0453

1	Organisation and Contact Details		
1.1	Full name of organisation tendering (or of organisation acting as lead contact where a consortium bid is being submitted)	IRG Advisors LLP (trading as Odgers Berndtson)	
1.2	Registered office address:	20 Cannon Street London EC4M 6XD	
1.3	Company or charity registration number (if this applies):	OC354226	
1.4	VAT registration number (if this applies):	GB 991 2448 96	
1.5	Name of immediate parent company (if this applies):	International Resources Group	
1.6	Name of ultimate parent company (if this applies):	Odgers Group Ltd	
1.7	Is your organisation:	i) a public limited company?	
		ii) a limited company?	
		iii) a limited liability partnership?	yes
		iv) other partnership	
		v) sole trader	
		vi) other (please specify)	

Contact details for enquiries about this tender				
1.8	Contact name:	[REDACTED]		
1.9	Address:	20 Cannon Street London		
	Post Code:	EC4M 6XD		
1.10	Telephone number:	[REDACTED]		
1.11	Mobile number:	[REDACTED]		
1.12	E-mail address: (if available)	[REDACTED]		
1.13	Consortia and Sub-Contracting	a)	Your organisation is bidding to provide the services required itself	yes
		b)	Your organisation is bidding in the role of Prime Contractor and intends to use third parties to provide some services	no
		c)	The tenderer is a consortium	no
1.14	If your answer is (b) or (c) please indicate in a separate annex (by inserting the relevant company/organisation name) the composition of the supply chain, indicating which member of the supply chain (which may include your organisation solely or together with other providers) will be responsible for the elements of the requirement.			n/a
1.15	Please describe the main business activities of your organisation and the number of years you have been involved in this activity.			
	<p>Odgers Berndtson is a leading international executive search firm and the largest in the UK. Our reputation for excellence and integrity has been established over 40 years. We act as trusted advisors to clients who need help recruiting for important positions.</p> <p>In the UK we work in all commercial and financial sectors and have strong teams serving all parts of the Public Sector. We also have functional teams which specialise in recruiting for key disciplines including HR, Procurement, Finance, Communications, Legal, Professional Services and CIO/CTOs. These functional practices are supported by a Board Practice which specialises in both Executive and Non-executive Chair and Board appointments.</p>			
1.16	Is your organisation a small or medium sized enterprise (SME)*? * "SME" means a business with a	No		

	headcount of less than 250; an annual turnover of no more than €50m; and/or a balance sheet total not exceeding €43m.	
1.17	How many staff does your organisation (including consortia members or named sub-contractors where appropriate) employ relevant to the carrying out of services and/or delivery of goods similar to those required under this contract?	We have over 260 people in London, as well as offices in Scotland, Wales, the Midlands and the North. In the UK we have over 400 employees, with over 150 fee earning consultants and 87 researchers serving the UK market. Internationally we have 53 offices in 27 countries.
<p>Comments:</p> <p>We need some basic contact details for each tenderer and some background information about who they are. In addition, we want to know what a potential tenderer's main lines of business are and whether they are an SME as we monitor the level of spend that goes to SMEs.</p>		
<p>Evaluation:</p> <p>This section is not scored.</p> <p>Completion of this section is mandatory and is for our information purposes. We may confirm company identity and basic details with external bodies.</p> <p>MANDATORY</p>		

2	Professional And Business Standing	
	Do any of the following apply to your organisation, or to (any of) the director(s) / partners / proprietor(s)?	
2.1	Bankruptcy, insolvency, compulsory winding up, receivership, composition with creditors, or subject to relevant proceedings	No
2.2	A conviction (or convictions) for a criminal offence related to business or professional conduct	No
2.3	Legal or administrative finding of commission of an act of grave misconduct in the course of business	No
2.4	Failure to fulfil obligations related to payment of social security contributions	No
2.5	Failure to fulfil obligations related to the payment of taxes	No

2.6	Failure to provide information required or providing inaccurate/misleading information when participating in a procurement exercise	No
2.7	Failure to obtain and maintain relevant licences or membership of an appropriate trading or professional organisation where required by law	No
2.8	<p>If the answer to any of these is “Yes” please give brief details below, including what has been done to put things right.</p> <p>n/a</p>	
<p>Comments:</p> <p>Public bodies have a duty to maintain high standards of professional behaviour and honesty. They need to be sure that tenderers can show that they meet the same standards. This questionnaire asks tenderers to answer important questions on this subject.</p>		
<p>Evaluation:</p> <p>This section is not scored.</p> <p>A "Yes" response to any of these questions will result in automatic exclusion from this procurement, unless you have provided an answer that clearly indicates the problem has been resolved and that steps have been taken to prevent its recurrence.</p> <p>PASS/FAIL</p>		

3.

Experience And Contract Examples/References

3.1 Please provide a list of similar campaign your organisation has delivered in the last 5 years.

Customer

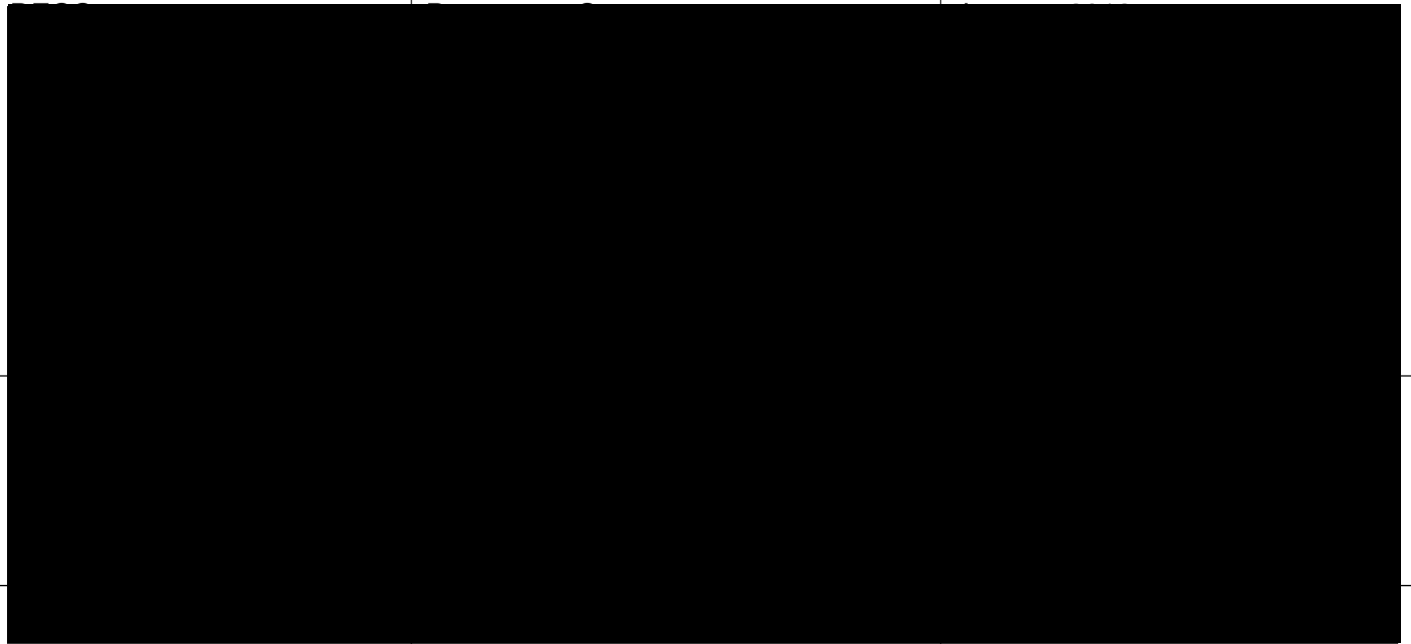
Role

Month/ year of Services

**Regulatory & oversight
bodies**

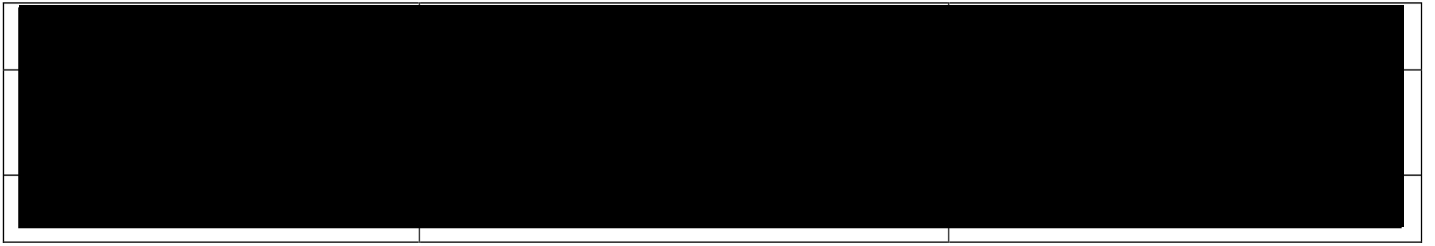


**Relevant Government
departments**


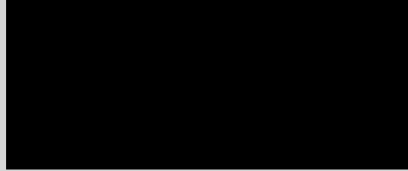


Relevant sector experience		
Other infrastructure/asset-backed		
Other relevant mandates		

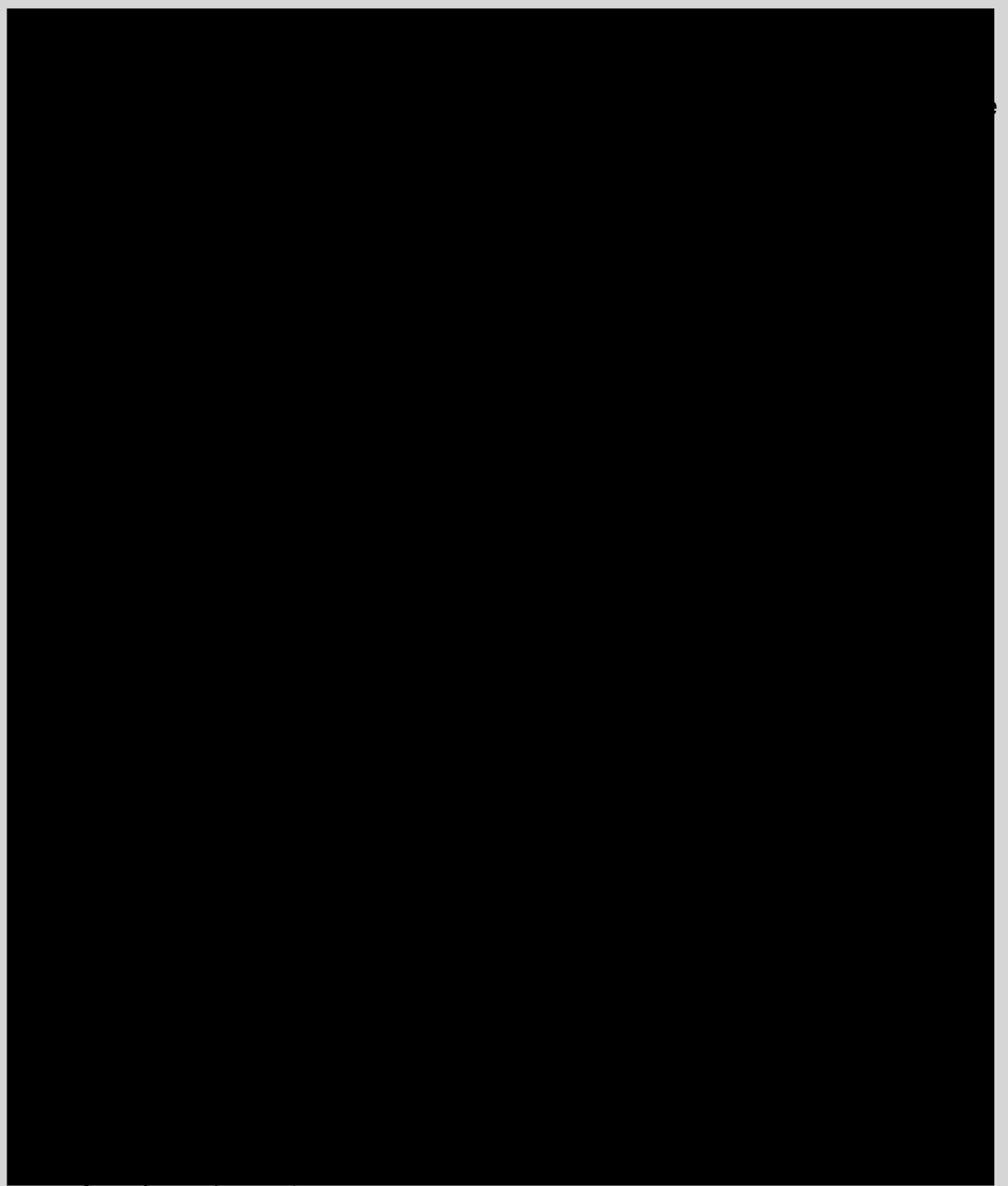
¹ Business Stream was created in response to the requirements of The Water Service (Scotland) Act 2005 which set out arrangements for opening the non-household retail market to competition.



3.2 Please provide details of up to three similar (nature & size) contracts from either or both public or private sector, that are relevant to this requirement. Contracts for the supply of services should have been performed during the past three years. (The customer contact should be prepared to speak to Ofwat's referees note that where possible referees should not be linked to Ofwat and that we may contact your referees without telling you again.

Contract 1	Customer Organisation (name): 	Customer contact name, phone number and email 	Contract start date: 
Please provide a description of contract (max 300 words) including evidence as to your technical capability in this market.			
Contract 2	Customer Organisation (name): 	Customer contact name, phone number and email 	Contract start date: Contract completion date: Contract value*: 

Please provide a description of contract (max 300 words) including evidence as to your technical capability in this market.

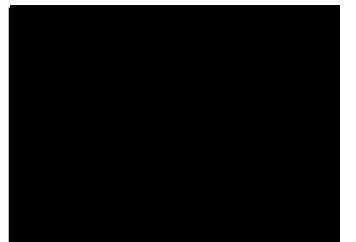
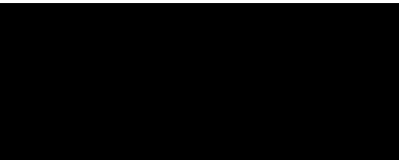
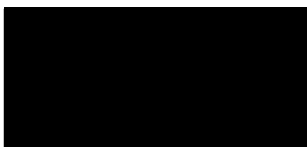


Contract 3

Customer Organisation (name):

Customer contact name, phone number and email

**Contract start date:
Contract completion date:
Contract value*:**



<p>Please provide a description of contract (max 300 words) including evidence as to your technical capability in this market.</p>	
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If you cannot provide at least one example, please briefly explain why (300 words max)

n/a

Comments:


*If you are unable to provide a contract value then, please specify one of the following ranges: a) below £10k, b) £10k to <£25k, c) £25k to <£50k, d) £50k to <£100k, e) £100k to <£500k, f) £500k or greater.

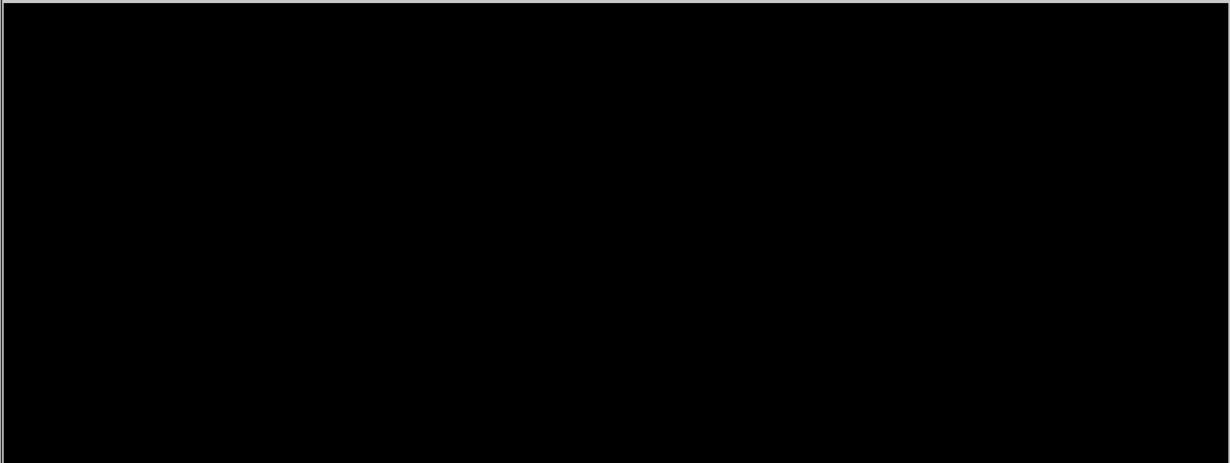
We want to know if your organisation has performed similar work of a similar size to a good standard in the past. The more similar these are to our current requirement the better.

Evaluation:

You must provide references relevant to the subject of the contract. Where no references are provided or they are either totally irrelevant or of limited relevance then your tender **will not** be considered further.

PASS/FAIL

4	Equalities	
4.1	Is it your policy as an employer to comply with anti-discrimination legislation, and to treat all people fairly and equally so that no one group of people is treated less favourably than others?	Yes
4.2	In the last three years has any finding of unlawful discrimination been made against your organisation by any court or industrial or employment tribunal or equivalent body?	
4.3	In the last three years has your organisation been the subject of a formal investigation by the Equality and Human Rights Commission or an equivalent body on grounds of alleged unlawful discrimination?	No

4.4	<p>If the answer to question 4.2 and / or 4.3 is “Yes”, what steps did your organisation take as a result of that finding or investigation?</p> 
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Comments:

Ofwat has a statutory duty to promote race equality, disability equality and gender equality covered under the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006. We therefore want to know that your organisation accepts its legal duties in this area and takes them seriously.

Evaluation:

The section is not scored. If 4.1 is answered "Yes" and 4.2 and 4.3 are answered "No" you will pass this question.

If you answer "No" to question 4.1 you will fail this question.

A "Yes" response to question 4.2 or 4.3 will result in automatic exclusion, unless you have provided an answer that clearly indicates the problem has been resolved and that steps have been taken to prevent its recurrence.

If you fail this question then your tender **will** not be considered further

PASS/FAIL

5	Conflict of Interest
5.1	<p>Details of any actual conflicts of interest your organisation may have relating to this recruitment campaign and also provide an explanation of your proposed approach to dealing with those conflicts of interest and any that may arise during the project?</p>
None that we are aware of	
<p>Comments:</p> <p>We need to know that your organisation has processes in place to both identify and manage any actual or potential conflicts of interest.</p>	

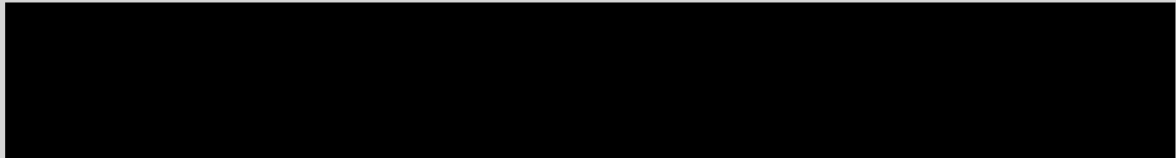
Evaluation:

This section is not scored. Instead marking will be based on a risk-based approach.

- Full satisfactory responses provided with no areas of concern (Low risk)
- Partial, satisfactory responses provided with some cause for concern (Medium risk)
- Unsatisfactory responses provided with significant cause for concern (High risk)
- No responses provided (Non-compliant)

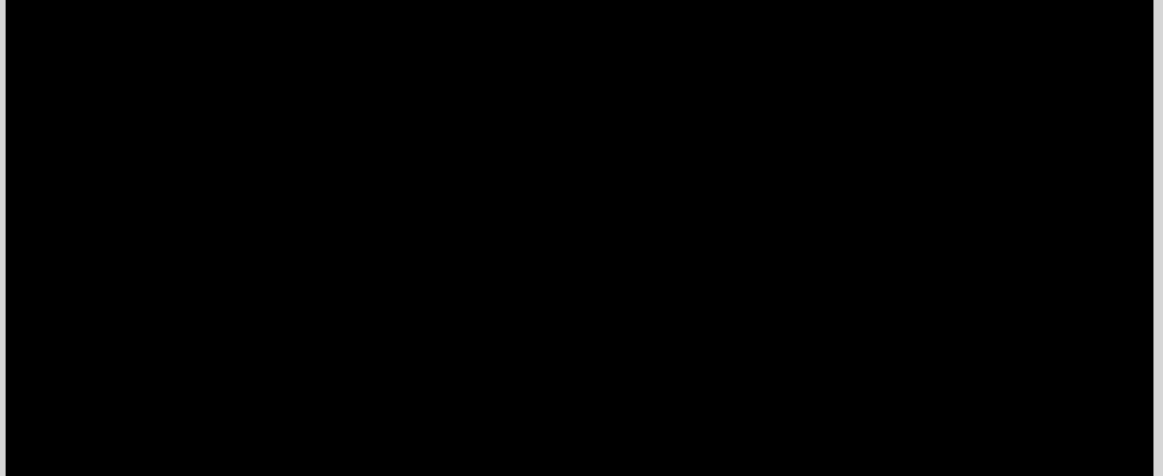
If your response is evaluated as either of the last two categories then your tender **will** not be considered further.

PASS/FAIL

<p>6.1</p>	<p>Stakeholder Management</p> <p>Please detail your understanding of the stakeholder management that will be required in relation to this project and detail your approach to facilitating a cohesive and productive relationship?</p> <p>WEIGHTING = 15%</p> <p>Odgers Berndtson advised the Ofwat board on the appointment of four NEDs in 2013. We offer therefore a demonstrable track record of successful stakeholder management to secure best-in-class non-executive directors for these critical oversight roles. As an independent economic regulator, Ofwat is a non-ministerial government department that is accountable directly to Parliament. Within Whitehall, Ofwat is sponsored by the Department for Environment, Food and Rural Affairs (Defra) and within Cardiff by the Welsh Government. We understand the board's non-executive appointments are made by Defra's Secretary of State in consultation with the Welsh Government.</p> 
<p>6.2</p>	<p>Approach to the Requirement</p> <p>An explanation of the proposed approach to meeting the requirement including a timetable and outline work-plan must be produced as part of the Tender but subject to refinement and agreement with the Customer.</p> <p>This must include:</p> <ul style="list-style-type: none"> • detail of how you will ensure that candidate put forward are from a diverse background including disability, ethnicity, gender; • details of how you will ensure you meet good equal opportunities and equality recruitment practices including • access to existing database of potential candidates; • any initial thoughts regarding a search strategy for the role include any media schedule; • any market intelligence or general observations regarding the roles; • a summary of the services you are offering and how you will meet the deadline; • a resource profile indicating the expected levels of resources required for each stage (including any resources to be supplied by Customer) and should also include proposed dates for the key outputs and deliverables as outlined in section 4; and • details of how administrative tasks throughout the campaign will be handled to ensure deadlines are met and to meet the needs of the Customer. <p>We are looking for the best value for money offer.</p> <p>WEIGHTING = 25%</p>

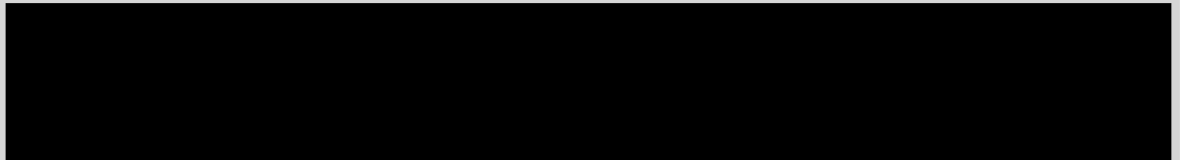
We understand Ofwat seeks 2-3 Non-Executive Directors to bring to bear the following insights and experience:

- Knowledge and working experience of capital markets
- Financial capability – able to make a significant contribution to audit, governance and risk management

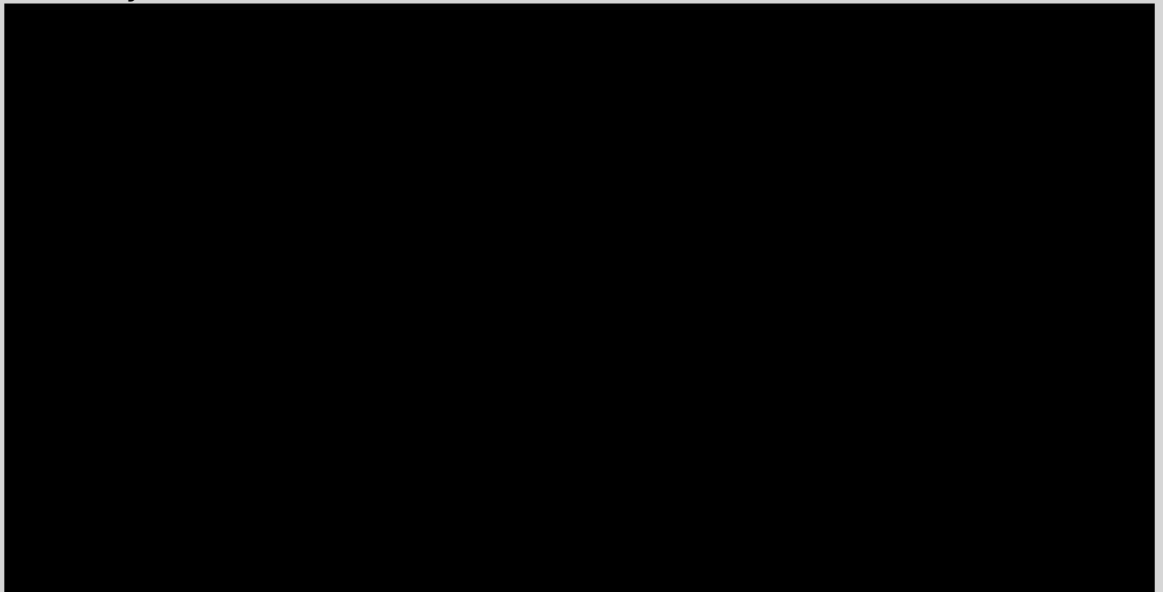


Ofwat concluded its enormously successful 2014 price review in December resulting in substantially increased investment in the sector, whilst average customer water bills are expected to decline. Nonetheless there remain meaningful strategic challenges ahead for the Ofwat board. These include the introduction of competition for business customers in 2017, a growing population, increasing demand on water resources and increasingly sophisticated customer expectations.

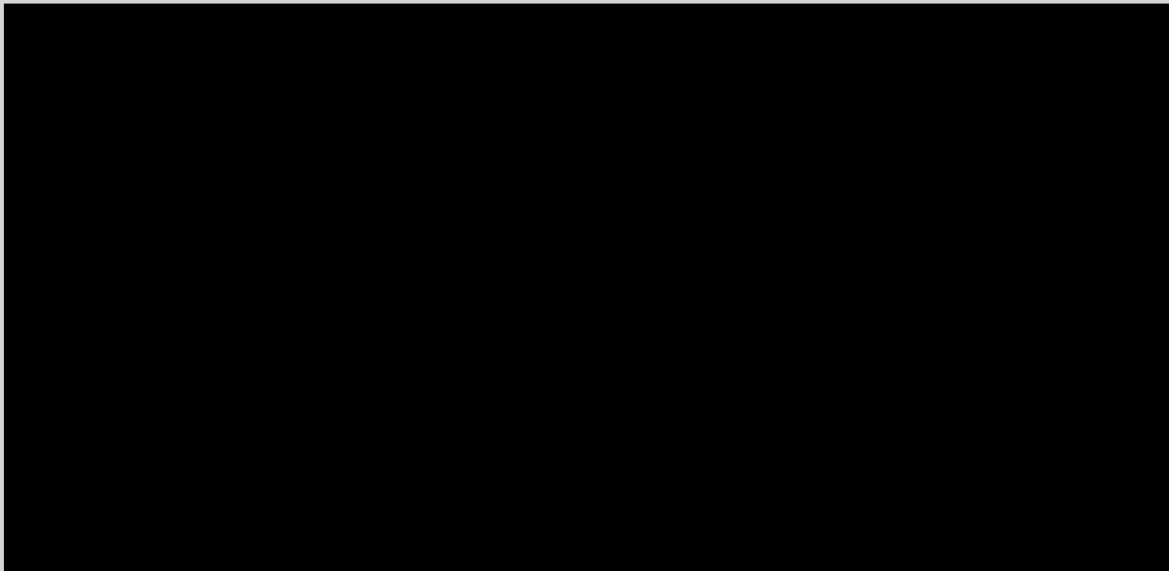
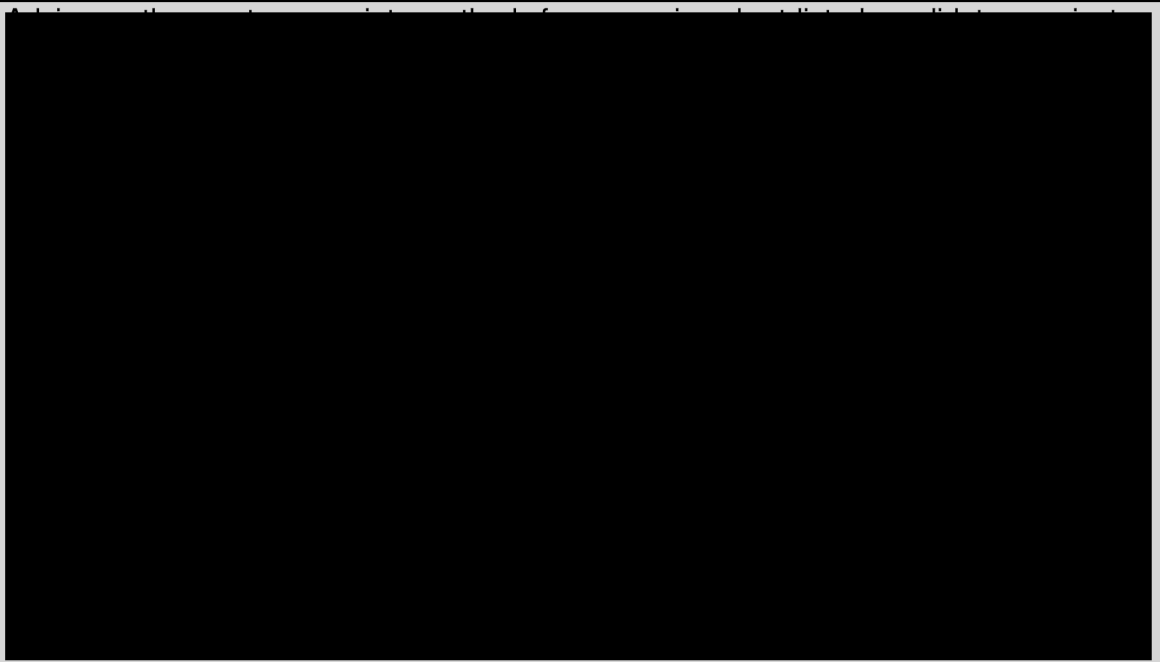
It is timely therefore to embark on the search for additional non-executive directors. The Ofwat board presents a demonstrable track record of success whilst potential candidates will be assured there remains a job to be done; a meaningful way in which they can contribute to the development of Ofwat's long term strategy across a wide range of regulatory and market issues and to overall board effectiveness.



Summary of Services

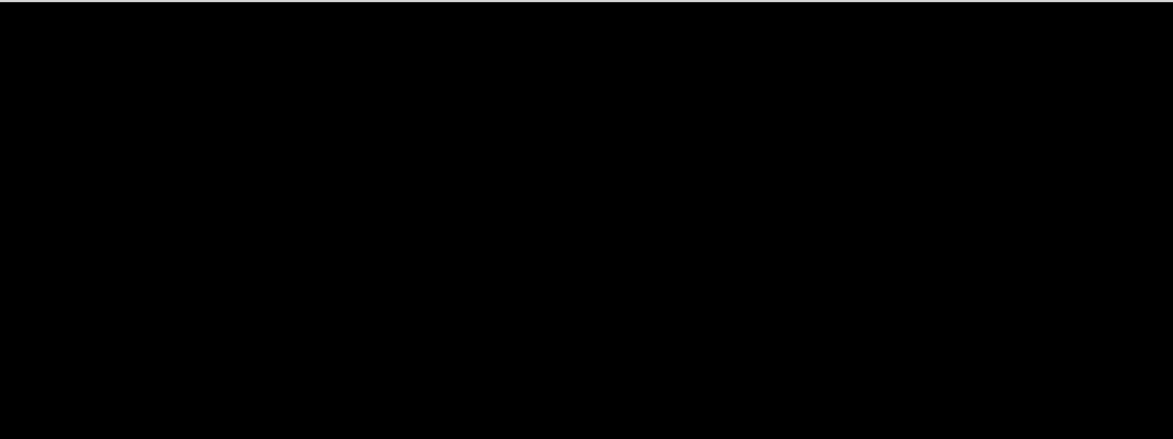


6.2 continued

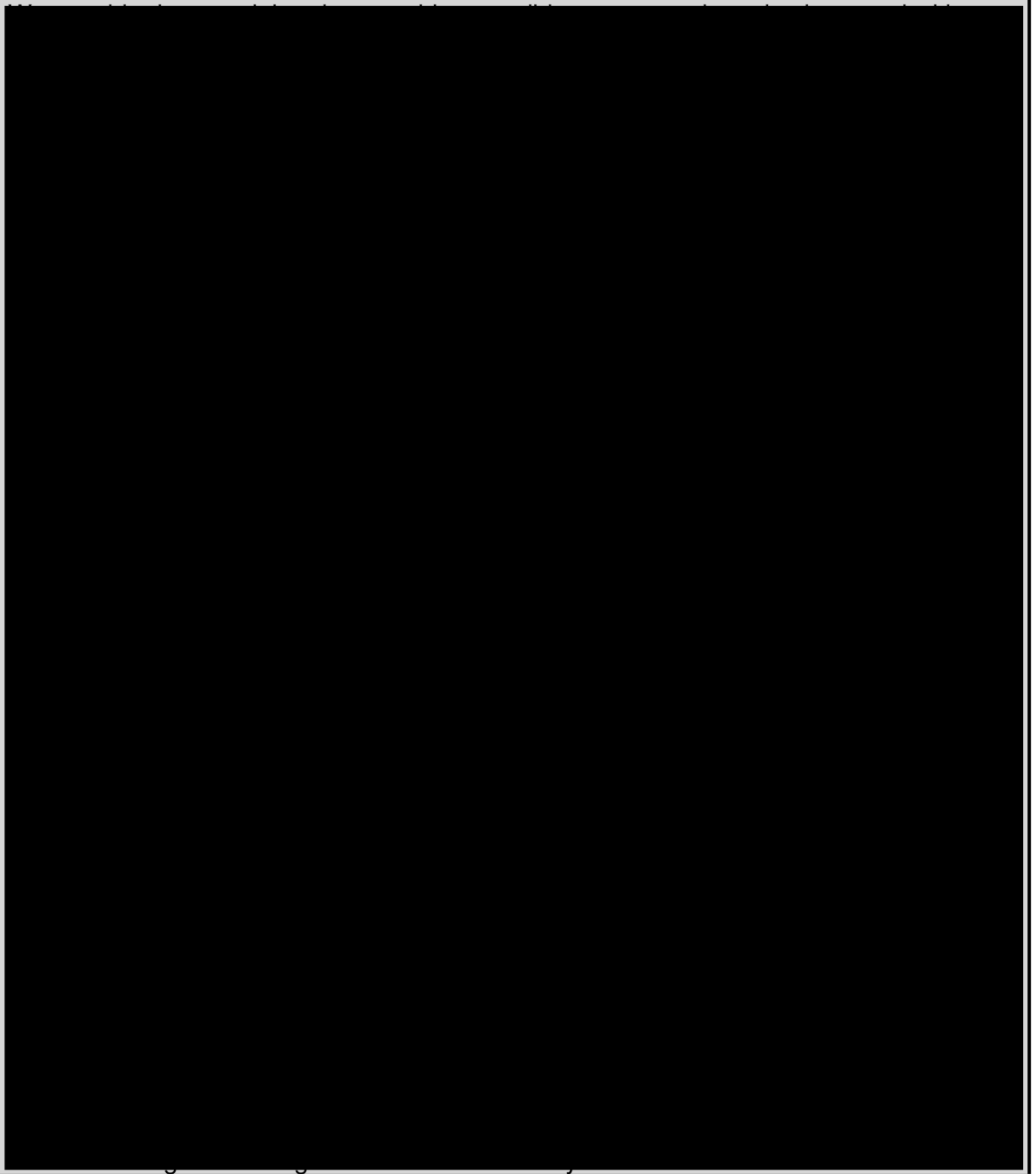


Equality and Diversity

Odgers Berndtson is committed to promoting fairness, equality and diversity in all its activities. This commitment is set out in our Equal Opportunities Policy, our Diversity Vision (as stated in our Diversity Handbook) and other related policies and guidance documents.



6.2 continued

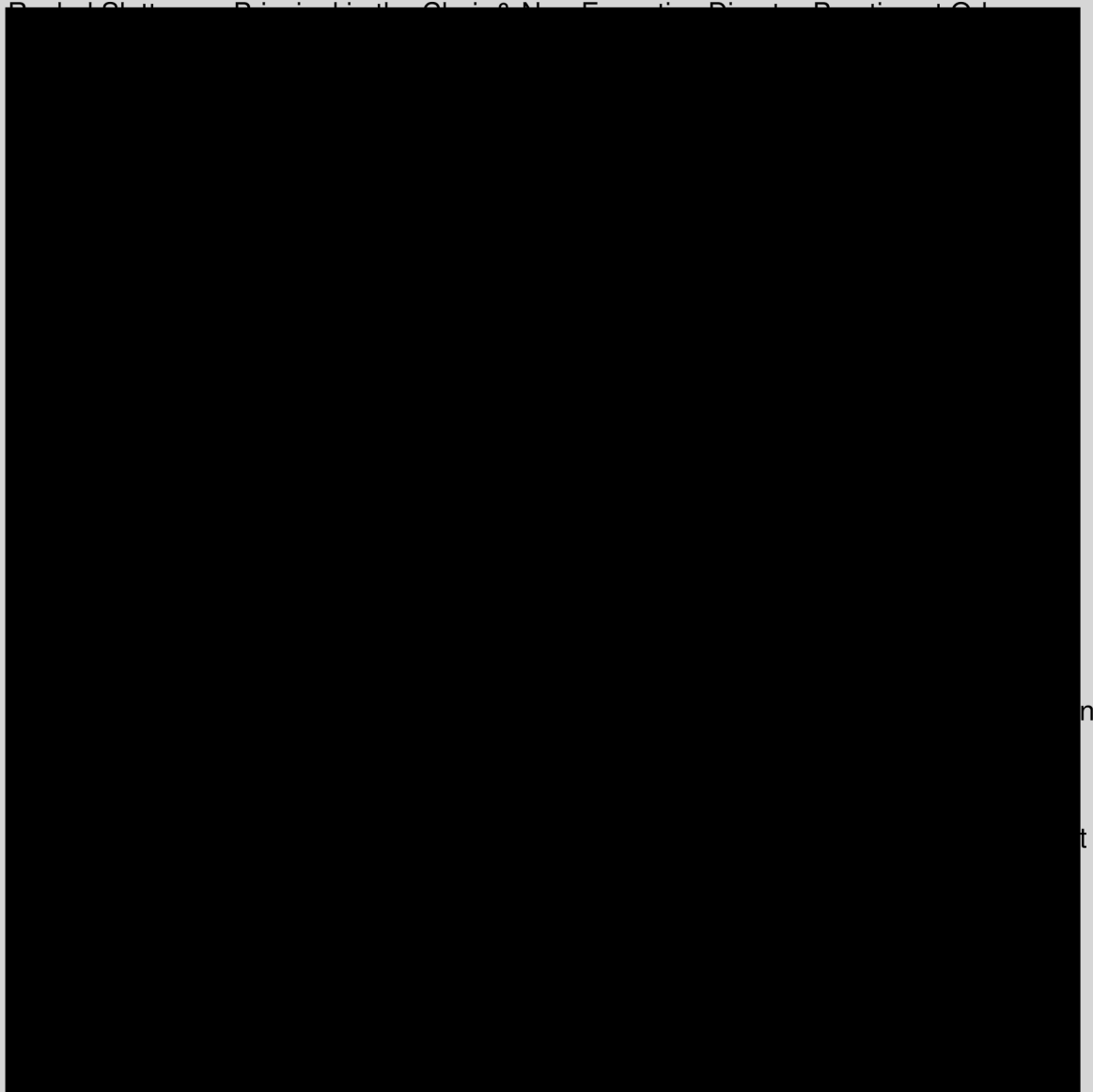


6.3

Proposed Delivery Team and Structure

Please include details of the project organisational structure including roles, responsibility and details of recruitment campaign history for the Assignment Manager and key personnel who will be employed on the project. These profiles must clearly indicate the relevant experience and suitability of each proposed team member

WEIGHTING = 20%



6.4

Rebates

Suppliers are required to detail a proposed rebate should a diverse long list and short list not be fulfilled, a suitable applicant not be found or if the applicant leaves employment within six months of joining Ofwat.

WEIGHTING = 10%

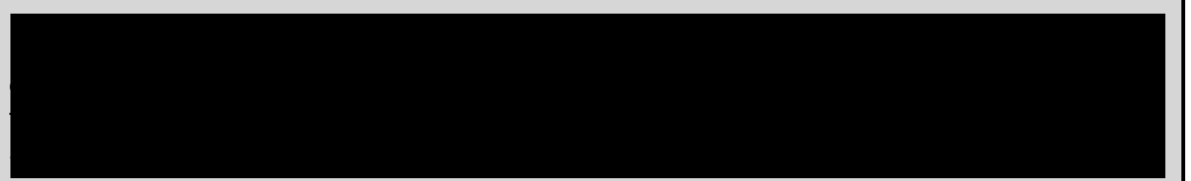


6.5

Candidates Experience

Please detail how you manage, monitor and review the candidate's experience to ensure communication is clear and effective, candidates feel engaged in the process and generally that the candidates experience is positive?

WEIGHTING = 10%



Comments:

We need to understand the Suppliers understanding and approach to our requirement as set out in the specification/ITT.

7.	Pricing		
7.1	<p>Please provide an all-inclusive fixed fee for the project service based on the requirement as set out in section 3 of the ITT; and provide a full breakdown of your quotation that can be reconciled to the fixed price.</p> <p>Any additional costs not included in the fixed cost must be clearly identified with an outline of the cost implications.</p> <p>All prices should be excluding VAT</p> <p>Insert additional lines as required</p>		
Core Activity	1 Role	2 Roles	3 Roles
	See section 3 below	See section 3 below	
Total cost £ including VAT			£63,000
Optional and additional cost £	Commentary		
1			
2			
3			
	Please provide any other information in relation to the price?		
	Prices are exclusive of VAT which will be applied at the prevailing rate of 20%		
Comments:			
We need to understand the make-up of the core price and any additional costs or optional extra what is included in the price.			

Evaluation:

The pricing response will be assigned a score based on the following calculation:

$$\frac{\text{Lowest tender price} \times \text{price weighting}}{\text{tender price}}$$

The calculation is based on:

- Marks will be awarded in "reverse order" that is the lowest-priced tendered gets the highest marks and the highest priced tendered gets least marks
- Scores awarded will reflect the proportional difference between tendered prices.

WEIGHTING = 30%

8	Terms and Conditions of Contract for Services	
8.1	Do you accept Ofwat’s Terms and Conditions of Contract for Services as detailed below? Please note that failure to agree to our Conditions of Contract may invalidate your tender submission.	Yes with limitations – see below
8.2	If no, please provide details of any specific areas that you have an issue with.	

	<p>We would seek to amend the following clauses as below (in red):</p> <p>5.3 In consideration of the supply of the Services by the Supplier, the Customer shall pay the Supplier the invoiced amounts no later than 30 days after receipt of a valid invoice which includes a valid Order Number. The Customer may, without prejudice to any other rights and remedies under the Agreement but acting reasonably, withhold or reduce payments in the event of unsatisfactory performance.</p> <p>5.7 If any sum of money is recoverable from or payable by the Supplier under the Agreement (including any sum which the Supplier is liable to pay to the Customer in respect of any breach of the Agreement), that sum may be deducted unilaterally by the Customer from any sum then due, or which may come due, to the Supplier under the Agreement or under any other agreement or contract with the Customer. The Supplier shall not be entitled to assert any credit, set-off or counterclaim against the Customer in order to justify withholding payment of any such amount in whole or in part.</p> <p>6.5 Where all or any of the Services are supplied from the Supplier's premises, the Supplier shall, at its own cost, comply with all reasonable security requirements specified by the Customer in writing.</p> <p>10.1 The Supplier shall:</p> <p>10.1.1 attend progress meetings with the Customer at the frequency and times specified by the Customer, acting reasonably, and shall ensure that its representatives are suitably qualified to attend such meetings; and</p> <p>10.1.2 submit progress reports to the Customer at the times and in the format specified by the Customer, acting reasonably.</p>
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Comments:

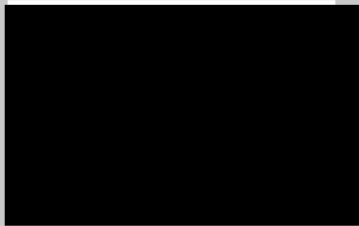
This Invitation to Tender (ITT), and any contract arising from it, will be subject to our Terms and Conditions of Contract for Services, a copy of which is enclosed at Annex 3. The successful tenderer's usual terms and conditions are not, and will not, become terms and conditions of any contract that we may award as a result of this ITT.

Evaluation:

If you do not confirm your acceptance of the Conditions of Contract then your tender **may** not be considered further.

PASS/FAIL

9	<p>I declare that to the best of my knowledge the answers submitted in this questionnaire are correct. I understand that the information will be used in the process to assess my organisation's suitability to provide the required services and I am signing on behalf of my organisation.</p> <p>I understand that Ofwat may reject this questionnaire if there is a failure to answer all relevant questions fully or if I provide false/misleading information.</p>	
	FORM COMPLETED BY	
9.1	Name:	[REDACTED]
9.2	Position (Job Title):	Principal

9.3	Date:	17 th July 2015
9.4	Signature: (for electronic submissions, please type name or provide an e-signature and ensure compliance with any further instructions issued by Ofwat regarding the use of an e-signature)	

Mandatory Attachments Checklist:

Completed Declaration Form (Annex 1)

Completed Bona Fide Tendering Form (Annex 2)

Confirm acceptance of Terms and Conditions for Services (Annex 3)

Declaration Form

Tender for: Executive Search and Selection Services for the recruitment of 2 – 3 Non-Executive Directors

Project Ref.:PROC.03.0100

To the Water Services Regulation Authority

On behalf of IRG Advisors LLP I offer to provide the service specified in your ITT documents. I understand that our offer and any contract, which may result from it, will be based upon the documents listed below:

- Ofwat Standard Terms and Conditions for Services;
- this Specification and any appendices; and
- the successful tender.

1. Any other terms and conditions

I agree that any terms or conditions of contract or any general reservations which may be printed on any correspondence originating from me/us in connection with this tender or with any contract resulting from this tender, will not be applicable to the contract.

2. Law

I agree that any contract made will be subject to the law of England and Wales.

3. Tendered Price

The tendered price is valid for 90 days from the tender returnable date.

Name:



Signature:



Position: Designated Member

Date: 17th July 2015

Tender for: Executive Search and Selection Services for the recruitment of 2 – 3 Non-Executive Directors

Project Ref.:PROC.03.0100

Statement of Bona Fide Tender

We certify that this is a Bona Fide Tender in that we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we have not at any time before the hour and date specified for the return of the Tender performed any of the following acts:

- i) communicated to any person other than the person calling for the Tender the amount or approximate amount of the proposed Tender, other than for obtaining a quotation for an insurance premium required for the purpose of the tender;
- ii) entered into any agreement or arrangement with another person so that he or she shall refrain from tendering, or as to the amount of any tender to be submitted;
- iii) offered, paid, given or agreed to pay or give consideration directly or indirectly to any person for having done or for doing, or caused to have done or for doing, in relation to another tender or proposed tender for the said work any act or thing of the sort described above.
- iv) canvas or solicited any of the Customer's staff.

In this Certificate, the word 'person' includes any person, or body or association, corporate or otherwise; and 'any agreement or arrangement' includes any such transaction, formal or informal and whether legally binding or otherwise.

Signed:  Name 

Position: Designated Member Date: 17th July 2015

For and on behalf of:

IRG Advisors LLP
20 Cannon Street
London
EC4M 6XD