

Invitation to Tender (ITT):

Provision of Leadership Development Training Services

(Specifically for newly appointed and emerging leaders)

Reference	FRC2022-0100 Leadership Development Training
Date	5 th May 2022

1 The Financial Reporting Council

The Financial Reporting Council (FRC) regulates auditors, accountants and actuaries and sets the UK's Corporate Governance and Stewardship Codes. We seek to promote transparency and integrity in business; our work is aimed at investors and others who rely on company accounts, audit, and high-quality risk management.

2 Overview

This ITT covers FRC's requirement for a Leadership Training Services

- **Introduction**

The Financial Reporting Council (FRC) is going through a period of significant and sustained change. Three independent reviews have made far-reaching recommendations to the Government which impact on our purpose and objectives, our work programmes and the roles and responsibilities of those we regulate amongst other key issues.

- **Purpose**

The purpose of the FRC is to serve the public interest by setting high standards of corporate governance, reporting and audit and by holding to account those responsible for delivering them. To fulfil our purpose, we require high calibre leadership to drive and complement the work we do at FRC.

- **Kingman Review**

Following Sir John Kingman's independent review, the FRC is transforming into a new regulator, the Audit, Reporting and Governance Authority (ARGA). As the scope of our work grows, we will the emphasis on strong and effective leadership.

- **Learning & Development (at FRC)**

Our people are our strength and we have been working over several years to improve our culture, diversity and approach to leadership development. At present, our default for leadership programmes is the Civil Service Learning (CSL) however due to some of the sensitivity of our work and the shadowing approach in some programmes we have identified a gap. We intend to have an additional supplier for a structured programme of leadership development so that our senior leaders can regularly engage with leaders at a similar job level/grade across other sectors and have the option to undertake this type of training in a residential as well as online setting.

3. Scope of Requirements

We have identified four (4) emerging leaders that would benefit for an external leadership development programme. We acknowledge that further leaders may be selected in the future, however no commitment is given to further spend.

The aim of the leadership development is for the FRC delegate to develop advanced skills that are needed for them to take on more senior position within FRC.

We expect the programme(s) to be: -

- Established with a track record of successful learning outcomes
- Commitment to cross sector diversity
- Specifically aimed newly appointed and emerging leaders
- Relevant and Focused (on key leadership challenges and skills required)
- Option of residential / online with mixed delegate groups (i.e. not just FRC delegates)
- Design not reliant on shadowing / does not incorporate shadowing
- Proportionate (in terms of length / time commitment)

- Cost Effective
- Create a safe space on the programme for delegates to share leadership challenges
- Provides a structure to enable delegates to embed learning/action planning
- Provides opportunity to hear from very senior leaders across a range of sectors about leadership
- Provides a mechanism to build and develop networks after conclusion of the programme and keep in touch with provider

4. Use of ITT & publication

Tenderers **must not** undertake any publicity activity regarding the procurement within any section of the media.

5. Questions & Clarifications

5.1.1. Tenderers may raise questions or seek clarification regarding any aspect of this further competition at any time prior to the tender clarification deadline.

5.1.2. Tenderers may raise questions or seek clarification within the timeframe by sending questions to procurement@frc.org.uk in the following format.

Nature of query / clarification	Query / Clarification

5.1.3. FRC will not enter into exclusive discussions regarding the requirements of this ITT with tenderers.

5.1.4. To ensure that all tenderers have equal access to information regarding this tender opportunity, FRC will publish all its responses to questions raised by Tenderers on an anonymous basis.

5.1.5. Responses will be published in a questions and answers document to all Tenderers who have indicated that they wish to participate.

6. Tender timeline and process

DATE/TIME	ACTIVITY
05/05/2022	Publication of the Invitation to Tender
11/05/2022 before 12noon	Deadline to submit clarification questions
13/05/2022 by 5pm	Deadline for publication of responses to clarification questions (FRC will endeavour to meet this deadline).
20/05/2022 before 12noon	Deadline for supplier submission of tender to the FRC.
w/c 30/05/2022	Tender Outcome

06/06/2022	Contract Start Date
31/03/2025	Contract end

Your tender response

The proposal should be no more than 6 pages in total, excluding annexes, and demonstrate how your programme(s) meet our scope of requirements. You should respond in the format provided (see attached / Tender response documents):

Criteria	Covering	Weighting %
Experience & approach	<ul style="list-style-type: none"> Established with a track record of successful learning outcomes Commitment to cross sector diversity Specifically aimed newly appointed and emerging leaders 	35%
Programme Structure	<ul style="list-style-type: none"> Relevant and Focused (on key leadership challenges and skills required) Option of residential / online with mixed delegate groups (i.e. not just FRC delegates) Design not reliant on shadowing / does not incorporate shadowing Proportionate (in terms of length / time commitment) 	35%
Cost	Price / Pricing	30%

Tender evaluation

Each response will be attributed a score using the criteria below. This will result in a score applied to each Quality response.

Assessment	Scoring System	Score
Unacceptable	No relevant learning and development experience.	0
Poor	Does not satisfy the requirement. Does not demonstrate the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services, with sufficient evidence to support the response.	10
Fair	Satisfies the requirement. Demonstration by the bidder of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services, with sufficient evidence to support the response.	50
Good	Satisfies the requirement with minor additional benefits. Demonstration by the bidder of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services. Response identifies factors that will offer potential added value, with sufficient evidence to support the response.	75
Excellent	Satisfies the requirement with major additional benefits. Demonstration by the bidder of exceptional relevant ability, understanding, experience, skills, resource and quality measures required to provide the services. Sufficient evidence to fully support the response.	100

Commercial evaluation

You must provide full details of the Fees that will apply, how your costing proposal meets our requirement for value for money. Your pricing proposal should be fixed for the duration of the Term.

7. Conduct

- 7.1.1. The tenderer must not communicate to any person the tender price, even approximately, before the date of the contract award other than to obtain, in strict confidence, a price for insurance required to submit the tender.
- 7.1.2. The tenderer must not try to obtain any information about any other person's tender or proposed tender before the date of the contract award.
- 7.1.3. The tenderer must not make any arrangements with any other person about whether or not they should tender, or about their tender price.
- 7.1.4. The tenderer must not offer any incentive to any member of FRC's staff for doing or refraining from doing any act in relation to the tender.
- 7.1.5. If the tenderer engages in any of the activities set out in this paragraph or if FRC considers the tenderer's behaviour is in any way unethical FRC reserves the right to disqualify the tenderer from the procurement.

- 7.1.6. The tenderer represents and warrants that a conflicts of interest check has been carried out, and that check revealed no conflicts of interest.
- 7.1.7. Where a conflict of interest exists or arises or may exist or arise during the procurement process or following contract award the tenderer must inform the FRC and submit proposals to avoid such conflicts.
- 7.1.8. Tenderers must obtain for themselves at their own responsibility and expense all information necessary for the preparation of tenders. The FRC is not liable for any costs incurred by the tenderer as a result of the tendering procedure. Any work undertaken by the tenderer prior to the award of contract is a matter solely for the tenderer's own commercial judgement.

8. Due Diligence

- 8.1.1. While reasonable care has been taken in preparing the information in this ITT and any supporting documents, the information within the documents does not purport to be exhaustive nor has it been independently verified.
- 8.1.2. Neither FRC, nor its representatives, employees, agents or advisers:
- makes any representation or warranty, express or implied, as to the accuracy,
 - reasonableness or completeness of the ITT and supporting documents; or
 - Accepts any responsibility for the adequacy, accuracy or completeness of the information contained in the ITT and supporting documents nor shall any of them be liable for any loss or damage, other than in respect of fraudulent misrepresentation, arising as a result of reliance on such information or any subsequent communication.
- 8.1.3. It is the tenderer's sole responsibility to undertake such investigations and take such advice, including professional advice, as it considers appropriate in order to make decisions regarding the content of its tenders and in order to verify any information provided to it during the procurement process and to query any ambiguity, whether actual or potential.
- 8.1.4. It is a requirement that the successful supplier (i) comply with all applicable laws and regulations including, without limitation, the Bribery Act 2010, the Equality Act 2010 and the Modern Slavery Act 2015; and (ii) in addition to any contractual requirement(s), inform the FRC immediately upon becoming aware of any event (including actual or threatened court proceedings) which may impact

upon the reputation of the FRC, whether or not connected with the Supplies and/or Services.

9. Submitting a Tender

- 9.1.1. Tenderers must submit their tender response within the deadline to procurement@frc.org.uk.
- 9.1.2. Where a Tender Response Template is provided, potential providers must align their tender response with that format.
- 9.1.3. A Tender must remain valid and capable of acceptance by the Authority for a period of 90 days following the Tender Submission Deadline. A Tender with a shorter validity period may be rejected.

10. Evaluation

- 10.1.1. FRC will award the contract on the basis of the tender which best meets the evaluation criteria aligned to the requirements.

11. Acceptance of Tender & Notification of Award

- 11.1.1. FRC reserves the right to amend, add to or withdraw all or any part of this ITT at any time during the procurement.
- 11.1.2. FRC shall not be under any obligation to accept the lowest price tender or any tender and reserves the right to accept such portion or portions as it may decide, unless the tenderer includes a formal statement to the contrary in the tender. FRC also reserves the right to award more than one contract to fulfil the requirement.
- 11.1.3. The tenderer will be notified of the outcome of the tender submission at the earliest possible time.
- 11.1.4. Where the procurement process is subject to EU public procurement directives, a minimum standstill period of 10 calendar days will apply between communicating the award decision electronically to tenderers and awarding the contract.
- 11.1.5. Nothing in the documentation provided by FRC to the tenderer during this procurement or any communication between the tenderer and FRC or FRC's representatives, employees, agents or advisers shall be taken as constituting an offer to contract or a contract. No tender will be deemed to have been formally accepted until the successful tenderer has received a formal contract award letter from FRC.

12. Additional Information

- Please use the attached Tender Response Document for your reply.
- The Terms and Conditions that will apply to this proposed Agreement are [FRC Purchase Order \(PO\)](#)
- The FRC reserves the right to take up references. You will be required to provide references in the Tender Response Document. References must be relevant to the FRC requirement and in the last three years.