

Invitation to tender and statement of requirement

April 2022

Brand review project

Contract owner: Christine Braithwaite

1. Purpose of document

- 1.1 The purpose of this document is to invite proposals for **the provision of a brand review** for the Professional Standards Authority (Authority).
- 1.2 This document contains the following sections:
 - Introduction to the Authority
 - Statement of requirement
 - Tender proposal and evaluation criteria
 - Procurement procedures.

2. Introduction to the Authority

- 2.1 The Authority promotes the health, safety and wellbeing of patients, service users and the public by raising of regulation and voluntary registration of people working in health and care. We are an independent body, accountable to the UK Parliament.
- 2.2 We oversee the work of ten statutory bodies that regulate health professionals in the UK and social workers in England. We review the regulators' performance and audit and scrutinise their decisions about whether people on their registers are fit to practise.
- 2.3 We also set standards for organisations holding registers for people in unregulated health and care occupations and accredit those organisations that meet our standards.
- 2.4 To encourage improvement, we share good practice and knowledge, conduct research and introduce innovative ideas including our concept of right-touch regulation. We monitor policy developments in the UK and internationally and provide advice to governments and others on matters relating to people working in health and care.
- 2.5 We also undertake some international commissions, which are paid for by the commissioners, to extend our understanding of regulation and to promote safety in the mobility of the health and care workforce.
- 2.6 We are committed to being independent, impartial, fair, accessible and consistent. More information about our work and the approach we take is available at www.professionalstandards.org.uk.

Our Values

- 2.7 Our values act as a framework for our decisions. They are at the heart of who we are and how we would like to be seen by our partners. Our values are:
 - Integrity
 - Respect
 - Transparency
 - Fairness
 - Teamwork
- 2.8 Our values are explicit in the way we work: how we approach our oversight of the registration and regulation of those who work in health and social care, how we develop policy advice and how we engage with all our partners. We strive to be consistent in the way we apply our values.
- 2.9 We are independent but hold ourselves accountable to the public and to the parliaments and assemblies of the UK for what we do and how we do it.

- 2.10 We listen to the views of people who receive care. We seek to ensure that their views are considered in the registration and regulation of people who work in health and social care.
- 2.11 We develop and promote right-touch regulation¹. This is regulation that is proportionate to the risk of harm to the public and provides a framework in which professionalism can flourish and organisational excellence can be achieved². We apply the principles of right-touch regulation to our own work.

Supplying the Authority

- 2.12 The Authority is responsible for purchasing the goods and services necessary to achieve its role as the health and social care authority.
- 2.13 Therefore, we aim to achieve the following values:
- To provide a modern, efficient, transparent and responsible procurement service
 - To achieve value for money by balancing quality and cost
 - To ensure contracts are managed effectively and outputs are delivered
 - To ensure that processes have regard for equality and diversity
 - To ensure that procurement is undertaken with regard to law and best practice.

Small and Medium Enterprises

- 2.14 The Authority will aim to flag up tendering opportunities which are thought to be suitable for SMEs or consortia of SMEs. The purpose is to encourage competition and provide SMEs with access to public sector contracts. It is not intended to give SMEs an advantage, but to level the playing field so that SMEs have opportunity to compete with larger firms. Flagging certain contracts does not mean that SME's cannot bid for non-flagged contracts, or that larger firms cannot win flagged opportunities.
- 2.15 Please note that this only applies when the Authority is letting advertised contracts, it does not apply when using our own frameworks or those let by other public bodies.
- 2.16 If this contract is suitable for SMEs, then the following wording should be included:
- 2.17 The Authority considers that this contract may be suitable for economic operators that are SME's and voluntary organisations. However, any selection of tenderers will be based on the criteria set out for the

¹ Professional Standards Authority, 2010. *Right-touch regulation*. Available at www.professionalstandards.org.uk/policy-and-research/right-touch-regulation

² Organisational excellence is defined as the consistent performance of good practice combined with continuous improvement

procurement process, and the contract will be awarded based on the most economically advantageous tender.

Small and medium enterprises and voluntary organisations:

Enterprise Category	Headcount	Turnover	or	Balance Sheet Total
Micro	<10	≤ € 2 million		≤ € 2 million
Small	<50	≤ € 10 million		≤ € 10 million
Medium	<250	≤ € 50 million		≤ € 43 million
Large	>251	> € 50 million		> € 43 million

- 2.18 Please ensure that you indicate how your organisation is categorised on the form of tender document which should be submitted along with your proposal.

3. Statement of Requirement

Background to the project

The Professional Standards Authority (the Authority) was formed in 2002 in response to new legislation (the National Health Service Reform and Health Care Professions Act 2002). Our primary role at that time was to oversee the work of the professional healthcare regulators. In 2012, we were given additional powers to operate a programme for unregulated healthcare roles, by accrediting third-party registers of these roles. This is known as the Accredited Registers programme. More information about [our work](#) can be found on our website.

Our brand identity was developed several years ago and has not been reviewed since. Our brand guidelines were developed primarily for text-based publications and do not include information on additional media including social and digital.

The landscape in which we are operating is moving at pace with society. The government are currently considering reform in our sector and have commissioned a review of the number of regulators we oversee. This may impact on our role.

We feel the time is right to review our brand identity (taking into account stakeholder feedback we have received via a recent survey) and take stock of our corporate identity and tone of voice.

Project Objectives & Scope

As a public organisation, independent of, but accountable to Parliament, we must ensure that we live up to our values:

- Integrity
- Transparency
- Respect
- Fairness
- Teamwork

However, we are aware, from historical stakeholder surveys, that how we are perceived is not always consistent, nor is it always positive. If the way we are perceived creates barriers to achieving our objectives and delivering important information, this must be addressed.

We are embracing new EDI initiatives in our strategic planning and yet, we do not know for sure if we are consistently perceived as an organisation which embraces the values of equality, diversity and inclusivity.

Healthcare regulation is a complex and busy sector. We want to reach a broad range of stakeholders and allow our work to have greater impact than ever before, influencing where appropriate and with our messages landing at the right time and in the right place.

We believe we can only do this with a strong, modern brand that is value-led.

Project outputs, deliverables and contract management

By the end of this project, we need to have achieved the following:

- A review of our corporate brand identity, our tone of voice, our visual brand and brand guidelines (with priority given in that order)
- Recommendations for improvement with rationale, costs and timings
- Ensure that our brand reflects our role, purpose, values and helps us to achieve our strategic objectives

As a public organisation, our finances are closely scrutinised. We must ensure that the results of a brand review are tangible and deliver value for money.

Contract management requirements

- The supplier will have a lead point of contact within the Communications team
- We will require a named contact in your organisation
- The contract is fixed-term and we anticipate it will end in September 2022 (project dates tbc)

Project timescales

- We aim to complete the project at the end of September, subject to supplier availability and recommended timescales

Budget and Payment Schedule

The maximum budget for this piece of work is £18,000 (inclusive of expenses and VAT). Please be aware that, as a public body, we are independently audited and must be able to prove value for money in our tender process.

Payment options

We prefer for payment to be made upon delivery, however we are willing to discuss the option of staged payments at specific points throughout the contract.

Further project related information for bidders

Intellectual Property Rights

The Authority will own the intellectual property rights for all project related documentation and artefacts.

Confidentiality

All consultants working on the project are required to abide by the Cabinet Office's protective marking guidelines, which the Authority uses to protectively mark a proportion of its information.

Sub-Contractors

Contractors may use sub-contractors subject to the following:

- That the contractor assumes unconditional responsibility for the overall work and its quality
- That individual sub-contractors are clearly identified, with fee rates and grades made explicit to the same level of detail as for the members of the lead consulting team.

Internal relationships between the contractor and its sub-contractors shall be the entire responsibility of the contractor. Failure to meet deadlines or to deliver work packages by a subcontractor will be attributed by the Authority entirely to the contractor.

4. Tender response and evaluation criteria

The tender response

The proposals for this project should include an outline of how bidders will meet the requirement outlined in section 3 above; "Statement of Requirement". The following information should be included:

a) Understanding of customer's requirements

- Demonstrate an understanding of the requirement and overall aims of the project

b) Approach to customer's requirements

- Provide an explanation of the proposed approach and any methodologies bidders will work to
- Details of your assumptions and/or constraints/dependencies made in relation to the project
- A project plan to show how outputs and deliverables will be produced within the required timescales, detailing the resources that will be allocated
- An understanding of the risks, and explain how they would be mitigated to ensure delivery
- Support bidders will require from the Authority.

c) Proposed delivery team

- Key personnel including details of how their key skills, experience and qualifications align to the delivery of the project
- Project roles and responsibilities
- Some relevant examples of previous work that bidders have carried out (e.g. case studies) and/or details of at least two relevant reference projects along with contact details of clients.

d) Pricing

A fixed fee for the project inclusive of all expense. This should include a breakdown of the personnel who will be involved with the project, along with associated charge rates and anticipated time inputs that can be reconciled to the fixed fee.

Evaluation Criteria

Tenders will be assessed for compliance with procurement and contractual requirements which will include:

- Completeness of the tender information
- Tender submitted in accordance with the conditions and instructions for tendering

- Tender submitted by the closing date and time
- Compliance with contractual arrangements.

Tenders that are not compliant may be disqualified from the process. We reserve the right to clarify any issues regarding a bidder's compliance. It will be at the Authority's sole discretion whether to include the relevant bidder's response in the next stage of the process.

Tenders will be evaluated according to weighted criteria as follows:

Methodology (25%)

The proposal should set out the methodology by which the project requirement will be initiated, delivered and concluded. It must:

- Explain the methodology and delivery mechanisms to ensure that the requirements of this specification are met in terms of quality
- Explain how your organisation will work in partnership with the Authority's project manager to ensure that the requirements of the project are met
- Explain how your organisation will engage with external stakeholders where required

Delivery (25%)

The proposal should set out how and when the project requirement will be delivered. It must:

- Explain how the project will be delivered within set timescales and how milestones will be met, detailing the resources that will be allocated to each stage
- Demonstrate an understanding of the risks, and project dependencies and explain how they would be mitigated to ensure project delivery
- Explain the resources that will be allocated to delivering the required outcomes/output, and what other resources can be called upon if required.

Experience (25%)

The proposal should set out any experience relevant to the project requirement. It must:

- Provide CVs of the consultants who will be delivering the project
- Highlight the organisation's relevant experience for this project, submitting examples of similar projects
- Provide details of the consultants who will be working on the project

Please note that consultancy grades should align with the following definitions:

Grade	Requirement
Junior consultant	Demonstrable experience in a wide range of projects in their specialist field. Evidence of client facing experience and support services to wider consultancy projects.
Consultant	Notable experience and in-depth knowledge of their specialist field. Evidence of a wide range of consultancy projects and client facing experience. Support work in process and organisational design and leading workshops and events.
Senior Consultant	Substantial experience in their specialist field and in a consultancy/training role. Previous experience in project management and working in a wide range of high quality and relevant projects. Familiarity of the issues/problems facing public sector organisations.
Principal Consultant	Substantial experience in their specialist field and in a consultancy/training role. Sound knowledge of the public sector and current policy and political issues affecting it. Previous experience in project management on at least three major projects, preferably in the public sector and using the PRINCE2 or equivalent method.
Managing Consultant	Substantial experience in their specialist field and in a consultancy role. In depth knowledge of the public sector and of current policy and political issues affecting it. Previous experience in project management on at least 5 major projects, preferably in the public sector and using PRINCE2 or equivalent methods.
Director / Partner	Extensive experience in their specialist field, in which they are nationally or internationally renowned as an expert. Extensive experience of leading or directing major, complex and business critical projects; bringing genuine strategic insight. In depth knowledge of the public sector and of current policy and political issues affecting it.

Cost / Value for money (25%)

A **fixed fee** for delivery of the project requirement (inclusive of all expenses), including a full price breakdown for each stage of the project and details of the day rates that will apply for the lifetime of this project.

Please note, the Authority is not VAT exempt nor able to claim back VAT, so the total budget must include VAT.

Name of consultant	Grade	Role	Day rate	Number of days	Total cost

Marking Scheme

Score 0	Unanswered or totally inadequate response to the requirement. Complete failure to grasp/reflect the core issues
1	Minimal or poor response to meeting the requirement. Limited understanding, misses some aspects
3	Good understanding and interpretation of requirements, providing clear evidence of how the criterion has been met
5	Excellent response fully addressing the requirement and providing significant additional evidence of how the criterion has been met and how value would be added

5. Procurement procedures

Tendering Timetable

- 5.1 Tenders are required to be open for a minimum of 10 working days.
- 5.2 The timescales for the procurement process are as follows:

Element	Timescale
Invitation to tender issued	28 April 2022
Deadline for submission of proposals	12 May 2022
Shortlisted suppliers notified	19 May 2022
Interviews and presentations*	25 May 2022
Award contract	1 June 2022
Project Inception Meeting	7 June 2022

*Please ensure that the Project Manager and other key consultants who will be delivering this work are available to give presentations on the interview date.

Tendering Instructions and Guidance

Amendments to ITT document

- 5.3 Any advice of a modification to the invitation to tender will be issued as soon as possible before the tender submission date and shall be issued as an addendum to, and shall be deemed to constitute part of, the invitation to tender. If necessary, the Authority shall revise the tender date to comply with this requirement.

Clarifications and queries

- 5.4 Please note that, for audit purposes, any query in connection with the tender should be submitted via email and should be saved accordingly. The response, as well as the nature of the query, will be notified to all suppliers without disclosing the name of the supplier who initiated the query.

Submission process

- 5.5 Tenders will be accepted no later than the submission date and time shown above. Tenders received after the closing date and time may not be accepted. Bidders have the facility to email later versions of tenders to the relevant member of staff until the closing date/time.
- 5.6 Please submit the supplier questionnaire along with your proposal.
- 5.7 An evaluation team will evaluate all tenders correctly submitted against the stated evaluation criteria.
- 5.8 By issuing this invitation to tender the Authority does not undertake to accept the lowest tender, or part or all any tender. No part of the tender submitted will be returned to the supplier

Cost and pricing information

- 5.9 Tender costs remain the responsibility of those tendering. This includes any costs or expenses incurred by the supplier in connection with the preparation or delivery or in the evaluation of the tender. All details of the tender, including prices and rates, are to remain valid for acceptance for a period of 90 days from the tender closing date.
- 5.10 Tender prices must be in sterling.
- 5.11 Once the contract has been awarded, any additional costs incurred which are not reflected in the tender submission will not be accepted for payment.

References

- 5.12 References provided as part of the tender may be approached during the tender stage.

Contractual information

- 5.13 Following the evaluation of submitted tenders, in accordance with the evaluation criteria stated in this document, a contractor may be selected to perform the services and subsequently issued with an order.
- 5.14 Any contract awarded, as a result of this procurement will be placed with a prime contractor who will take full contractual responsibility for the performance of all obligations under the contract. Any sub-contractors you intend to use to fulfil any aspect of the services must be identified in the tender along with details of their relationship, responsibilities and proposed management arrangements.
- 5.15 The proposal should be submitted in the form of an unconditional offer that is capable of being accepted by the Authority without the need for further negotiation. Any contract arising from this procurement will be based upon the Authority's standard procurement terms and conditions. You should state in your proposal that you are willing to accept these terms and conditions.
- 5.16 The Authority does not expect to negotiate individual terms and will contract based on terms that will be outlined by the Authority. If you do not agree to the conditions of a contract, then your tender may be deselected on that basis alone and not considered further.
- 5.17 The Authority may be prepared to consider non-fundamental changes to the standard terms and conditions in exceptional circumstances. If there are any areas where you feel you are not able to comply with the standard Authority terms and conditions, then details should be submitted as a separate annex to the proposal using the following format:

Clause Number	Existing Wording	Proposed Wording	Rational for amendment

- 5.18 Any services arising from this ITT will be carried out pursuant to the contract which comprises of:
- The Authority terms and conditions
 - Service schedules
 - This invite to tender and statement of requirement document; and
 - The chosen supplier's successful tender.
 - The Authority's transparency obligations and the Freedom of Information Act 2000 (FOIA)
- 5.19 The Authority complies with the Government's transparency agenda and as a result, there is a presumption that contract documentation will be made available to the public via electronic means. The Authority will work with the chosen supplier to establish if any information within the contract should be withheld and the reasons for withholding it from publication.
- 5.20 Typically, the following information will be published:
- Contract price and any incentivisation mechanisms
 - Performance metrics and management of them
 - Plans for management of underperformance and its fiscal impact
 - Governance arrangements including through supply chains where significant contract value rests with subcontractors
 - Resource plans
 - Service improvement plans.
- 5.21 Where appropriate to do so information will be updated as required during the life of the contract, so it remains current.
- 5.22 In addition, as a public authority, the Authority is subject to the provisions of the FOIA. All information submitted to a public authority may need to be disclosed by the public authority in response to a request under the FOIA. The Authority may also decide to include certain information in the publication scheme which it maintains under the FOIA.
- 5.23 If a bidder considers that any of the information included in its proposal is commercially sensitive, it should be identified and explained (in broad terms) what harm may result from disclosure if a request is

received and the time applicable to that sensitivity. Bidders should be aware that even where they have indicated that information is commercially sensitive the Authority may be required to disclose this information under the FOIA if a request is received. Bidders should also note that the receipt of any material marked “confidential” or equivalent by the public authority should not be taken to mean that the public authority accepts any duty of confidence by that marking. If a request is received the Authority may also be required to disclose details of unsuccessful bids

5.24 Please use the following matrix: to list such information:

Para. No.	Description	Applicable exemption under FOIA 2000