

Invitation to Tender (ITT):

Leadership Trainer for the FRC's Emerging Leaders Programme

Reference	FRC2024-106 Emerging Leaders Programme
Date	28 th October 2024

1. Background

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. As the Competent Authority for audit in the UK, the FRC sets auditing and ethical standards and monitors and enforces audit quality. Further information can be found on www.frc.org.uk

Learning & Development (L&D) 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, following consultation with the L&D steering group we have identified the need to enhance the leadership capabilities of our future leader community, which primarily consists of individuals at job level 4. This group includes employees who are new to management, those in technical roles without prior management experience, and individuals with some existing management responsibilities. Historically, many staff members have transitioned into management roles by virtue of their expertise as practitioners which, while beneficial, often results in gaps in preparedness for the broader leadership responsibilities required of them.

The challenges facing the FRC over the next 5 years are significant and our future leaders will play a key role in helping to drive the cultural and behavioural changes needed to meet these challenges. Future challenges include, though are not limited to:

- **Preparedness for Leadership:** One of the key challenges the FRC faces is that many staff members find themselves in management positions not due to formal leadership training but because of their success as technical practitioners. This transition often involves taking on a significantly larger scope of responsibilities, for which they may not be fully prepared. Without the right support, this can lead to skill gaps, especially in managing people, resources, and complex organizational dynamics.

- **Organizational Change and Cultural Shifts:** The FRC is undergoing substantial transformations to improve its operations, efficiency, and adaptability. Future leaders must be equipped to guide teams through this period of cultural and behavioral shifts.
- **Consistent Leadership Approach:** The programme will ensure a consistent approach to leadership across the FRC, particularly in terms of collaborative working and managing change.

2. Project Description

To meet the future challenges and have an optimum Learning & Development portfolio, we are looking to design and deliver a new comprehensive leadership development programme, aimed at those individuals who have stepped into roles with a significant increase in responsibility often without the necessary preparation. This programme caters to a range of professionals such as those new to management, individuals with no prior management experience - particularly those in technical roles, and those with existing management experience seeking to refine their skills.

Recognizing the unique challenges faced by these groups, our programme aims to equip participants with the tools, knowledge, and confidence needed to excel in their leadership roles. Addressing this gap is not just a matter of personal growth for the individuals involved; it is critical for the overall success of the FRC. By addressing the wide range of management responsibilities, we help transform capable practitioners into effective leaders, ensuring they are fully prepared for the demands of their new roles.

2.1 Purpose and Objective

The Emerging Leaders Programme (ELP) will equip participants with the knowledge, tools, and confidence to manage the range of leadership responsibilities. It focuses on developing operational and strategic capabilities, fostering collaboration, and instilling resilience in leaders who will play a critical role in the FRC's future. By combining technical knowledge with essential management and leadership skills, participants will gain a clear understanding of their roles as leaders within the organization. The programme will focus on enhancing operational effectiveness, and developing skills and knowledge in areas such as:

- **Confidence and Resilience:** The program will provide leaders with tools and techniques to build self-assurance and resilience, enabling them to handle high-pressure situations and make sound decisions amidst uncertainty.
- **Conflict Resolution Skills:** Leaders will be trained in effective conflict management strategies, allowing them to address and resolve disputes constructively, fostering a positive and collaborative work environment.

- **Effective Communication and Stakeholder Relationships:** Developing strong communication skills will be a central component, ensuring leaders can clearly articulate ideas, provide direction, and engage with a variety of stakeholders both inside and outside the organisation.
- **Change Management Skills:** As the FRC faces ongoing change, the program will equip leaders with the ability to manage and guide their teams through transitions, ensuring smooth implementation of new initiatives while maintaining team morale and productivity.
- **Operational and Core Management Skills:** The program will provide practical training in essential operational skills such as budgeting, financial reporting, and project management. This will enable leaders to effectively manage resources, track performance, and oversee the successful completion of key initiatives
- **Team Development Skills:** Leaders will be trained in team development techniques, including coaching, mentoring, and performance management, to build high-performing teams that can deliver sustained success across the organisation.

This programme aims to address the gap that arises when individuals transition into management roles primarily based on their success in technical or specialist positions, without formal preparation for the broader responsibilities of leadership.



2.2. Our Values

The FRC's purpose 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.

Our Values are to be *Independent, Fair, Effective, and Influential* and to demonstrate these by our supporting behaviours. Our Values guide our Behaviours day-by-day, and how we work together. This ELP will embed our Values within its design and will encourage the role-modelling of these Values and Behaviours throughout the programme.

Further details about FRC's Values can be obtained via our [website](#).

2.3 Scope

The aim of this tender is to partner with a provider in the design and delivery of a bespoke leadership development programme. This partnership will be established as a 1-year pilot, with the potential to expand based on evaluation results. The pilot will target 20 participants, who will undertake leadership training accredited by an external professional body, for eg the Institute of Leadership and Management (ILM) or the Chartered Management Institute (CMI). The selected provider will co-design and deliver the programme in collaboration with internal FRC specialists, ensuring that the programme meets the professional standards of an accredited professional framework as mentioned above. This will include covering topics such as types of organisations and how they operate, the role played by a manager, application of leadership and management approaches, knowledge skills and behaviours of an effective manager, and team management. These modules are further specified in section 2.6. The programme will include additional topics that will be designed around the FRC's priorities

The primary delivery format will be in-person events, with an emphasis on interactive and practical learning. The aim is for the pilot to establish a foundation for ongoing development over the next few years.

Note: The FRC reserves the right to appoint more than one training delivery partner (now or at a point in the future).

2.4 Design and Delivery

The FRC is looking to develop a 1-year pilot programme for 20 people with a Learning Partner, which should be designed against a recognised professional leadership framework such as that provided by either the Chartered Management Institute [professional standards](#). The specific structure and content of the ELP will be developed by the FRC in conjunction with our approved partner and will require formal mapping by the CMI to their professional standards framework. The Learning Partner will be involved in the following tasks in the design and delivery of the programme (as shown overleaf):

TASK	MEASUREMENT
<ul style="list-style-type: none"> • Co-design and delivery, with internal FRC specialists, a programme accredited to a professional leadership and management framework such as either the ILM or the CMI standards. • To develop and deliver in-person workshops (in our London and Birmingham offices) and on-line events. • To support participants with self-managed learning and leadership challenge groups. • Liaise with accreditation body e.g. ILM or CMI around the marking of assignments. • To be an active partner in the whole process including the communications plan and the selection of programme participants. 	<p>Please see section 2.8 High-Level Project Timeline.</p>
<p>Evaluation of the pilot to help determine its value for money, and the viability of rolling out further programmes.</p>	<p><u>Participant evidence</u></p> <ul style="list-style-type: none"> • Achievement of accreditation award. • Increased confidence in leadership capability and readiness for leadership role. • Enhanced profile within the FRC. • Successful completion of group leadership challenge. • Ongoing membership of cohort's Community of Practice. <p><u>Participant's Manager evidence</u></p> <ul style="list-style-type: none"> • Can evidence examples of where individual has demonstrated Values and Behaviours and FRC Leadership Capability Framework.

2.5 Outline Approach

Description of Programme

We wish to undertake a pilot, for up to 20 staff, in year one focusing on the foundational unit Principles of Leadership and Management. This will incorporate Colour Insights Transformational Leadership, FRC Leadership Capabilities and FRC Values and Behaviours.

Successful completion of the modules and assignments will lead to a professional (leadership/management) qualification. Following successful evaluation of the pilot programme, we are proposing to create a programme for up to 20 staff per year over a further 4-year period (total 100 managers).

The annual programme should consist of a launch and a closing event and be designed on a modular basis to ensure the needs of a diverse range of participants can be met. There should also be an opportunity for participants to undertake coaching and networking events, and work on cross-FRC collaborative leadership challenges.

This programme will be called The Emerging Leaders programme (ELP). We will allocate places on the programme proportionate to the size of each FRC division (business unit).

The leadership development program must be:

- **Highly bespoke and FRC specific:** The program should incorporate insights from both external and internal subject matter experts (SMEs). It is crucial that FRC's Values, Behaviours, and Leadership Capability Framework are fully embedded within the programme design.
- **Externally accredited and outcome-based:** The programme should lead to an award, enhancing its credibility and ensuring participants achieve a recognized qualification.
- **Collaborative learning experience:** A core aspect of the programme will be learning sets focused on solving real leadership challenges, allowing participants to immediately apply their learning in practical scenarios.
- **Diversity, Equity & Inclusion (D&I):** DE&I principles should underpin every element of programme design, delivery, and evaluation. The learning experience should foster inclusivity, acknowledging and address diverse learning needs and ensure that the selection process is fair and inclusive.
- **Self-managed learning:** Participants are expected to take an active role in their learning journey, supported by practical, applicable content and methods that encourage independent growth.
- **Industry-leading Trainer:** The trainer should have strong facilitation skills and have substantial industry experience capable of adapting content to meet FRC's specific requirements and have experience designing and delivering pilot programmes with small pilot numbers. should be a subject matter expert (SMEs) with substantial industry experience, capable of adapting content to meet FRC's specific requirements.

2.6 Partner(s) requirements

Our core requirements from our learning partner are:

Experience

Design and Delivery

The provider must demonstrate substantial experience in the design, delivery, and evaluation of leadership and management development programmes. This experience should ideally be with programmes accredited by respected external bodies such as the ILM/CMI - this is desirable but not essential.

The provider is going to help facilitate the design and delivery of masterclasses along with manager briefing sessions.

Providers should present evidence of their track record in delivering impactful and results-driven programmes that enhance leadership capabilities within organizations. Examples of prior programmes, including brochures/ prospectus, client testimonials or case studies that showcase successful outcome data, are highly desirable. A thorough understanding of leadership and management best practices, with a particular focus on emerging trends in leadership development, is also expected.

Their prior experience should involve implementing and co-creating similar programmes in the financial services and/or regulatory industries, in the public and private sectors.

Diversity, Equality & Inclusion (DE&I) integration:

The programme must fully integrate Diversity, Equality & Inclusion (DE&I) principles in both its design and delivery. Providers should demonstrate a strong commitment to DE&I, with evidence of successfully embedding these principles in previous leadership and management programmes. The selected partner will need to ensure that all content, activities, and interactions are inclusive, accessible, and reflective of a broad range of perspectives and experiences. This includes catering to the diverse learning needs of participants, who may come from varied backgrounds, ensuring that the training is relevant and supportive for individuals at different levels of knowledge and expertise. The provider must also be able to weave DE&I principles into discussions and case studies, ensuring that these concepts are a natural and integral part of leadership development, rather than an add-on.

Skills

Collaborative working style:

The FRC places high importance on collaboration and expects its learning partner to work in close partnership with FRC's internal design and delivery professionals, including subject matter experts (SMEs) in areas such as project management and Environmental, Social and Governance (ESG). This collaboration will be essential to ensure that the programme is aligned with the specific goals, values, and leadership frameworks of the FRC. The provider must be open to co-designing content and delivery methods, incorporating insights from internal stakeholders, and remaining flexible and responsive to feedback throughout the pilot. A successful partnership will rely on open communication, transparency, and a shared commitment to co-creating a programme that meets the FRC's strategic leadership development goals. The partner should also be comfortable engaging with multiple stakeholders within the FRC to ensure that all elements of the programme resonate with the organization's broader priorities.

Excellent facilitation skills:

The selected provider must have a proven ability to deliver high-quality, engaging, and memorable learning experiences. It is essential that the trainer(s) facilitating the programme are not only subject matter experts but also possess strong facilitation and communication skills, enabling them to connect with participants and make the learning experience meaningful and impactful. The provider should be able to adapt their facilitation style to accommodate the cultural and organizational nuances of the FRC, ensuring that the programme is relatable, engaging, and retains participant interest throughout. This includes the ability to create a dynamic learning environment where participants feel comfortable sharing ideas, discussing challenges, and applying their learnings to real-world scenarios. The provider should also demonstrate a commitment to continuous improvement, actively seeking participant feedback to fine-tune and enhance the delivery of the programme over time.

Customization capabilities:

The trainer must have extensive experience in tailoring leadership development programmes to meet the specific needs and requirements of diverse client organizations. The FRC expects a high degree of bespoke content, meaning that the programme must not be a standard, off-the-shelf solution but should be specifically designed to reflect FRC's unique organizational context, culture, values, and leadership capability framework. Providers should be able to demonstrate flexibility in adapting their materials, methods, and instructional approaches to address the varying levels of leadership experience, organizational challenges, and the diverse professional backgrounds of participants. The ability to continuously evolve and refine the programme as needed during delivery to ensure maximum relevance and impact will be crucial.

Intellectual property of materials is to be shared with the FRC (for the FRC to use and any other delivering partner to use for the delivery of this programme).

The provider will need to ensure that plans are in place to provide cover in the event that a facilitator is unavailable at short notice.

As mentioned above, in the pilot year, the programme will consist of a number of core units that will be designed to meet the requirements of an accredited professional framework. The modules that we wish to cover will include the following topics and hence we require the partner to have a high level of expertise and be competent in the following areas-

- **Types of organizations** : Understanding how organizations work, and understanding the strategy, culture, mission, vision and values of an organization.
- **The role of the manager**: An understanding of various titles given to a manager's role in an organization, a manager's role in communicating organizational strategy to their teams, understanding accountability and legal and organisational frameworks manager's need to apply in their roles.
- **Management and leadership approaches**: Skilled in application the right leadership and management approach in a variety of situations and understanding the differences between management and leadership.
- **Knowledge, skills and behaviours of an effective manager** : Understanding the knowledge, skills, behaviours and the impact of the same on the wider team.
- **Team management**: This involves understanding purpose and types of teams and team dynamics. Ability to identify characteristics of high performing teams and leadership styles and used to manage a high performing team. Skilled in methods and ways to motivate a team to reach results, and to monitor and feedback to the team. Lastly, also understanding approaches to effectively handle challenges of managing teams.
- Building stakeholder relationships and contributing to the delivery of a project.

2.7 Liaison arrangements

The successful supplier(s) will liaise in the main with the FRC's Head of Learning and Organizational Development as well as FRC's Learning Design and Delivery Manager to design and deliver the programme and will have regular contact with L&D administrative staff with the day to day running of the programme.

In addition to ensuring that effective liaison takes place between the successful supplier and the Learning and Development Team, the supplier will also be expected to attend divisional and senior team meetings to champion and promote the programme as well as associated governance groups such as the Learning and Development Steering Group and Diversity and Inclusion Committee.

2.8 High-level project timeline

The programme is expected to run initially as a pilot and, if successful, we will continue to run for an additional 4 years. We would like to work with the successful learning partner to develop all aspects of the programme, an indicative timeline of the deliverable milestones are below:

To be agreed in January, subject to consultation with the partner

Task	Date	Duration	Resources
Design and finalise ELP Structure / selection criteria	January '25	2 days	Supplier + L&D
Finalise Prospectus	January '25	1 day	FRC's Stakeholder Engagement & Corporate Affairs (SECA) team - Design
Senior Leadership Team (SLT) preparation and Engagement	January '25	1 day	Supplier + L&D
Comms campaign/ online manager briefings x 2	January '25	2x 1/2 day (online)	Supplier + L&D
Design and administer selection process of cohort completed. The supplier will be expected to be involved in assuring the design of the selection process. Note: This stage involves deciding the criteria for selection (application forms/ interviews), carrying that out and making the final decision on the cohort that gets selected	February '25	5 days	Supplier + L&D
Leadership Colour Insights reports and workshop.	March '25		FRC's Learning Design and Delivery Manager
ELP Launch (includes design of launch event and facilitation on the day)	April '25 In-person	1 day	Supplier + FRC
Masterclasses (delivered by supplier, content aligns to professional standards and leadership framework, for eg, topics such as communication, managing teams, diversity and inclusion, change and conflict management)	April- July '25 In-person	½ day per masterclass	Supplier + FRC
Award completed	End July '25		Delegates
Masterclasses (INTERNAL/ FRC Leader to deliver-provider to assist internal SMEs in designing session-such as project management, stakeholder engagement)	July - Nov '25	½ day x 2 classes	FRC Only
ELP Summit / closing event	December '25 In-person	1 day	Supplier + L&D
		15 days	

Subject to the pilot being successful the FRC intends to run the programme for up to five years in total with the proposed timescale:

Year	Timescale (draft)
Year 1 (pilot)	Feb 2025 – Feb 2026
Year 2	Feb 2026 – Feb 2027
Year 3	Feb 2027 – Feb 2028.
Year 4	Feb 2028 – Feb 2029
Year 5	Feb 2029 – Feb 2030

Tender Timelines

Date/Time	Activity
28/10/2024	Publication of the Invitation to Tender
07/11/2024 by 12.00noon	Supplier's deadline to submit clarification questions
11/11/2024 by 5.00p.m.	FRC's deadline for publication of responses to clarification questions FRC will endeavour to meet this deadline
20/11/2024 by 12.00noon	Deadline for supplier submission of tender to the FRC.
Note w/c 9 th December 2024	The FRC will invite the top scoring supplier(s) to a virtual tender clarification session. Date / time to be confirmed. The expectation is attendance is / includes the proposed facilitator /trainer. Between 10.00am – 11.30am on 11 th December 2024 Between 10.00am – 11.30am on 12 th December 2024.
w/c 16th December 2024	FRC tender decision made.

2.9 Cost and financials

Bidders should provide a fixed fee for the work, exclusive of VAT, inclusive of all expenses. Costs should be detailed in the Tender Response Documents in the format specified. No other costs should be charged on top of the fixed fee, unless the scope materially changes from

what is set out / agreed. Bidders should be mindful of delivering value for money in line with the principles of Managing Public Money. Changes to the scope / cost of the project must be mutually agreed.

Available budget between £10,000 - £20,000 (for the pilot year).

2.10 Your tender response

Using the template provided (Tender response Document) your bid should address the requirements below.

Bids should identify any real or perceived conflicts of interest. Please submit all documents in a Microsoft Word compatible format (or Open Document format). You may additionally send a PDF version.

REQUIREMENT	YOUR PROPOSAL SHOULD DEMONSTRATE/ PROVIDE	WEIGHTING
The FRC are seeking to partner with a Trainer with substantial transferable industry experience, capable of adapting content to meet FRC's specific requirements. The FRC are seeking consistency (therefore a dedicated Trainer / facilitator), however FRC are keen that there is contingency i.e. cover in the event that a facilitator is unavailable at short notice.	Briefly outline the proposed Trainer(s). A mini bio or CV is sufficient. You should state how contingent cover would be managed under the proposed contract. Note: The Bio / CV should cover the experience across a range of sectors (and ideally include financial services).	Please note this is a Pass or Fail. Pass = Dedicated resource with relevant transferable experience (and contingency plan). Fail = No dedicated resource. Level of transferable experience not aligned with project requirements (and no contingency plan).
Q1 The FRC successful partner should have Design, delivery and evaluation transferable experience of high impact leadership and management development programmes.	Please explain how you have designed, delivered and evaluated future/emerging leaders programmes with clear understanding /evidence of Return on Investment (ROI) to professional accredited standards.	25%

	<p>Please specify how you meet the criteria of being competent in the modules specified in section 2.6</p> <p>You may use previous programme prospectus, supporting data on impact of previous programmes on target audience and the organisation and / or client testimonials to support your response. Please outline how this experience will be transferred to the proposed FRC's requirement.</p>	
<p>The FRC expects a high degree of bespoke content, meaning that the programme must not be a standard, off-the-shelf solution but should be specifically designed to reflect FRC's unique organizational context, culture, values, and leadership capability framework. In addition, the design / delivery must fully integrate Diversity, Equality & Inclusion (DE&I) principles</p>	<p>Briefly outline how you would achieve this within the proposed timelines.</p> <p>You may draw on prior experience / examples to support your response.</p> <p>Your response should include any assumptions or input you would require from the FRC.</p>	18%
<p>In addition to the above, the key transferable skills include collaborative working style, liaison with key stakeholders, customization and excellent facilitation skills.</p>	<p>Using examples, please demonstrate that you possess these skillsets, and explain how you will harness them under the proposed project pilot (and longer duration) to add value to the requirements.</p>	12%
<p>The FRC's indicative timeline of the deliverable milestones have been provided (and are subject to consultation with the partner)</p>	<p>Please confirm you can meet the proposed timelines, if there are any anticipated changes / challenges.</p> <p>Your response should include proposed solutions for any identified challenges.</p>	5%
<p>The FRC considers the support element and stakeholder engagement imperative to delivering</p>	<p>As an active partner to the ELP what / how will you deliver the support elements, and what makes you the optimum design / delivery partner.</p>	10%

successful outcomes (particularly support participants, liaison with internal and external stakeholders (such as accreditation body)		
Cost	Your tender response must provide a clear breakdown of costs.	30%

2.11 Tender Evaluation

The scoring approach is shown below.

Score	Criteria for awarding score
0	Unacceptable Does not satisfy any part of the requirement. Does not comply with and/or insufficient information provided to demonstrate that the bidder has the ability, understanding, experience, skills, resource and quality measures required to provide the services, with little or no evidence to support the response.
25	Poor Satisfies only minor aspects of the requirement. Or can carry out some or all of the required services but not to a sufficient standard. Strong concerns over relevant ability, understanding, experience, skills, resource, and quality measures required to provide the services.
50	Fair Satisfies part of the requirement only, not the full requirement. Or can carry out all required services but not to a sufficient standard. Minor Concerns over relevant ability, understanding, experience, skills, resource, and quality measures required to provide the services.
75	Good Satisfies the requirement, with minor additional benefits. Supplier has the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services, but the supplier has also provided relevant innovative methodology, or relevant added value services which will directly enhance the service required, giving minor additional benefit to FRC.
100	Excellent Satisfies the requirement, with major additional benefits. Supplier has the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services, but the supplier has also provided relevant innovative methodology, or relevant added value services which will directly enhance the service required, giving major additional benefit to FRC.

2.12 References

The FRC reserves the right to take up references. You will be required to provide references within the Tender Response Document. References must be relevant to the FRC requirement and within the last five years.

3.0 Use of ITT & publication

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

4.0 Questions & Clarifications

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

- c) FRC will not enter into exclusive discussions regarding the requirements of this ITT with tenderers.
- d) 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.
- e) Responses will be published in a questions and answers document to all Tenderers who have indicated that they wish to participate.

5.0 Conduct

- a) 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.
- b) 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.
- c) The tenderer must not make any arrangements with any other person about whether or not they should tender, or about their tender price.

- d) 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.
- e) 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, the FRC reserves the right to disqualify the tenderer from the procurement.
- f) The tenderer represents and warrants that a conflicts of interest check has been carried out, and that check revealed no conflicts of interest.
- g) 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.
- h) 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.

6.0 Due Diligence

- a) 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.
- b) 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.
- c) 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.
- d) 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.

7.0 Submitting a Tender

- a) Tenderers must submit their tender response within the deadline to procurement@frc.org.uk.
- b) Where a Tender Response Template is provided, potential providers must align their tender response with that format.
- c) 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.

8.0 Evaluation

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

9.0 Acceptance of Tender & Notification of Award

- a) FRC reserves the right to amend, add to or withdraw all or any part of this ITT at any time during the procurement.
- b) 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.
- c) The tenderer will be notified of the outcome of the tender submission at the earliest possible time.
- d) 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.
- e) 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.

10.0 Additional Information

- a) Please use the attached Tender Response Document for your reply.
- b) The Terms and Conditions that will apply to this proposed Agreement are attached.
Suppliers should accept the T&C's with no material changes.