# 

# Social Work England

# Invitation to Tender

Commission of a review of Board Effectiveness

# Reference - Social Work England 10442

**Closing date for submission of tender:**

**17:00hrs Wednesday 26 July 2023**

**Please complete your tender submission in accordance with the instructions provided.**

CONTENTS

This document is in two parts:

Part A is the invitation to tender and provides all the background information, a description of what is required, and an overview and instructions for the completion and submission of the tender document.

Part B is the tender submission document, this should be completed in full and returned in advance of the deadline in accordance with the instructions given.

**Part A**

1. Background
   1. Social Work England was established under The Children and Social Work Act 2017 to be the new single-profession regulator for social workers in England. Our powers and obligations are set out in part 2 of the Act and The Social Workers Regulations 2018 (as amended).
   2. We operate as a non-departmental public body. Our [framework document](https://www.socialworkengland.org.uk/about/publications/social-work-england-framework-document/#management) has been agreed between the Department for Education, as sponsor department, in consultation with the Department of Health and Social Care, and ourselves.
   3. The Social Work England board has overseen our organisational set-up, transition into becoming the regulator for social workers on 2 December 2019, first three-year strategy 2020-23 and development of [Our strategy for 2023 to 2026.](https://www.socialworkengland.org.uk/about/publications/our-strategy-for-2023-to-2026/) The board was established with 8 members, comprising 7 non-executive directors and 1 executive director, the Chief Executive Officer. During 2021-22, there were some changes to the board composition with 2 new non-executive directors joining to replace those who had reached the end of their terms of appointment. On 28 February 2023 the board chair, Professor The Lord Patel of Bradford, stepped down and Dr Andrew McCulloch, deputy chair, was appointed by exception to the role of interim chair for a period of up to 12 months. Recruitment will take place during 2023-24 to appoint a substantive board chair and two new board members to replace members whose terms are coming to an end in 2024.
   4. The board meets in public approximately 5 times per year and also holds private strategy meetings and awaydays. The board is supported by an Audit risk and assurance committee, Policy committee and Remuneration committee. In recent years the board and committees meet as a hybrid mix of online and in person.
   5. More information about our board can be found here [Our board - Social Work England](https://www.socialworkengland.org.uk/about/board/our-board/)
   6. Our office is based within Sheffield, and located at 1 Northbank, Blonk Street, Sheffield, S3 8JY.
2. Objectives
   1. Social Work England is looking to appoint a suitably qualified third party to undertake an external evaluation of its board. The last external evaluation was undertaken in 2018. In the intervening years internal evaluations have been undertaken.
   2. A professional services provider is expected to be appointed by 13 September 2023 with work to commence by 2 October 2023, with the final report to be presented at the 2 February 2024 board meeting.
3. Duration
   1. It is envisaged that the contract will initially run for a period of four (4) months until 2 February 2024, subject to satisfactory review of key performance indicators and service levels. An interim presentation of findings will be expected after two (2) months (or as otherwise agreed). The final report to be produced **by 26 January 2024**. The contract is intended to start on 2 October 2023 (or as otherwise agreed).
   2. We reserve the right to extend the contract after the initial period by up to a further one (1) month. We will endeavour to begin discussions in respect to any possible extension option at least one (1) month prior to the contract expiry date.
4. Service requirements
   1. We wish to procure an independent review of the board that builds on our internal assessments and an internal audit of corporate governance which took place in 2022.
   2. The review should incorporate views from the board itself; the executive leadership team and wider staff within the organisation; internal and external auditors and other key stakeholders including the DfE sponsor team.
   3. The prospective provider will be expected to undertake an evaluation that as a minimum includes a desk-based review of evidence (board papers, governance policies, minutes etc), interviews (can be undertaken virtually) of all individual board members as a minimum along with potentially interviewing members of the executive and key stakeholders and observation of at least one board meeting.
   4. Observation is likely to take place at the 27 October board meeting which is currently planned to be a hybrid meeting.
   5. The review should have a strategic focus and in particular should evaluate the extent to which the board:
      1. Provides strategic leadership and direction setting for the organisation
      2. Ensures focus and delivery of the core objectives of Social Work England and prevents mission drift
      3. Ensures value for money and exercises fiduciary oversight;

4.5.4 Sets the culture and tone for the organisation and ensures adherence to core values.

* 1. The review should also meet the principles and expectations set out in [Board effectiveness reviews: principles and resources for arm's-length bodies and sponsoring departments - GOV.UK (www.gov.uk)](https://www.gov.uk/government/publications/arms-length-body-boards-guidance-on-reviews-and-appraisals/board-effectiveness-reviews-principles-and-resources-for-arms-length-bodies-and-sponsoring-departments) and, where relevant to our responsibilities and status as an arms-length body (ALB), the [2018 FRC Guidance on Board Effectiveness.](https://www.frc.org.uk/getattachment/61232f60-a338-471b-ba5a-bfed25219147/2018-Guidance-on-Board-Effectiveness-FINAL.PDF) This will include (but will not be limited to) consideration of:
     1. How the board and its committees ensure that Social Work England operates within the limits of its statutory and delegated authority, and supports the Accounting Officer in meeting the requirements set out within  [Managing Public Money](https://www.gov.uk/government/publications/managing-public-money).
     2. How, in reaching decisions, the board takes into account the strategic priorities of Ministers and any guidance issued by the sponsoring department
     3. The quality of key board relationships; relationships between the executive and non-executive members and relationships between the board and the ALB generally, sponsoring department and Ministers.
     4. How the board communicates with, listens and responds to, its organisation and other stakeholders.
     5. The size and composition of the board and its committees; including the balance of skills, experience, knowledge, and diversity (including diversity in its broadest sense) in the context of developing and delivering strategy, the challenges and opportunities, and the principal risks facing the organisation.
     6. Succession and development plans.
     7. Evidence that the board is using high quality performance data to assess whether outcomes are being achieved and is challenging whether the data it is provided represents best practice.
     8. The process the chair uses to ensure sufficient debate for major decisions or contentious issues - including how constructive challenge is encouraged.
     9. Effectiveness of board committees, including their Terms of Reference, reporting structure and arrangements and how they are connected with the main board.
     10. Clarity of the decision-making processes and authorities, possibly drawing on key decisions made over the year.
     11. How the board’s practices, relationships and cultural norms compare with other ALBs / best practice.
     12. Effectiveness of executive office support for the board and its committees.
     13. Alternative approaches or additional work may be proposed but should be clearly explained and costed within the budget available.

1. Criteria
   1. We expect the successful provider to demonstrate:
   2. An understanding of the challenges and opportunities of creating a new organisation and embedding governance and assurance.
   3. Experience of conducting board effectiveness reviews with public sector organisations in particular arms-length bodies.
   4. Experience of reviewing the effectiveness of board values, behaviours and diversity of thought.
   5. Evidence of successfully delivering reviews to time, cost and quality, working collaboratively with sponsors and contract managers.
2. Outputs
   1. The successful provider shall provide Social Work England with a report that addresses all of the identified areas, highlights areas of good practice and areas for development, and provides a clear set of recommendations and actions which are constructive, meaningful, and forward-looking.
3. Procurement

Best practice criteria

* 1. We have agreed a set of best practice principles in relation to this Invitation to Tender (ITT). These principles provide a framework to ensure that we act in an ethically and commercially responsible way in our contractual arrangements. Adhering to these principles is an integral part of our procurement process.

We will:

* + 1. encourage local employment and enterprise to create and maintain local job opportunities and training;
    2. seek value for money and the minimisation of risk;
    3. harness the capability, diversity and innovation of our service provider to add value to our operational effectiveness and efficiency;
    4. adhere to a procurement process which is equitable, lawful and compliant with regulations;
    5. seek to be easy to do business with, in order to minimise costs, risks and time;
    6. ensure the confidentiality of information entrusted to us while working with service providers who also respect this practice; and
    7. permit hospitality only to an extent that it cannot be perceived as an inducement.

# Instructions to Potential Providers

* 1. We are using this ITT to conduct an open competition for the procurement to appoint a provider to undertake a review of our board’s effectiveness. A notice will be posted on Contracts Finder, and all Potential Providers will be expected to submit a tender submission in line with the instructions provided within this document. A desktop evaluation will be completed upon the receipt of tenders in order to award the proposed contract or select Potential Providers to invite to interview. Social Work England will reserve the right to interview the Potential Providers following the completion of the desktop evaluation, as part of the tender process.
  2. All tenders received that are compliant (submitted in accordance with the tendering instructions) will be evaluated based on the evaluation criteria set out below.
  3. Tenders should be prepared and submitted using Part B of this document. Tenders will be evaluated, and bids scored.
  4. The three Potential providers scoring the highest points overall and have passed the threshold of 70% at the desktop evaluation stage will be invited to interview. This will based on the most economically advantageous tender (a mixture of quality and price) as described in our evaluation criteria.
  5. The contract will be awarded against the total overall score at the interview stage only.  Potential Providers will only be notified on the outcome of the tender process following the completion of the evaluation and interview stage.
  6. The following indicative timetable is provided for the Potential Provider’s benefit. Please be aware that these are indicative timescales (except for the deadlines in bold) and may be subject to change at our absolute discretion.

| **ACTIVITY** | **EXPECTED DATE** |
| --- | --- |
| Invitation to tender launched | Thursday 06 July 2023 |
| Deadline for clarification questions to be submitted by potential providers to be Social Work England | 17:00hrs Friday 21 July 2023 |
| Deadline for responses from Social Work England to potential providers clarification questions | 17:00hrs Tuesday 25 July 2023 |
| Deadline for tenders to be submitted | 17:00hrs Wednesday 26 July 2023 |
| Invitations to interview | Friday 04 August 2023 |
| Interview date | Monday 11 September 2023 |
| Appointment of successful provider | Wednesday 13 September 2023 |
| Agreement of contract | Friday 29 September 2023 |
| Contract commencement date | Monday 02 October 2023 |
| Completion of fieldwork by successful provider | Friday 22 December 2023 |
| Draft report completed by successful provider | Friday 12 January 2024 |
| Final report completed by the successful provider | Friday 26 January 2024 |

1. Completing the Invitation to Tender

9.1 To enable our evaluating officers the ability to fully assess Potential Providers’ suitability to provide the services, all of the information requested in this ITT must be provided. Failure to complete the tender submission in full or failure to provide any of the documents requested may result in your tender being rejected. Questions should be answered as instructed:

* + 1. please answer every question;
    2. questions must be answered in English; and
    3. when posed with Yes/No questions, please either circle your answer or delete as applicable.
  1. All other questions will require you to input text or numbers, or to tick boxes.
  2. Any figures requested should be stated in full (i.e. £4,000 not £4k), be exclusive of VAT (with VAT submitted as a separate line if applicable) and be in Great British Pounds.
  3. If the question does not apply to you, please write N/A; if you don’t know the answer please write N/K.
  4. Only the information contained within this ITT or as otherwise communicated in writing by us to Potential Providers should be considered when submitting your tender.
  5. Any information and/or documents submitted on or with this tender must relate to ‘the tenderer’ only – ‘the tenderer’ being the organisation which it is proposed will enter into a formal contract with us, should their tender be successful. Where required, we may seek further clarification from the tenderer following submission of a completed bid pack.
  6. The Potential Provider agrees and acknowledges that in cases where their tender submission is deemed non-compliant when compared with the instructions contained within this ITT and/or the service requirements detailed, that they will be excluded from the further competition process.

1. Format of Tender Submission
   1. Potential Providers are required to complete all the documentation listed below. You may complete the documentation electronically but must not make any changes to the structure and/or order of the document provided (except as necessary to accommodate your responses, i.e. enlarging response boxes etc.). In particular, please do not undertake any substantive changes to formatting, or add appendices instead of completing the tables provided, and so on, except when expressly requested or when necessary to properly present your offer.
   2. Potential Providers should complete and submit all schedules in Part B of this document, namely the:
      1. company details and general information schedule;
      2. response to specification schedule;
      3. response to pricing schedule;
      4. freedom of information exclusion schedule; and
      5. tendering declaration.
   3. The tendering declaration must be signed by a director, partner or other senior authorised representative in their own name and on behalf of the organisation. It should be noted that any information which is submitted within a Potential Provider’s tender submission may subsequently be used to form part of the contract and/or an appendix thereof. Potential Providers should therefore make sure that their responses are authorised at an appropriate level which would enable them, should they be successful, to become the subject of a binding contract.
   4. Potential Providers may submit joint bids (with services provided by more than one organisation). However, for the purposes of the contract, only one organisation may be the presented as the lead supplier. Any other organisation providing services would be classified as a sub-contractor.
2. Submitting a Tender
   1. An electronic copy of your completed tender submission (Part B of this document) and all associated documentation, should be submitted via email to [tenders@socialworkengland.org.uk](mailto:tenders@socialworkengland.org.uk) prior to the Tender Submission Deadline. The tender submission should contain the subject line title ‘Tender Submission (\*Your Organisations Name\*) – Commission for board effectiveness review’.
   2. We must receive all tender submissions before the Tender Submission Deadline. Any submission received on or after the Tender Submission Deadline may be rejected to ensure that all Potential Providers are treated fairly. It is the sole responsibility of Potential Providers to ensure that their tender submission reaches us by the stipulated deadline. The decision whether to reject a tender submission is made entirely at our discretion. We will not accept any tender submissions which are received after the Tender Submission Deadline due to network issues (unless the Potential Provider can provide evidence to the fact that an email transmission was made at least 5 minutes prior to the Tender Submission Deadline). The decision on whether to reject a tender submission is made entirely at our discretion.
   3. A tender submission must remain valid and capable of acceptance by Social Work England for a period of 60 working days following the Tender Submission Deadline. A tender with a shorter validity period may be rejected.
3. Conditions of Tender
   1. In submitting a response to this ITT, Potential Providers do so on the conditions as set within this document and Social Work England’s Supplier Terms and Conditions. In the event of any breach of these conditions, Social Work England shall be entitled to terminate any contract formed as a result of such tender submission and to claim damages accordingly.

Warnings and Disclaimers

* 1. The information supplied by us (whether in this document or otherwise) is supplied for general guidance in the preparation of tenders. Potential Providers must satisfy themselves by their own investigations about the accuracy of such information. We cannot accept responsibility for any inaccurate information obtained by Potential Providers.

Conduct and Conflicts of Interest

* 1. Potential Providers must not directly or indirectly canvass any employee (including temporary appointments), board member or any other related associate of Social Work England regarding this ITT, or attempt to procure any information from the same regarding the ITT (except as authorised by this ITT for the purpose of asking genuine questions about the process or the resulting contract). Any attempt to do so may result in the Potential Provider’s disqualification from the tender process.
  2. Potential Providers must also not (and shall ensure that their subcontractors, advisors or companies within their Group do not):
     1. communicate with any person other than Social Work England’s Commercial Team about the value, prices or rates set out in the tender submission, except where the disclosure (in confidence) of the approximate value is necessary to obtain insurance cover;
     2. fix or adjust any element of the tender submission by agreement or arrangement with any other person;
     3. enter into any agreement or arrangement with any other person, so that person refrains from making a tender submission;
     4. share, permit or disclose access to any information relating to this ITT with any other person;
     5. offer any inducement, fee or reward directly or indirectly to any employee (including temporary appointments), board member or any other related associate of Social Work England in order to influence the outcome of this ITT; and
     6. do anything which would constitute a breach of the [Bribery Act 2010](https://www.legislation.gov.uk/ukpga/2010/23/contents).
  3. Potential Providers (their subcontractors, advisors or companies within their Group) are also responsible for ensuring that no conflicts of interest exist between any person directly or indirectly involved in the submission of the tender or delivery of the services, and any employee (including temporary appointments), board member or any other related associate of Social Work England. Any Potential Provider who fails to comply with this requirement may be disqualified from the competition process at our absolute discretion.

Responsibility to Submit a Complete Tender

* 1. It is the Potential Provider’s responsibility to ensure that their submitted tender is complete, prepared and submitted in accordance with the instructions contained herein, and signed and dated where required. We are not obliged to consider any tender which is incomplete or not prepared or submitted in accordance with such instructions, but at our sole discretion we may offer a Potential Provider who submits such a tender, the opportunity to remedy the omission before the evaluation stage of the tender commences (provided that in our judgement this does not adversely affect the integrity and fairness of the tender exercise).

Bid Costs

* 1. Potential Providers agree and acknowledge that we will not be liable for any costs, expenditure, work, or effort incurred in association with submitting a tender in accordance with this ITT. This will include if any stage of the procurement process is delayed, withdrawn/terminated, or amended by Social Work England.

1. Social Work England’s Rights
   1. Social Work England reserves the right to:
      1. seek additional information or clarification from Potential Providers at any time during the tender process;
      2. conduct an interview process following the initial desktop evaluation, as required, and at our absolute sole discretion;
      3. choose not to invite any Potential Provider to the interview stage, if they fail to achieve a minimum pass mark of 70% at written tender stage
      4. disqualify any Potential Provider whose tender submission is deemed non-compliant in accordance with the instructions given in this ITT;
      5. disqualify any Potential Provider that is guilty of serious misrepresentation in relation to its tender submission (or any part of the overall procurement process);
      6. amend, clarify, add to, or withdraw all or any part of this ITT at any time, and to re-invite Potential Providers to re-submit bids on the same or any other alternative basis;
      7. choose not to award any contract for some or all of the goods and/or services (as applicable) for which Potential Providers are invited;
      8. to cancel all or part of the further competition at any stage at any time (without the award of contract or re-invitation of tender); and
      9. retain copies of all tender submissions (for a period of 7 years) to satisfy its audit and data retention/handling obligations.
2. Confidentiality and Freedom of Information Act
   1. This ITT is made available on condition that its contents (including the fact that the potential provider has received this ITT) is kept confidential by the Potential Provider and is not copied, reproduced, distributed or passed to any other person at any time, except for the purpose of enabling the Potential Provider to submit a tender.
   2. As a public body, we are subject to the provisions of the [Freedom of Information Act 2000](https://www.legislation.gov.uk/ukpga/2000/36/contents) (FOIA) in respect of information it holds (including third-party information). Any member of the public or other interested party may make a request for information.
   3. We will treat all Potential Providers' responses as confidential during the procurement process. Requests for information received following the procurement process shall be considered on a case-by-case basis, applying the principles of the FOIA.
   4. Whilst we aim to consult with third-party providers of information before it is disclosed, we cannot guarantee that this will be done. Therefore, Potential Providers are responsible for ensuring that any confidential or commercially sensitive information has been clearly identified to us in the Freedom of Information Exclusion Schedule provided in the tender submission document (Part B of this document).
   5. Potential Providers should be aware that, in compliance with our public procurement and contracting transparency obligations, we may publish details of any contract resulting from this ITT on our website and the Contracts Finder portal. We will make best efforts to redact the contract as to not include any of the Potential Providers confidential/commercial sensitive information, however, the final version of the published contract shall be at our absolutely discretion.

Publicity

* 1. No publicity regarding the contract or the award of any contract will be permitted unless and certainly until we have given express written consent to the relevant communication. For example, no statements may be made to the media regarding the nature of any tender, its contents or any proposals relating to it without our prior written consent.

1. Evaluation of Invitation to Tender and Interview stage
   1. Potential Providers’ written tender submissions will be evaluated on the basis of 70% response to Method Statement (quality) questions which includes 10% Social Value, and 30% response to price questions. The evaluation will be based on the Potential Provider’s response to the requirement detailed within this ITT and consideration of the following criteria:
      1. understanding of our needs and the specific requirements of this contract;
      2. evidence of the Potential Provider’s ability to comprehend and communicate key information with clarity and understanding;
      3. evidence of the Potential Provider’s experience in relation to governance and conducting governance reviews and research within the public sector;
      4. evidence of the Potential Provider’s ability to work collaboratively with us to achieve a desired outcome;
      5. evidence of the Potential Provider’s commitment to corporate social responsibility and equality, diversity and inclusion; and
      6. the ability to work to strict deadlines.
   2. All compliant tender submissions received will be evaluated by officers of Social Work England (as appropriate). This evaluation panel will consist of between 3-6 individuals.
   3. In order to be transparent, and to ensure that Potential Providers fully understand how their tender submission will be evaluated, full details of the evaluation process are described below. The following price and quality weightings will be used to determine the most economically advantageous tender:
      1. Method statement questions represent 70% (this includes 10% Social Value).
      2. Price questions represent 30%.
   4. NOTE: Failure by Potential Providers to comply with these instructions may invalidate their bid.
   5. Potential Providers will be asked to provide a response to the following sections within the tender submission document (Part B of this document).

| **Section** | **Total Score Available** |
| --- | --- |
| Company Details | Information Only |
| Compliance with Specification | Pass / Fail |
| Method statement questions | 70 Points |
| Price Questions | 30 Points |

* 1. Please note that the ‘Compliance with Specification’ section will be assessed on a Pass/Fail basis. If a Potential Providers cannot or is unwilling to comply with the specification, their tender submission will be deemed as non-compliant and will be excluded from further consideration.
  2. When completing the response to questions, Potential Providers must make sure that they answer what is being asked. Anything that is not directly relevant to the question should not be included, but wherever possible Potential Providers should demonstrate how they will go further than what is being asked for, to add value. When requested, appendices can be provided to provide further supporting evidence within the Potential Provider’s response.
  3. Potential Providers should also make sure that their answers inform not just what they will do, but how they will do it, and what their proposed timescales are (as relevant). It is useful to give examples or provide evidence to support your responses.
  4. Potential Providers are encouraged to use the full word count allowance to answer each question as fully as possible. The purpose should be to include as much relevant detail as required, so that the evaluation panel gets the fullest possible picture.
  5. Each tender submission will be evaluated by the panel members individually, with each question response evaluated one by one in order. When scoring each answer, no consideration is given to information included in other answers so Potential Providers must not cross reference across responses or provide supporting information in their tender submission unless expressly requested. Once the evaluation panel have evaluated all tender submissions individually, the panel will come together to agree on a cumulative final score via a moderation session. The score for Method statement and Price questions will be combined to give a total score out of 100.

Interview Stage

* 1. The three Potential Providers scoring the highest points overall at the written tender submission stage, and achieving the minimum pass mark of 70%, will be invited to attend an interview.
  2. Potential Providers will be requested to provide up to a maximum of three suitable representatives for interview, and must be available for interview on the dates identified in 8.5 of this ITT.

* 1. Interviews will consist of a further series of questions that will be evaluated and scored. The interview questions, and full details of the interview format, will be sent to all interviewees ahead of the interview.
  2. The Potential Provider scoring the highest points at Interview stage, will be awarded the Contract under Social Work England’s Terms and Conditions (please see clause 17.1 for the full Terms and Conditions).

1. Scoring
   1. Answers to both the Method Statement and price responses (unless otherwise stated within this ITT document) will be scored on a scale of 0 to 4 points, as detailed in the table below:

| **In the evaluating officers’ reasoned opinion, the response provided is a(n):** | | **Points available** |
| --- | --- | --- |
| 0 | Information is omitted/ no details provided | 0 points. |
| 1 | Evaluator is not confident that the tenderer understands the contract requirements and/or will be able to satisfactorily meet the criterion requirements. | 25% of points available. |
| 2 | The Evaluator has some reservations that the applicant understands the contract requirements and/or will be able to satisfactorily meet the criterion requirements. | 50% of points available. |
| 3 | The Evaluator is reasonably confident that the applicant understands the contract requirements and/or will be able to satisfactorily complete the contract requirements covered by this criterion to a reasonable standard. | 75% of points available. |
| 4 | The Evaluator is confident that the applicant understands the contract requirements and/or will be able to satisfactorily complete the contract requirements covered by this criterion to a high standard. | 100% of points available. |

* 1. Please note that scoring ‘0’ for any one or more question(s) will give grounds for excluding the tender submission from further consideration. For any tender submissions that are deemed excludable on this basis, the Potential Provider’s price shall automatically be excluded from the ‘price’ evaluation.

Response to Method Statement questions

* 1. Potential Providers must provide answers in response to the Method Statement (quality) questions below, to describe how they will meet the requirements of the contract. There are five (5) questions in total. Each question has been weighted to highlight the relative importance, with the number of points available shown in the table below.
  2. Potential Providers are required to respond to all the questions below. Questions should be answered in full on the template provided in Part B of this document.
  3. For each question, there is a maximum word limit. Potential Providers must not alter/amend the tender submission document (Part B of this document), other than to adjust the size of each ‘response’ box in order to accommodate their response, as necessary. Where appendices have been requested, Potential Providers are encouraged to attach as part of their tender submission to provide further supporting evidence.

| **Ref** | **Method Statement Questions** | **Look Fors** | **Weighting** |
| --- | --- | --- | --- |
| Q1 | Please explain how you would carry out the review to meet the requirements outlined within this ITT?  *Maximum word count 1500* | * Understanding of the requirements outlined in the ITT and relevant guidelines for board effectiveness reviews * Understanding of what good corporate governance looks like within the context of an arms-length body * A strategic focus that will deliver added value, through a report and recommendations that are constructive, meaningful and forward-looking * A clear set of proposals for conducting the review which describes methodology, timeline and approach * Evidence of the review will enable learning from best practice | 25 Points |
| Q2 | Please explain how you would work with our board, key stakeholders and staff within our organisation?  *Maximum word count 1500* | * Evidence of adherence to values which align to our organisational values (fearless, independent, ambitious, integrity, collaborative, transparent) * Strong commitment to co-production and equality, diversity and inclusion * Ability to communicate effectively and appropriately with the full range of key stakeholders * Ability to manage and present information sensitively and constructively * Commitment to maintain individual confidentiality * A clear set of plans which identifies the key stakeholders and how they will be engaged and communicated with | 15 Points |
| Q3 | Please include details of the key people that will lead the review and their background, experiences and skills.  *Maximum word count 1000* | * Extensive knowledge and understanding of corporate governance within the public sector * Experience of conducting similar board effectiveness reviews, ideally within the public sector/ for ALBs * Review team includes, or is able to draw upon, people with a range of diverse knowledge, skills and experiences to ensure a rounded and balanced approach | 10 Points |
| Q4 | Please provide evidence of previous successful experience of conducting board effectiveness reviews for public sector organisations.  *Maximum word count 1000* | * Evidence of completing previous board effectiveness reviews to budget, quality and timescale * Evidence of reviews completed on behalf of public sector organisations/ALBs * Evidence that reviews were valued by the commissioning organisations and achieved a positive impact | 10 Points |
| Q5 | Social Work England is proud to be a Disability Confident employer and to hold a bronze TIDE award (Talent Inclusion and Diversity Evaluation). We have also signed up to the Race at Work Charter and Mindful Business Charter. These tools support us to understand and assess our performance against our equality, diversity and inclusion aims and help us to learn from and share best practice.  Please outline the steps you are taking to promote inclusiveness within your workplace.  Does your organisation currently hold a diversity or inclusiveness accreditation at any level, and if not, have you considered working towards this?  *Maximum word count 1000* | * Holds or working towards a relevant accreditation Evidence of strong organisational commitment to equality, diversity and inclusion * Evidence of ambition to promote inclusiveness within the workplace * Evidence of any added value as a result of being awarded this contract | 10 Points |

Response to price questions

* 1. Price questions carry 30% of the overall score. Questions for price are weighted to highlight the relative importance of each question, with the number of points available shown in the table below.
  2. Prices included in the tender submission should be **net** costs (excluding VAT). Associated VAT costs should be shown separately as part of your tender submission.
  3. We request a price breakdown based on the requirements identified within this ITT. Prices required are:
     1. a total price for the delivery over the term of the contract.
  4. We also expect Potential Providers to demonstrate how they can provide added value throughout the lifetime of the contract, and also describe how they will manage risk to avoid any additional costs.
  5. Potential Providers are required to respond to all the price questions below. Questions should be answered in full. In respect to question 1, pricing should be submitted via the cost matrix template provided. For questions 2 and 3 there will be a maximum word limit. Please adjust as necessary the size of the ‘cost matrix’ template and/or the ‘response’ box in order to accommodate your response.
  6. Potential Providers should note our indicative budget for the provision of the required services is **£30,000 (Including VAT)**. We would encourage Potential Providers to submit tenders at their ‘best possible price’ rather than aligning any submission with the maximum budget available.

| **Ref** | **Price Questions** | **Look Fors** | **Weighting** |
| --- | --- | --- | --- |
| Q1 | Please provide a total cost for the delivery of the services as described in the statement of requirements. **Potential providers must use the cost matrix template and associated headings at Annex A.** | * Pricing as per table provided at **Annex A** – Cost Matrix Template. * Includes assumptions/breakdowns. * Includes VAT as a separate item. | 5 Points |
| Q2 | How would you seek to manage the risk of unexpected delays and its impact on additional costs?  *Maximum Word Count: 750* | * Identifies risk areas. * Provides solutions to mitigate risks. * Provides past experience of risk management. | 5 Points |
| Q3 | Please provide evidence that your price provides value for money and identifies areas of value-added activity?  *Maximum Word Count: 750* | * Identifies areas that provide value for money. * Identifies value added activity. | 20 Points |

1. Award of Contract
   1. The Potential Provider scoring the highest points at Interview stage, will be awarded the Contract under Social Work England’s Terms and Conditions:



* 1. The Potential Provider offered the contract will be advised by email. The award offered pursuant to this ITT will be based on the most economically advantageous tender.
  2. Potential Providers whom it is proposed will not be offered the contract will be advised of this by email and will be entitled to receive feedback upon request.
  3. The awarded contractual agreement between Social Work England and the Potential Provider will be made up of:
     1. the specifications and details set out in this ITT document;
     2. the Potential Provider’s responses in the tender submission document (Part B of this document), including the pricing details; and
     3. Social Work England’s Supplier Terms and Conditions as set out within section 18 (additional documents).
     4. If the Potential Provider is unwilling to accept any of the above, we reserve the right to exclude their tender submission from consideration, and if they receive the highest total score following the evaluation stage, re-award the contract to next highest scoring bidder.

# Social Work England

**Part B – Response to Tender**

Commission of a review of Board Effectiveness

# Reference - Social Work England 10442

**Closing date for submission of tender:**

**17:00hrs Wednesday 26 July 2023**

Please complete your tender submission in accordance with the instructions provided.

# PART B - To be completed in response to Invitation to Tender

# Company Details

General information questions are asked for information purposes only and the responses will not be evaluated. The answers do however give the evaluation panel an overview of the organisation and its structure. Please complete in full.

|  |  |  |
| --- | --- | --- |
|  | **ORGANISATION DETAILS** | |
|  | **Please state the full name of the organisation submitting this tender:** | |
|  | |
|  | **Is your organisation classified as a Small and Medium Enterprise (SME)?** | |
| Yes/No. | |
|  | **Please state your registered office address:** | |
| Address: | |
| Postcode: | |
|  | **Please state your company registration number (if a sole trader, please mark N/A):** | |
|  | |
|  | **Please state your VAT registration number (please mark N/A if your organisation is not VAT registered):** | |
|  | |
|  | **To the best of your knowledge, does any director or senior officer of your organisation have any personal or financial connection with any board member or senior officer of Social Work England?** | YES / NO |
| If yes, please provide details: | |
|  | **Contact Details** (for communications, correspondence and enquiries relating to this tender submission) | |
|  | **Please state the contact’s name, and position within the organisation:** | |
| Name:  Position: | |
|  | **Please state the contact’s business address:** | |
| Address:  Postcode: | |
|  | **Please state the contact’s business telephone number and email address:** | |
| Telephone Number:  Email: | |

Compliance with Specification

Potential Providers must provide a response to the Compliance with Specification section included below. Potential Providers should note that this section will be assessed on a Pass/Fail basis. If a Potential Provider cannot or is unwilling to answer ‘Yes’, their tender will be deemed non-compliant and will be excluded from further consideration. Potential Providers should confirm by deleting the inappropriate answer.

|  |  |
| --- | --- |
| I confirm I/we comply with all elements of the requirement and specification as outlined in part A of this Invitation to Tender. | YES / NO |
| Please use this space to outline any areas where you cannot comply, or to provide any further information regarding compliance with the specification that you have not been able to state elsewhere in your tender submission. | |
| I confirm that I/we accept Social Work England’s Supplier Terms and Conditions as set out within section 18 (additional documents), forming the basis of any contract executed between Social Work England and the successful bidder, pursuant to this ITT. | YES / NO |
| Please use this space to outline any areas where you cannot comply, making specific reference to any clauses within the terms and conditions which are an area of concern. | |
| **I confirm that I/we have completed (if applicable) the Freedom of Information Exclusion Schedule; included as Appendix A of this Response to Tender.** | **YES / NO** |
| Please use the space provided in Appendix A to identify any information that you regard as confidential and/or commercially sensitive. | |
| **I confirm that I/we have attached a signed copy of the Tendering Declaration, using the wording included as Appendix B to this Response to Tender.** | **YES / NO** |
| Appendix B sets out the wording of the Tendering Declaration. This should be reproduced on headed paper, scanned and embedded within your bid response. | |
| **I confirm I/we meet the standard requirements and hold the necessary qualifications to deliver the required services.** | **YES / NO** |
| Please use this space to outline any areas where you cannot comply, or to provide any further information regarding compliance with the specification that you have not been able to state elsewhere in your tender submission. | |
| I confirm upon request, that I/we will provide the services outlined in the ITT. | YES / NO |
| Please use this space to outline any areas where you cannot comply, or to provide any further information regarding compliance with the specification that you have not been able to state elsewhere in your tender submission. | |

Response to Specification

Potential Providers are referred to (Part A) of the ITT and reminded that evaluation of their Method Statement question responses will account for 70% of their total score.

Potential Providers must provide answers in response to the questions below, to describe how they will meet the requirements of the contract. There are five (5) questions in total.

Potential Providers are required to respond to all the questions below. Questions should be answered in full and should not refer to other documents or appendices unless requested.

For each question, there is a maximum word limit. Please adjust as necessary the size of the ‘response’ box in order to accommodate your response.

| **Ref** | **Method Statement Questions** |
| --- | --- |
| 1 | ***Question:***Please explain how you would carry out the review to meet the requirements outlined within this ITT?  *Maximum word count 1500.* |
| **Response:** | |
| 2 | Please explain how you would work with our board, key stakeholders and key staff within our organisation?  *Maximum word count 1500* |
| **Response:** | |
| 3 | ***Question:***Please include details of the key people that will lead the review and their background, experiences and skills.  *Maximum word count 1000* |
| **Response:** | |
| 4 | Please provide evidence of previous successful experience of conducting board effectiveness reviews for public sector organisations.  *Maximum word count 1000* |
| **Response:** | |
| 5 | Social Work England is proud to be a Disability Confident employer and to hold a bronze TIDE award (Talent Inclusion and Diversity Evaluation). We have also signed up to the Race at Work Charter and Mindful Business Charter. These tools support us to understand and assess our performance against our equality, diversity and inclusion aims and help us to learn from and share best practice.  Please outline the steps you are taking to promote inclusiveness within your workplace.  Does your organisation currently hold a diversity or inclusiveness accreditation at any level, and if not, have you considered working towards this?  *Maximum word count 1000* |
| **Response:** | |

Response to Pricing

Potential Providers are referred to Part A of the ITT and reminded that evaluation of pricing questions will account for 30% of their total score.

Responses to pricing for question 1 should be completed within the cost matrix template provide below. Response to questions 2 and 3 should be completed within the response section provided.

All prices should be quoted in GBP (£), and be **net** of VAT. Please ensure all assumptions (e.g. breakdowns of costs) on price are detailed within the table and against each costed item.

| **Ref** | | **Price Questions** |
| --- | --- | --- |
| 1 | | Please provide a total cost for the delivery of the services as described in the statement of requirements. |
| **Response: Please provide your response within Annex A – Cost Matrix Template.** | | |
| **2.** | How would you seek to manage the risk of unexpected delays and its impact on additional costs?  *Maximum Word Count: 750* | |
| **Response:** | | |
| **3.** | Please provide evidence that your price provides value for money and identifies areas of value-added activity?  *Maximum Word Count: 750* | |
| **Response:** | | |

Annex A – Cost Matrix Template (to be completed by bidder).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **2023-2024** | **2023-2024** | **2023-2024** | **Assumptions** |
|  | Net Costs | VAT | Overall Cost (inc VAT) |  |
| Fixed costs *(Please provide a list of all your fixed costs. Please add columns as required).* |  |  |  | *Please provide any cost assumptions that you may have in this area.* |
|  |  |  |  |  |
| Variable Costs *(Please provide a list of all variable costs. Please add columns as required).* |  |  |  |  |
|  |  |  |  |  |
| Travel |  |  |  |  |
| Accommodation |  |  |  |  |
| Disbursements |  |  |  |  |
|  |  |  |  |  |
| Profit Margin *(Please identify your applied profit margin)* |  |  |  | *In line with Government open book accounting principles, please identify your proposed profit margin.* |
|  |  |  |  |  |
| **Total Cost** |  |  |  | *Note – as attendance at meetings will be upon Social Work England’s request, please do not include travel, accommodation and disbursements within your total cost (unless you intend for meetings to be included within your delivery plan).* |

Appendix A – Freedom of Information Exclusion Schedule

Potential Providers attention is drawn to the conditions of this ITT. Potential Providers should state here which items of information (if any) supplied by them in their tender they regard as confidential and/or commercially sensitive, or which they believe should not be disclosed in response to a request for information under the Freedom of Information Act. Potential Providers should state why they consider the information to be confidential or commercially sensitive.

The final disclosure of information shall be at the sole discretion of Social Work England.

**Commercially Sensitive Information**

I declare that I wish the following information to be designated as Commercially Sensitive:

|  |
| --- |
|  |

The reason(s) it is considered that this information should be exempt under Freedom of Information Act 2000 is:

|  |
| --- |
|  |

The period of time for which it is considered this information should be exempt is until award of contract **OR** during the period of the contract **OR** for a period of 7 years.

|  |
| --- |
|  |

|  |  |
| --- | --- |
| **Signature:** |  |
| **Name of Signatory and Position:** |  |
| **Name of Organisation:** |  |
| **Date:** |  |

Appendix B – Tendering Declaration

(Wording to be produced on Responder’s headed paper)

Dear Social Work England Commercial Team,

REF: SOCIAL WORK ENGLAND 10442 – TENDER FOR COMISSION OF A REVIEW OF BORD EFFECTIVENESS

Having examined the ITT and all of its Appendices and, subject to and upon the terms specified in those documents, we do hereby offer to enter into an agreement with Social Work England for the provision of the services specified in those documents at the rates/prices detailed in the Response to the Tender.

If this offer is accepted, we will execute an Agreement substantially in the form identified in the ITT within the timetable set in Part A of the Tender (or as subsequently amended by Social Work England).

Unless and until a formal Agreement has been executed by us both, your written acceptance of this Tender with all its enclosures shall not constitute a binding contract between us. We understand that you are not bound to accept the lowest price or any Tender.

We agree that any other terms or conditions of contract or any general reservations which may be printed on any correspondence emanating from us in connection with this Tender, or with the Agreement, shall not be applicable to the Agreement.

We agree that any Agreement that may result from this Tender shall be subject to the laws of England and Wales, as interpreted by a Court in that jurisdiction, and furthermore, we submit to the jurisdiction of the English and Welsh Courts.

We undertake to keep this Tender open for acceptance by Social Work England for a period of sixty (60) working days following the Tender Submission Deadline (Friday 4th December).

Non-Collusion Certificate

We certify that this is a bona-fide tender intended to be competitive and that we have not fixed or adjusted the amount of the Tender or the rates and prices quoted, by, or under or in accordance with any agreement or arrangement with any other person.

We certify that we have not, and undertake that we will not, at any time:

a) communicate to any person other than Social Work England’s Commercial Team the amount or approximate amount of our proposed Tender (other than to obtain necessary quotations for the preparation of this Tender and/or as necessary to obtain appropriate insurance cover);

b) enter into any agreement or collusion or arrangement (whether paid or unpaid) with any other person to the effect that they shall refrain from submitting a tender, or in relation to the contents or amounts of any tender to be submitted;

c) offer any inducement, fee or reward directly or indirectly to any employee (including temporary appointments), board member or any other related associate of Social Work England in order to influence the outcome of this Tender; or

d) do anything which would constitute a breach of the Bribery Act 2010.

I warrant that I have all requisite authority to sign this Tendering Declaration and confirm that I have complied with all the requirements of the ITT.

For and on behalf of: (Name of organisation)

|  |  |
| --- | --- |
| **Signature:** |  |
| **Name of Signatory and Position:** |  |
| **Name of Organisation:** |  |
| **Date:** |  |