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# Social Work England

Contracts Finder

# Invitation to Tender

**Commission for the development of a workforce strategy**

# Reference - Social Work England 00329

**Closing date for submission of tender:**

**Wednesday 26th August 2020 at 12:00**

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

# Social Work England was established under The Children and Social Work Act 2017 (the Act) to be a new single-profession regulator for social workers in England. It is a Non-Departmental Public Body (NDPB) and operates at arm’s length from government. We became the regulator on 2nd December 2019.

# We regulate both child and family social workers, and adult social workers. The Department of Education (DfE) has policy responsibility for the former, and the Department of Health and Social Care (DHSC) for the latter. We are funded through a mixture of registrant fees and Government funding.

# We’ve been established in a way that allows us to deliver radically different regulation. Our approach is one of engagement, dialogue and collaboration, and becoming a meaningful, relevant regulator for the profession. Through this approach, our focus is on:

* + 1. ensuring public protection;
    2. facilitating positive change; and
    3. raising standards of practice across the social work profession.
  1. This means that through our legislative powers, we can:
     1. resolve fitness to practise cases at the earliest appropriate stage;
     2. include professional advisors from the social work sector at all stages of fitness to practise; and
     3. develop an effective approach to communication throughout the fitness to practise process.
  2. Over the past year, we have built a brand-new organisation from scratch. We have recruited over 170 people, set standards to protect the public, ensured a smooth and safe transition for social workers in the transfer of regulation from the Health and Care Professions Council (HCPC) and built our systems and infrastructure.
  3. Through our investment in quality recruitment and comprehensive training, professional development, and team building, we have created a skilled workforce who are experts in both regulation and social work. Our people have collectively built both the organisation and our culture and values. The investment we have made in them is for the long term, and our ongoing strategy is to continue to develop our people.
  4. Our people are our most important asset and both our corporate strategy and our business plan reflect our ambitions to create and nurture a strong culture where our people thrive and develop. We know the right people, with the right skills, in the right roles, at the right time and the right cost’ is what will ultimately deliver the right results for an organisation. Our philosophy is ‘build - not buy’ and we have had some early success in supporting people to secure roles at the next level and also to build their regulatory expertise though lateral moves.
  5. For information, our [corporate strategy](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.socialworkengland.org.uk%2Fabout%2Fwhat-we-do%2Fpublications%2Fcorporate-strategy%2F&data=02%7C01%7CJoseph.Stockwell%40socialworkengland.org.uk%7C299655336bf84ad74dfc08d81457f58c%7C687e5818d7b4485783d1ddad97154a74%7C0%7C1%7C637281715466140740&sdata=R4WXZGUOdZRXY1cZjgHv4k%2B0TwxGwSC6vNdr%2BQp2QpI%3D&reserved=0), [business plan](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.socialworkengland.org.uk%2Fabout%2Fwhat-we-do%2Fpublications%2Fbusiness-plan-2020-to-2021%2F&data=02%7C01%7CJoseph.Stockwell%40socialworkengland.org.uk%7C299655336bf84ad74dfc08d81457f58c%7C687e5818d7b4485783d1ddad97154a74%7C0%7C1%7C637281715466140740&sdata=g%2B5i%2BySSI1ntanI8XdgfpFtlGEdp3BiDfm%2Bs%2BN%2FF8qI%3D&reserved=0) and latest [annual report](https://www.gov.uk/government/publications/social-work-england-annual-report-and-accounts) are available on our website.

Our organisation

* 1. We employ just under 200 people across our five directorates. We are a small organisation and we need proportionate and enabling frameworks to support our aspiration to be a learning organisation; developing and retaining our internal talent and expertise. We have a requirement to develop a workforce strategy to help us focus on:
     1. reducing labour costs in favour of deployment and flexibility;
     2. identifying skills gaps and areas of succession risk;
     3. relevant strategies for talent management and people development;
     4. targeting specific and identified inefficiencies;
     5. employee retention initiatives;
     6. improving the quality of outputs;
     7. improving work–life balance; and
     8. recruitment and training responses to changes in the education system.

1. Aim
   1. As an organisation, our people are at the centre of everything that we do. We are committed to continuing to invest in our people, and are looking to partner with a Potential Provider who are experts in their field, and who can work in collaboration with us to develop an effective workforce strategy, succession plan and talent management framework.
2. Objectives
   1. Working collaboratively, we are seeking a Potential Provider:
      1. to undertake an analysis of our current organisational and workforce planning;
      2. to articulate where the risks and opportunities are going to come from and how we can ensure we have the resources we need to respond successfully to whatever future scenarios unfold;
      3. to develop a workforce strategy that fully aligns with our culture and values;
      4. to develop a succession planning approach;
      5. to develop a talent management framework including staff development and progression routes, leadership and apprenticeship opportunities;
      6. to ensure value for money for the public purse;
      7. to work with the Executive Leadership and Senior Leadership Teams on the implementation requirements; and
      8. to produce a brief, by 16th October 2020, for the Social Work England Board that outlines the delivery approach and a plan for implementation.
3. Duration
   1. It is envisaged that the contract will initially run for a period of six (6 months). We reserve the right to extend the contract after the initial six (6) month period, by up to a further six (6) months. The contract is intended to start on 1st September 2020 (or as otherwise agreed).
   2. Any possible extension will be based upon the Potential Provider’s overall performance during the initial term, including factors such as: the quality of services delivered, delivery against identified key performance indicators (KPIs) and value for money (VFM) principles. Social Work England will endeavour to begin discussions in respect to the option to extend at least one (1) months prior to the contract expiry date.
4. Service requirements
   1. We are looking for a Potential Provider to work with us to develop a workforce strategy, succession plan and talent management framework. As part of their tender submission, the Potential Provider will need to:
      1. outline their experience of successfully developing workforce strategies, succession plan and talent management framework within the public sector;
      2. outline their previous experience of successfully supporting the implementation of workforce strategies, succession planning and talent management framework;
      3. should outline their experience of successfully meeting the particular challenges and opportunities faced by SMEs in their workforce planning;
      4. should outline their approach to developing strategies and frameworks that are aligned to our culture and values, and are diverse and inclusive;
      5. should outline recommendations for how we will measure and evaluate success;
      6. should outline their approach, the phases of development and implementation timetable.
   2. We expect Potential Providers to work in collaboration with us throughout the contract to ensure that outcomes are reflective of our organisational set-up and aligned with our culture and values.
   3. Although Potential Providers are encouraged to present creative plans for the development of a workforce strategy, succession plan and talent management framework, the following set deadlines will need to be adhered to:
      1. creation and presentation of an initial brief that outlines the planned delivery approach and the plan for implementation – by 16th October 2020;
      2. finalised workforce strategy, succession plan and talent management framework presented to us – 12th February 2020; and
      3. end date for services – 28th February 2020.
   4. Throughout the lifetime of the proposed contract, the Potential Provider will be expected to attend, and present at meetings upon request. This may be remotely, or in person at Social Work England’s offices (1 North Bank, Blonk Street, Sheffield, S3 8JY) or any other location that may be specified.
   5. A copy of our organisational/workforce structure has been provided at section 18 (additional documents). Potential Providers are expected to use this as a reference point, when compiling their tender responses.

Billing procedure

* 1. Potential Providers should be aware that the payment of services will be based on set delivery milestones. These milestones will be agreed by the parties during contract formation, following the submission of the Potential Providers delivery plan.

1. 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.
  2. 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 Tenderers

* 1. We are using this ITT to procure the expertise of the Potential Provider, to work in collaboration with us to develop a workforce strategy. This procurement activity is being conducted via this ITT. A notice will be posted on Contracts Finder, and all Potential Provider’s 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. Social Work England will further reserve the right to interview the Potential Providers following the completion of 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 below.
  4. Tenders will be evaluated, and bids scored.
  5. The contract will be awarded against the total overall score and will be based on the most economically advantageous tender (a mixture of quality and price). Potential Providers will only be notified on the outcome of tender process following the completion of the evaluation stage.
  6. The following indicative timetable is provided for Potential Providers 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** |
| --- | --- |
| **ITT Launch** | **Wednesday 12th August 2020** |
| **Submission deadline for clarification questions** | **Thursday 20th August 2020 at 18:00** |
| **Response deadline for clarification questions** | **Friday 21st August 2020 at 12:00** |
| **ITT closing date (Tender Submission Deadline)** | **Wednesday 26th August 2020 at 12:00** |
| Desktop Evaluation | 26th August – 28th August 2020 |
| Contract Award | 28th August 2020 |
| Contract Commencement | 4th September 2020 |

* 1. Potential providers may raise questions or seek clarification regarding any aspect of this ITT at any point prior to the submission deadline. All clarification questions in relation to this ITT should be submitted via email to [commercial.team@socialworkengland.org.uk](mailto:commercial.team@socialworkengland.org.uk). Any questions posted after submission deadline for clarification questions will not receive a response. Social Work England will commit to provide responses to all clarification questions submitted in line with the response deadline highlighted. To ensure that all potential providers have equal access to information regarding this ITT, Social Work England will publish all its responses to questions raised by potential providers on an anonymous basis.

1. Completing the Invitation to Tender
   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.
   2. All other questions will require you to input text or numbers, or to tick boxes.
   3. 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.
   4. If the question does not apply to you, please write N/A; if you don’t know the answer please write N/K.
   5. 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.
   6. 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.
   7. 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.
2. 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 chang-es 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.
3. 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 [commercial.team@socialworkengland.org.uk](mailto:commercial.team@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 Development of a Workforce Strategy’.
   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.
   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.
4. 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 Services 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 further competition process at our absolute discretion.

Responsibility to Submit a Complete Tender

* 1. It is the Potential Providers 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 commence (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. We reserve 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 their score is equal to or lower than 60% at desktop evaluation;
      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, how-ever, 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
   1. Potential Providers tender submissions will be evaluated on the basis of 70% response to non-price (quality) questions 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 advising and supporting public bodies and SMEs;
      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 ability to provide expertise in relation to the development of a workforce strategy, succession plan and talent management framework;
      6. evidence of the Potential Provider’s commitment to corporate social responsibility and equality, diversity and inclusion; and
      7. 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. Non-Price (quality) represents 70%
      2. Price represents 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 |
| Non-Price 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 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 score.
  6. If deemed to be required, Potential Providers may be called for interview and will be asked to provide further information/evidence alongside a series of additional questions as part of the interview process. Interviews will be evaluated, with this additional score being combined with the score from the initial desktop evaluation to provide a total overall score, and enable Social Work England to award a contract.

1. Scoring
   1. Answers to both non-price 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 evaluators reasoned opinion, the response provided is:** | | **Points available** |
| --- | --- | --- |
| 0 | **Unacceptable Response.** No response, response not relevant or question not answered. | 0 points. |
| 1 | **Poor Response.** The response is partially compliant, but with serious deficiencies in meeting service requirements (any supporting evidence is minimal). | 25% of points available. |
| 2 | **Fair Response.** The response is compliant (some evidence may be provided which supports compliant elements) with shortfalls in meeting service requirements. Any concerns are of a minor nature. | 50% of points available. |
| 3 | **Good Response.** The response is compliant and offers relevant evidence to support their claims, clearly indicating that service requirements would be met. | 75% of points available. |
| 4 | **Excellent Response.** The response is compliant and offers relevant detailed evidence to support their claims, clearly demonstrating a comprehensive understanding of the service requirements. | 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 non-price (quality) questions

* 1. Potential Providers must provide answers in response to the non-price (quality) questions below, to describe how they will meet the requirements of the contract. There are six (6) 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** | **Non-Price Questions** | **Look Fors** | **Weighting** |
| --- | --- | --- | --- |
| Q1 | How do you propose to deliver the requested services (to provide Social Work England with an effective workforce strategy, succession plan and a talent management framework)?  Please attach an overarching plan as part of your tender submission.  *Maximum Word Count: 750 (any plan submitted as an appendix will not be included within the word count).* | * Clear plan and timeline in place for each aspect of activity * Considerations of the risks to delivery and proposed mitigations. * Clear project management methodology. | 15 Points |
| Q2 | How would you ensure that your approach to the planning and delivery of the requirements is as flexible as possible whilst meeting key milestones and deadlines?  *Maximum Word Count: 500* | * Clear project management methodology. * Managing and controlling risks and scope creep. * Assessment and approach to changing priorities. * Systems, quality assurance processes and controls. * Demonstrates an understanding of Social Work England’s organisation set-up. | 10 Points |
| Q3 | What experience do you have of successfully developing and supporting the implementation of workforce strategies, succession plans and talent management frameworks within the public sector and/or regulation?  Please include a minimum of two examples. Please include contact details of clients (within the last 3 years) who would be prepared to provide a reference, on request from Social Work England.  *Maximum Word Count: 750* | * Understanding of Public Sector Bodies (or Regulatory Bodies) and applicable legislation/regulations. * Evidence of at least two relevant examples. * Skills, knowledge and experience of personnel delivering services (please include CVs as an Appendix). * Evidence of ability to meet agreed outcomes and deliver a high level of service. * Understanding of constraints and opportunities. | 15 Points |
| Q4 | What is your experience of successfully meeting the particular challenges and opportunities faced by SMEs in their workforce planning?  Please include a minimum of two examples. Please include contact details of clients (within the last 3 years) who would be prepared to provide a reference, on request from Social Work England.  *Maximum Word Count: 750* | * Evidence of at least two relevant examples * Examples of challenges overcome * Examples of innovation | 10 Points |
| Q5 | How would you ensure your approach to developing strategies and frameworks is aligned to Social Work England’s culture and values? Please include your approach to ensure successful collaboration and partnership working with Social Work England in the delivery of services.  *Maximum Word Count: 1,000* | * Demonstrates understanding of Social Work England, its culture/values, approach to professional regulation and the importance of its people. * Knowledge of cultural and organisational development theories and practice * Evidence of your values and culture aligning with Social Work England * Experience of placing a focus on inclusion and diversity * Willingness to have a close working relationship with Social Work England * Dedicated account personnel * Intended methods of engagement with Social Work England * Approach to reporting at key stages of services, including any anticipated advice and/or support from Social Work England | 15 Points |
| Q6 | What is your experience of measuring implementation impact and evaluating successes?  Please include an example. References are not required.  *Maximum Word Count: 500* | * Evidence of at least a singular example * Success criteria/Measures for success * Unintended consequences * A commitment to learning and continuous improvement | 5 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 that the maximum budget for the provision of the required services is £35,000 (net). However, we would encourage Potential Providers to submit tenders at their ‘best possible price’ rather than aligning any submission with the maximum budget available (as the budget may be subject to change).

| **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. | * Pricing as per table provided. * Includes assumptions/breakdowns. * Includes VAT as a separate item. | 10 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. | 15 points |
| Q3 | Please provide evidence that your price provides value for money and identifies areas of value added activity?  *Maximum Word Count: 500* | * Identifies areas that provide value for money. * Identifies value added activity. | 5 points |

1. Moderation of Scores
   1. The evaluation panel will be made up of officers from Social Work England. Once each member of the evaluation panel has scored each tender submission individually, an appropriate representative will lead a moderation session, where all members of the evaluation panel will meet to discuss their individual scores; subsequently seeking to agree on a cumulative score for each tender submission.
   2. Upon conclusion of the evaluation of the ITT, the score for price and non-price will be combined to give a total score out of 100.
   3. Following the completion of desktop evaluation, we reserve the right to call the 3 bids scoring the highest number of marks to interview. If deemed to be required, interviews will consist of a series of additional questions that will then be evaluated, with this additional score being combined with the score from the initial desktop evaluation to provide a total overall score out of 100. The desktop evaluation and the inter-view stage will both represent an equal 50% of the score.
   4. Potential Providers should note that we are not currently expecting to run an interview stage in relation to this ITT.
2. Award of Contract
   1. The Potential Provider who obtains the highest total score from the desktop evaluation (or the highest total score from a combination of the desktop evaluation and the interview stage, if interviews are deemed to be required) will be awarded the contract.
   2. 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.
   3. 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.
   4. 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 Services Terms and Conditions as set out within section 18 (additional documents).

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.

1. Additional Documents

|  |  |
| --- | --- |
| Organisational Structure Chart |  |
| Social Work England Supplier Terms and Conditions |  |

# Social Work England

Contracts Finder

**Part B – Response to Tender**

**Commission for the development of a workforce strategy**

# Reference - Social Work England 00329

**Closing date for submission of tender:**

**Wednesday 26th August 2020 at 12:00**

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

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

1. Company Details and Compliance with Tender

2. Response to Specification

3. Response to Pricing

4. Appendix A - Freedom of Information Exclusion Schedule

5. Appendix B - Tendering Declaration

Please complete all the information requested below and **return Part B by the latest Wednesday 26th August 2020 at 12:00 hrs.**

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** | |
|  | |
|  | **Please state the registered office address** | |
| Address: | |
| Postcode: | |
|  | **Please state the company registration number (if a sole trader, please mark N/A)** | |
|  | |
|  | **Please state the 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 anyone at 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 address:** | |
| Address:  Postcode: | |
|  | **Please state the contact’s 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 the space below 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 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 experience to deliver the requested services to a high standard.** | **YES / NO** |
| Please use the space below 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 non-price 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 six (6) 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 | | How do you propose to deliver the requested services (to provide Social Work England with an effective workforce strategy, succession plan and a talent management framework)?  Please attach an overarching plan as part of your tender submission.  *Maximum Word Count: 750 (any plan submitted as an appendix will not be included within the word count).*  *A maximum of 15 points are available for this response.* | |
| **Response:** | | | |
| 2 | | How would you ensure that your approach to the planning and delivery of the requirements is as flexible as possible whilst meeting key milestones and deadlines?  *Maximum Word Count: 500.*  *A maximum of 10 points are available for this response.* | |
| **Response:** | | | |
| 3 | | What experience do you have of successfully developing and supporting the implementation of workforce strategies, succession plans and talent management frameworks within the public sector and/or regulation?  Please include a minimum of two examples. Please include contact details of clients (within the last 3 years) who would be prepared to provide a reference, on request from Social Work England.  *Maximum Word Count: 750.*  *A maximum of 15 points are available for this response.* | |
| **Response:** | | | |
| 4 | | What is your experience of successfully meeting the particular challenges and opportunities faced by SMEs in their workforce planning?  Please include a minimum of two examples. Please include contact details of clients (within the last 3 years) who would be prepared to provide a reference, on request from Social Work England.  *Maximum Word Count: 750.*  *A maximum of 10 points are available for this response.* | |
| **Response:** | | | |
| **5.** | How would you ensure your approach to developing strategies and frameworks is aligned to Social Work England’s culture and values? Please include your approach to ensure successful collaboration and partnership working with Social Work England in the delivery of services.  *Maximum Word Count: 1,000*  *A maximum of 15 points are available for this response.* | | |
| **Response:** | | | |
| **6.** | What is your experience of measuring implementation impact and evaluating successes?  Please include an example. References are not required.  *Maximum Word Count: 500.*  *A maximum of 5 points are available for this response.* | | |
| **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 rate card 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** | | **Method Statement Questions** |  |
| --- | --- | --- | --- |
| 1 | | Please provide a total cost for the delivery of the services as described in the statement of requirements.  *A maximum of 10 points are available for your response.* | |
| **Response: Please provide your response in the tables below.** | | | |
| **2.** | How would you seek to manage the risk of unexpected delays and its impact on additional costs?  *A maximum of 15 points are available for your response.*  *Maximum Word Count: 750.* | | |
| **Response:** | | | |
| **3.** | Please provide evidence that your price provides value for money and identifies areas of value added activity?  *A maximum of 5 points are available for your response.*  *Maximum Word Count: 500.* | | |
| **Response:** | | | |

Question 1 - Cost Matrix Template (to be completed by bidder).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **2020-2021** | **2020-2021** | **2020-2021** | **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.* |

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,

SOCIAL WORK ENGLAND 00329 - TENDER FOR THE DEVELOPMENT OF A WORKFORCE STRATEGY

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 Court.

We undertake to keep this Tender open for acceptance by Social Work England for a period of ninety (90) working days following the Tender Submission Deadline (Tuesday 1st September).

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)

Signed: …………………………………..

Dated: ……………………………………

Name: …………………………………

Position in organisation: ………………………………