**Invitation to Tender**

**Title:** Design and Delivery of a Leadership Programme

**Project:** TR001/2017

**Date:** 01/02/2017

**Procurement:** Lester Demmer

**Owner:** Graham Baulch

**Client:** The Pirbright Institute

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| **Invitation to tender** | **1st February 2017** |
| **Tender submission deadline** | **13th March 2017** |
| **Notification of evaluation result** | **24th March 2017** |
| **Invite to present tender (top three scored submissions)** | **3rd – 12th April 2017** |
| **Award of contract** | **24th April 2017** |
| **Contract commencement** | **1st May 2017** |

1. **About us**

The Pirbright Institute is a unique national centre that works through its highly innovative fundamental and applied bioscience to enhance the UK capability to contain, control and eliminate viral diseases of animals and viruses that spread from animals to humans. We thereby support the competitiveness of UK livestock and poultry producers, and improve the health and quality of life of both animals and people.

The Institute employs around 350 staff plus research students and visiting scientists, and has recently moved to one campus in Pirbright, Surrey, where investment by BBSRC has resulted in a redevelopment of the site and the construction of a high level containment facility – the BBSRC National Virology Centre: The Plowright Building and a SAPO level two facility, BBSRC National Vaccinology Centre: The Jenner Building

**2.1 Background**

The Pirbright Institute is currently going through a period of significant organisational change, both transformational and transactional and this programme of structural re-organisation is set to continue for the next few years. In line with these changes is the need to develop cultural transformation in behaviours and values to empower and motivate our staff in line with our mission, our vison and our values:

**2.2 Our mission:**

To be the world's leading innovative centre for preventing and controlling viral diseases of livestock.

**2.3 Our vision:**

Apply scientific research to prevent and control viral diseases, protecting animal and human health and the economy.

**2.4 Our values:**

The Pirbright Institute and its staff takes pride in being a world-class organisation where knowledge, expertise, facilities, professional excellence and rigorous academic, biosafety and ethical standards combine to generate global health and economic impacts. Our values include:

**P**assion – for the highest quality standards, delivery and performance

**R**eliability – in everything we do - leadership, learning, biosecurity, problem anticipation and containment of unexpected events

**I**nnovation – is the driving force behind our fundamental and applied science. Our work is positioned at the cutting edge of science to deliver solutions for global good

**D**ignity and respect – we respect and trust all in our diverse community

**E**xcellence – we aim to deliver the best in all aspects of our work including health, safety, biosafety, scientific research, customer service and protecting the environment.

The Pirbright Institute recognises that for our staff to engage we need the current leadership to lead by example and therefore we want to commission a leadership programme.

**2.5 Context**

The leadership programme will be mandatory and encompass all leaders within the Institute. We envisage a modular programme based upon the four programme titles:

1. **Aspiring People Managers** – audience will be supervisors and potential managers identified through our internal talent pipeline.
2. **Welcome to People Management** – audience will be current line managers and newly hired people managers.
3. **Leadership Development Programme** – audience will be Directors, Heads of Departments and Science Group leaders.
4. **Women’s Leadership Programme** – attendance will be voluntary and open to all levels of this leadership programme.

Due to the delegate size at each programme level we envisage that the executive programme will be delivered as one cohort, whereas the people management level will be multiple cohorts.

1. **Specification**

To design, deliver and evaluate the success of the leadership and management programmes by working closely with the Institute’s Head of HR & Corporate Development and Learning & Development Manager.

Incorporate the directorate of the Institute in the delivery model.

Utilise a blended approach to the programmes delivery (face to face, eLearning, action learning, coaching and experiential learning.

Welcome to People Management Programme needs to be designed so that it is a rolling programme which newly hired managers can join at different time points without impact to the quality of the programme delivery.

1. **Key Challenges**

Within the Pirbright Institute the skills mix is diverse in terms of the levels of technical skills and behaviours; some of which are very positive towards learning and development; others are less so.

Travelling arrangements are a consideration as training facilities on site are limited, so staff may have to travel for an hour or so to attend a learning event. Part-time workers and shift workers need to be considered. Events should be scheduled to accommodate all.

The Pirbright Institute needs to maintain economy of scale, and while cost controls are uppermost in our minds, we do not compromise on quality.

1. **General Criteria**

| **Criteria** | **Action** |
| --- | --- |
| 1. **Training Equipment**
 | When training is delivered on the Pirbright campus we will ensure that rooms are supplied with:Flipcharts and pensLaptop & Projector / TV ScreenAccess to canteen facilities |
| 1. **Training Materials**
 | The training provider will produce associated training workbooks / hand-outs.Trainers may bring these on the day or the training provider may post the materials in advance to the Pirbright Institute training team who will ensure that the materials are delivered to the appropriate training room. |
| 1. **Training Resources**
 | Access to online portals may be provided by email links to delegates and / or links can be managed through the Pirbright Institutes learning management system known as “Absorb”. |
| 1. **Consistency**
 | To enable consistency of delivery and thus maintain our quality, the training provider must supply the Pirbright Institute with named (and previously agreed) trainers, giving us a minimum of 3 days’ notice if there is to be a change. The Pirbright Institute reserves the right to monitor/ observe the delivery of a training event as part of its quality assurance to maintain high standards of learning delivery.  |
| 1. **Administration**
 | It is the responsibility of the Trainer to ensure that all learners complete an attendance register and evaluation form prior to leaving the training event. The Attendance Register and Evaluation form and must be returned to the Pirbright training team within 2 working days of the training taking place. |
| 1. **Venues**
 | The majority of training delivery will be at The Pirbright Institute campus and the Institute will ensure the rooms are fit for purpose. Where it is agreed to host training off campus it will be the training providers responsibility to ensure the venue is fit for purpose. |
| 1. **Contact Details**
 | Mobile telephone numbers and e-mail addresses for each Trainer should be made available to the Pirbright Institute L&D Manager.  |
| 1. **Business Hours**
 | Training events are mainly arranged to take place between 9am and 4:30pm, unless otherwise specified. Trainers will have access to the venue to set up, and then will need to allow sufficient time to tidy up and complete paperwork after the training event.  |
| 1. **Feedback**
 | Trainers should contact the Pirbright Institutes L&D manager to feedback any issues or suggestions that may have arisen following a training event. |
| 1. **Evaluation**
 | Staff attending learning will be encouraged to complete a review questionnaire at the end of the day’s activities.A Post Learning Review Form will be sent to the individuals Line Manager approximately 2 -3 months after the learning event. This will encourage a discussion on the usefulness of the module, the skills learnt, adaptation to the work place and ongoing support. |
| 1. **Course postponement**
 | The training provider must ensure they have a suitable replacement in the event of a trainer not being available for a planned event.In situations where a trainer is unavailable at short notice due to unforeseen circumstances, the training provider must notify the Institutes training team as early as practically possible. |

1. **Scope of Works**

The tenderers will need to be able to demonstrate the following:

A strong and current track record of working with a scientific research organisation of a similar size / nature within this specialist field in which they are tendering.

The ability to develop, design, deliver and evaluate training programmes.

As part of the tender process, contact details will be taken up of three client referees in support of the points above.

Demonstrate a track record of working with and delivering training to first line managers/ middle managers / senior managers and Board / Executive within the last 3 years.

Willing to support the Pirbright Institute’s aim to provide cultural transformation in behaviours and values through these leadership programmes where innovative approaches aligned to our PRIDE values.

Evidence of innovation will be assessed during the supplier presentation and throughout the tender response.

Be prepared to attend a presentation day which may involve a bite size demonstration of one leadership module.

Demonstrate experience of working with and valuing, a diverse range of people.

1. **Tender Submission Requirements**

Tenderers should submit the following information/documents as part of their proposal:

* Introduction to company.
* Examples (up to 3) of previously delivered projects of a similar nature.
* Details of design and delivery team including previous experience.
* Completed supplier pre-qualification survey (see appendix A).
1. **Tender Submission & Clarifications**

|  |  |  |
| --- | --- | --- |
| Name | Position | Email & Telephone |
| Graham Baulch | Learning & Development Manager | graham.baulch@pirbright.ac.uk 01483 231336 |
| Lester Demmer | Procurement Manager | lester.demmer@pirbright.ac.uk 01483 231481 |

1. **Evaluation of Tendering Responses**

In addition to the general criteria, once received all submitted tenders will be evaluated by the Pirbright Institute HR and Training Team.

Evaluation will take the form of scoring as detailed set out below.

Clarifications will be sought where required before scoring is performed.

| # | Evaluation Criteria | Weight |
| --- | --- | --- |
| **1** | **Essential criteria** | **65%** |
|  | 1.1 | Understanding the Pirbright Institute’s mission, vision and values. | 10% |
|  | 1.2 | Appropriateness and viability of proposal to meet The Pirbright Institute’s requirements | 10% |
|  | 1.3 | The training provider must have a range of trainers who have the practical leadership and management experience to support the delivery of the programme. Programmes which will be delivered to the Pirbright Institute’s senior managers will need to be delivered by trainers who have the practical leadership and management experience as well as the ability to inspire and deliver modules at that senior level. Tenderers will need to provide evidence of this during the tendering process. | 20% |
|  | 1.4 | Knowledge of innovative and current leadership and management thinking, e.g. Shared / Participative leadership models; Values based leadership model. Evidence of this will be taken up during the tender process. | 20% |
|  | 1.5 | Tenderers should define their minimum and maximum number of learners per cohort. | 5% |
| **2** | **Desirable criteria** | **5%** |
|  | 2.1 | Have experience of writing / authoring e-learning packages which use / are compatible with certified Scorm v1.2 compliant / html 5 based e-learning technology. | 5% |
| **3** | **Price** | Tenderers should define the cost of design and delivery. | **30%** |
|  | **Essential + Desirable + Price**  | **100%** |

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| --- | --- |
| **Score** | **Definition** |
| 0 | Non-compliant | No response or partial response and poor evidence provided in support of it.  Does not give the awarding committee confidence in the ability of the Bidder to deliver the Contract. |
| 1 | Weak | Response is supported by a weak standard of evidence in several areas giving rise to concern about the ability of the Bidder to deliver the Contract. |
| 2 | Minor reservations | Response is supported by a satisfactory standard of evidence in most areas but a few areas lacking detail/evidence giving rise to some concerns about the ability of the Bidder to deliver the Contract. |
| 3 | Good | Response is comprehensive and supported by good standard of evidence. Gives the awarding committee confidence in the ability of the Bidder to deliver the contract. Meets the awarding committee’s requirements. |
| 4 | Very good | Response is comprehensive and supported by a high standard of evidence. Gives the awarding committee a high level of confidence in the ability of the Bidder to deliver the contract. Exceeds the awarding committee’s requirements in some respects.  |
| 5 | Excellent | Response is very comprehensive and supported by a very high standard of evidence. Gives the awarding committee a very high level of confidence the ability of the Bidder to deliver the contract. Exceeds the awarding committee’s requirements in most respects. |

The awarding committee will invite the top three scoring tenders to present their bids. The invitation to present will outline any additional questions the awarding committee has with regard to the tenders bid. The invitation will also include a brief on the information that the presentation should cover.

The Pirbright Institute intends to award any contract based on the most economically advantageous based on the award criteria provided as part of the tender documentation. The Pirbright Institute reserves the right to award all or none of the business described.

1. **The Pirbright Institute Terms and Conditions**

T & Cs are attached in Appendix C

1. **Confidentiality**

By submitting a tender proposal in response to this ITT the tenderer is agreeing to the following:

All information supplied to you by The Pirbright Institute, including this ITT and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your tender

Response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

You shall not disclose copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a tender response. There must be no publicity by you regarding the Procurement Process or the future award of any contract unless the Customer Organisation has given express written consent to the relevant communication.

This ITT and its accompanying documents shall remain the property of The Pirbright Institute.

The Pirbright Institute reserves the right to disclose all documents relating to this Procurement Process, including without limitation your tender response, to any employee, third party agent, adviser or other third party involved in the procurement in support of, and/or in collaboration with, the Customer Organisation. The Pirbright Institute further reserves the right to publish the Contract once awarded and/or disclose

Information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process, you agree to such disclosure and/or publication by the Customer Organisation in accordance with such rights reserved by it under this paragraph.

The Freedom of Information Act 2000 (“FOIA”), the Environmental Information Regulations 2004 (“EIR”), and public sector transparency policies, including the placing of contract award notices on the Contracts Finder database, apply to The Pirbright Institute (together the “Disclosure Obligations”).

You should be aware of The Pirbright Institute’s obligations and responsibilities under the Disclosure Obligations to disclose information held by The Pirbright Institute. Information provided by you in connection with this Procurement Process, or with any contract that may be awarded as a result of this exercise, may therefore have to be disclosed by The Pirbright Institute under the Disclosure Obligations, unless The

Pirbright Institute decides that one of the statutory exemptions under the FOIA or the EIR applies.

If you wish to designate information supplied as part of your tender response or otherwise in connection with this tender exercise as confidential, you must provide clear and specific detail as to:

 The precise elements which are considered confidential and/or commercially sensitive.

 Why you consider an exemption under the FOIA or EIR would apply.

 The estimated length of time during which the exemption will apply.

The use of blanket protective markings of whole documents such as “commercial in confidence” will not be sufficient. By participating in this Procurement Process you agree that The Pirbright Institute should not and will not be bound by any such markings.

In addition, marking any material as “confidential” or “commercially sensitive” or equivalent should not be taken to mean that The Pirbright Institute accepts any duty of confidentiality by virtue of such marking. You accept that the decision as to which information will be disclosed is reserved to The Pirbright Institute, notwithstanding any consultation with you or any designation of information as confidential or commercially

sensitive or equivalent you may have made. You agree, by participating further in this Procurement Process and/or submitting your tender response, that all information is provided to The Pirbright Institute on the basis that it may be disclosed under the Disclosure Obligations if The Pirbright Institute considers that it is required to do so and/or may be used by the Customer Organisation in accordance with the provisions

provision of this ITT.

Tender responses are also submitted on the condition that the appointed supplier will only process personal data (as may be defined under any relevant data protection laws) that it gains access to in performance of this Contract in accordance with The Pirbright Institute’s instructions and will not use such personal data for any other purpose. The contracted supplier will undertake to process any personal data on The Pirbright

Institute’s behalf in accordance with the relevant provisions of any relevant data protection laws and to ensure all consents required under such laws are obtained.

1. **Appendices**

**Appendix A – Pre Qualification Questionnaire**

**Appendix B – Pricing Schedule**

**Appendix C – The Pirbright Institute Terms and Conditions**