



The Planning  
Inspectorate

# Skills & Flexible Resource Innovation Project

17/2/1085

12 September 2022

# Invitation to Tender for the Skills & Flexible Resource Innovation Project

Thank you for your interest in undertaking the Skills & Flexible Resource Innovation Project on behalf of The Planning Inspectorate. This competition is being undertaken via **The Government Office for Science Futures Procurement Framework**.

I look forward to hearing from you and encourage you to ask any questions should you require any clarification once you have reviewed all of the documentation.

Please contact me via [Linda.Paul@planninginspectorate.gov.uk](mailto:Linda.Paul@planninginspectorate.gov.uk)

Yours sincerely

A handwritten signature in black ink that reads "Linda Paul". The script is cursive and fluid, with the first letters of "Linda" and "Paul" being capitalized and prominent.

Linda Paul  
Procurement Manager

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# 1. Introduction to the Planning Inspectorate

The Planning Inspectorate is an Executive Government Agency in the Department for Levelling Up, Housing and Communities.

## Our work

The Planning Inspectorate deals with planning appeals, national infrastructure planning applications, examination of local plans and other planning and specialist casework across England.

We share our expertise with our customers, communities, businesses, local and national government to enable good planning outcomes.

In this short film, employees of the Planning Inspectorate explain our purpose and the values we work by.

<https://www.youtube.com/watch?v=6inT-7zbxsw>



## Our values



**Open:** We are transparent in how we work and publish information, and listen to all points of view

**Fair:** We always act to ensure fair treatment of customers, staff, and everyone we work with

**Impartial:** We show no favour to any person or organisation

**Customer Focused:** We put customers at the heart of what we do

## What we do

### Appeals: Ensuring a fair planning system

The right to appeal a planning decision made by a local authority is a key feature of the planning system, as is appealing when an authority is taking too long. While there will always be those who agree with inspectors' decisions and those who do not, we always operate in a fair, open and impartial way. We:

- handle appeals as quickly as possible, giving all involved, including local communities, certainty one way or the other
- make well explained decisions on appeals and other casework, from large housing developments to individual footpaths and village greens
- provide citizens with an efficient service for appeals about their own homes
- give all of those with an interest in a case a chance to be involved



Appeals we handle include planning appeals, enforcement notice appeals, right of way appeals, environmental appeals, listed building consent appeals, lawful development certificate appeals, community infrastructure levy appeals, tree preservation order appeals, anti-social high hedge appeals and hedgerow notice appeals.

### Applications: Helping to meet future infrastructure needs

We provide the application process for nationally significant infrastructure projects (NSIPs) across England and Wales. NSIPs, such as new harbours, roads and power generating stations, require development consent before they can be constructed. We:

- provide a streamlined application service to assess applications for NSIPs
- balance the country's needs and developers' plans with the likely impacts on localities, listening carefully to the views of communities, specialist groups and others' interests
- deliver a predictable and efficient process, providing certainty for all involved, including ministers who make the final decision on whether a project is approved



[Visit the National Infrastructure Planning](#) website for project information and advice.

Other types of applications handled by the Planning Inspectorate include called-in planning applications, applying to carry out works on common land and recovered marine licensing applications.

### Examinations: Supporting communities to shape where they live

We examine local plans prepared by local planning authorities.

Succinct and up-to-date plans should provide a positive vision for the future of each area and a framework for addressing housing needs and other economic, social and environmental priorities. We:

- support local authorities develop plans that fully meet local needs
- share our planning knowledge and expertise to help ensure the right development happens in the right place at the right time
- examine whether local plans have been prepared in accordance with legal requirements and national policy



Other examinations handled by the Planning Inspectorate include community infrastructure levy examinations and spatial development strategies.

## Our Vision (2021–25)

To provide our customers with high quality, timely and efficient services that support the nation's recovery from the COVID-19 pandemic by engaging, empowering and equipping our workforce and by delivering ambitious policy changes.

## Where we are located



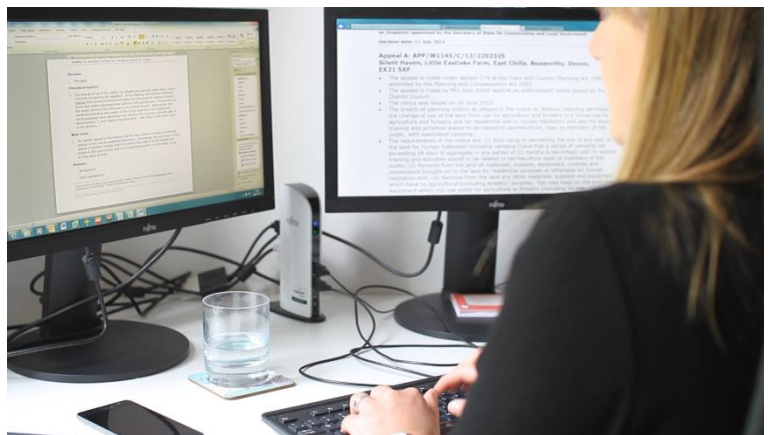
Our headquarters are in Bristol and we currently employ about 800 staff.

Staff numbers include a mixture of full and part-time employees, home-based salaried Inspectors and support staff based at the Bristol office (support staff can also work from home in a hybrid capacity).

Support staff carry out a wide range of functions such as those relating to all aspects of casework (including dealing with the public); providing direct support for Inspectors; formal decision making for some types of casework; and ensuring essential organisational support through the provision of Corporate Services such as Finance, Commercial, HR and Digital Services. There are also teams covering communications, customer services, corporate governance, future strategy and planning, innovation and knowledge & information management.

Appeals are determined and recommendations are made by our home-based workforce which consists of some 350 Planning Inspectors, all of whom are professionally qualified (for example, as town planners, architects, lawyers or engineers).

They come into the Bristol office infrequently, but they are provided with remote access to the Inspectorate's ICT systems. In addition, we contract over 75 Non-Salaried Inspectors who are similarly geographically dispersed.



## More information

More information about the Inspectorate is available at [www.gov.uk/pins](http://www.gov.uk/pins).



## 2. Requirement

### Background – broader context

The Operations Directorate is the delivery heart of the Planning Inspectorate. The directorate brings together our different types of casework, our case officers, inspectors and other professionals delivering our three core services.

An ongoing challenge for us is ensuring we can respond to changing casework demands (ie the right skills and resource to deliver the volume/type of work we receive).

We believe solving this challenge will involve understanding more around the constraints and opportunities to transform our approach in the following area:

Challenge	Impact
Phase 1	<ul style="list-style-type: none"><li>Our skills and experience requirements for key roles limits us to a finite pool of skilled resource.</li></ul>
Skills and experience requirement	<ul style="list-style-type: none"><li>Linking tasks to roles rather than skillsets limits our flexibility to deploy resource to meet changing casework demands.</li><li>Our pay and reward structure constrains flexibility to deploy resource to meet changing casework demand.</li><li>Limitations in demand forecasting impacts our ability to respond to changing casework demand.</li></ul>
Phase 2	<ul style="list-style-type: none"><li>Our approach to progression, limited pathways, and opportunities for career development (beyond traditional internal promotion), restricts how we deploy resource to meet changing casework demand.</li></ul>
Approach to progression	
Approach to training	<ul style="list-style-type: none"><li>Our approach to training significantly delays us in mobilising resource once we bring it into the organisation.</li><li>Our linear approach to training reduces flexibility to adapt our training to meet changing casework demand.</li></ul>
Structure and partitioning of resource	<ul style="list-style-type: none"><li>Our structure and partitioning of resource restricts how we deploy resource to meet changing casework demand.</li></ul>

### Requirement

We require a partner to work with us to explore the art of the possible to meet current and changing demand for our services.

For this initial piece of work (phase 1) we want to understand current and future casework demand and required skillsets. A delivery partner will need to work with key stakeholders within the organisation to:

- reuse the learning from previous work in this area and understand what work is underway to deliver it.

- identify gaps where research is required to produce a set of anticipated scenarios that analyse how casework demand, resource and skills requirements might change overtime, as well as the minimum resource and skillset required to deliver casework demand.

## Optional Requirement for Phase 2

We also include an option for the successful supplier to take the deliverables from this piece of work to inform a second piece of work (Phase 2) to explore the art of the possible, options and approaches to deploy resource quickly and effectively. This is assuming a successful Phase 1, a continuing business need for the requirement and the supplier having the required skillset for Phase 2. This option will be confirmed towards the end of Phase 1 with timescales to be agreed with the supplier.

## Contract deliverables

Outcomes	Outputs
<b>We understand current / future casework demand and required skillsets</b>	<ol style="list-style-type: none"> <li>1. Produce a report setting out anticipated scenarios for what the Planning Inspectorates casework demand might look like in the future. <ol style="list-style-type: none"> <li>a. For each scenario include analysis of how casework demand, resource and skills requirements might change over time, as well as the minimum resource and skillset required to deliver casework demand.</li> <li>b. To produce these scenarios the supplier <b>must</b>: <ol style="list-style-type: none"> <li>i. Consider internal work already completed (e.g. strategic workforce plan).</li> <li>ii. Consult with internal expertise (e.g. in the testing and refinement of scenarios) and involve mixed methods research (e.g. literature reviews, expert interviews, statistical modelling, and participatory workshops).</li> </ol> </li> <li>c. To produce these scenarios the supplier <b>may</b> want to consider: <ol style="list-style-type: none"> <li>i. Identification and analysis of influential trends shaping future 'Planning Inspectorate' casework demand.</li> <li>ii. Identification and analysis of major disruptions which could lead to significant deviation of key trends.</li> <li>iii. Analysis of key drivers underlying relevant trends and disruptions to identify the most important factors shaping future casework demand.</li> <li>iv. Testing and refinement of key factors and their possible future development.</li> </ol> </li> <li>d. The report should include a plan for Phase 2 including costs</li> </ol> </li> </ol>

## Contract duration

The duration of the contract for Phase 1 will be from the date of award for up to 2 months (calendar days) with an optional extension for Phase 1 of 2 months should the work not be complete.



## Optional Requirement for Phase 2

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### Contract location

The successful supplier will be expected to attend meetings in Temple Quay House on an ad-hoc basis and in agreement with the contract manager. Any on site meetings will be held in accordance with the latest Government guidance in regards to COVID-19.

Travel/expenses to the primary site in Temple Quay House, Bristol BS1 6PN will not be reimbursed by The Planning Inspectorate.

We expect the supplier to work using agile methodology.

The supplier will also be expected to work openly.

### Contract management & meetings

The Contract Manager is Claire Hamer our Head of Innovation and Improvement.

At contract Award please contact Claire at your earliest convenience to arrange a Stakeholder kick off meeting & planning session

[Claire.Hamer@planninginspectorate.gov.uk](mailto:Claire.Hamer@planninginspectorate.gov.uk)

Touch point meetings at sensible junctions, to be agreed with Contract Manager and the Supplier at kick off meeting

Final meeting to present detailed report.

### GDPR

The successful Supplier shall have access to and process personal data under this contract including, but not limited to:

- names, email addresses, phone numbers and job role of employees, contractors and agency staff

The Planning Inspectorate shall be the Data Controller and Supplier the Processor. Details on the appropriate use, control and security of data shall be included in the contract.

### IR35

The Inspectorate has determined that this contract shall be delivered as a contracted service to the Inspectorate (also known as an outsourced service)<sup>1</sup>. The supplier will therefore be responsible for determining the IR35 status for workers provided and issuing them with a status determination statement.

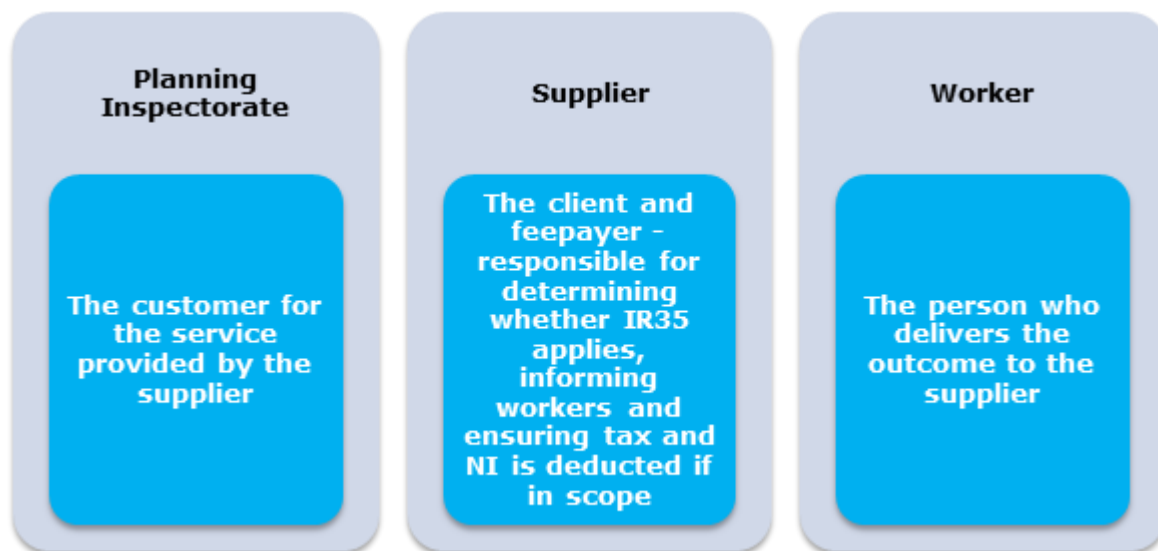
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<sup>1</sup> [Chapter ESM10010](#) of HMRC's Employment Status Manual covers the basic principles for contracted-out services

For the avoidance of doubt:

- The supplier will be provided with a wholly outcome-based requirement by the Inspectorate and will decide the capability needed to meet our demand. They will provide that capability as a service.
- The supplier will determine the work to be completed to deliver the outcome and will manage/control the workers.
- The number of workers needed to deliver the outcome/s and the risks are determined and borne by the supplier. The Inspectorate will not request individual roles/people or be sent workers.
- The supplier will be fully responsible for managing resources provided to ensure that outcomes are delivered. They control the work completed by workers and the subsequent quality provided.
- The Inspectorate will not review CVs or undertake interviews etc. If we are not happy with any work being delivered, we will inform the supplier who will decide what action should be taken i.e. with the worker.
- Workers will personally provide their service to the supplier, not the Inspectorate. They will not be treated like a Planning Inspectorate employee or contractor.
- Access to the Inspectorate's IT systems may be provided to complete outcomes if essential but this will be on a case-by-case basis

The contractual relationship for IR35 purposes is summarised as follows:



## Security

The successful supplier must ensure that people provided through this contract to fulfil capability needed:

- are cleared to at least the Baseline Personnel Security Standard, as per this [link](#), and provide evidence if requested; and
- are aware of and understand their responsibilities, in particular related to the appropriate use of personal data.

## Terms and conditions of contract

The contract will be subject to the following framework terms & conditions and call off terms:

- Government Office for Science – Futures Procurement Framework  
<https://www.gov.uk/guidance/futures-procurement-framework>

## Charging method

Suppliers will provide a price based on Time and Materials Capped at £50,000 for Phase 1. Prices should be in pounds sterling exclusive of VAT and equal to or better than those within their Rate Card on the Futures Procurement Framework. Please complete the Pricing Schedule in Annex A.

We shall agree the frequency for submission/payment of invoices for work completed with the Supplier. Invoices will need to clearly state the purchase order number provided, number of days effort per role and agreed daily rate.

**The Inspectorate reserves the right not to award this contract and will not be responsible for any cost incurred by Suppliers participating in this further competition.**

## Contract changes

Any changes to the agreed scope/cost of the contract must be authorised by the Planning Inspectorate's Commercial Team by variation order **prior** to the commencement of work without exception. Any work undertaken which has not been specifically authorised by the Planning Inspectorate must not be invoiced.

# 3. Procurement dates

The table below sets out the procurement process and associated timescales. Please ensure that you read this carefully and note the key dates and action required.

Activity	Date
<b>Invitation to submit written proposals</b> Suppliers will be invited to submit a written proposal	Monday 12 September 2022
<b>Deadline for clarification question submissions</b>	Monday 19 September – 12:00 noon
<b>Deadline for reply to clarification questions</b>	Wednesday 21 September 2022 – 12:00 noon
<b>Written proposal deadline</b> Written proposals must be emailed to: <a href="mailto:linda.paul@planninginspectorate.gov.uk">linda.paul@planninginspectorate.gov.uk</a>	<b>Monday 26 September 2022 – 16:00</b>
<b>Evaluation of written proposals</b> Proposals will be evaluated in accordance with the proposed solution criteria.	Tuesday 27 September 2022 to Thursday 29 September 2022
<b>Invitation to presentation</b> Shortlisted suppliers will be invited to clarify written proposals	Friday 30 September 2022
<b>Supplier Presentations</b>	Thursday 06 October 2022 - AM
<b>Final Evaluation</b>	Thursday 06 October 2022 - PM
<b>Contract award</b> The contract will be awarded to the successful supplier	13 October 2022
<b>Latest start date</b>	18 October 2022

# 4. How we will evaluate

The Contract shall be awarded to the most economically advantageous tender scored in accordance with the following evaluation criteria.

## Scoring

### Quality

#### Stage 1 - Evaluation of written proposals

Written proposals shall be scored against how you demonstrate that you meet our evaluation listed here:

1. Previous skills and experience of effectively delivering similar pieces of work (including a maximum of two relevant case studies). **Weighting 20%**
2. The proposed plan (high-level approach and methodology) to deliver the work, including dependencies. **Weighting 15%**
3. The skills and experience of people who will deliver the work. **Weighting 10%**
4. Demonstrate a good understanding of the challenges around scenario development to anticipate changing service demand and skills requirements, and experience of having helped other organisations understand this. **Weighting 15%**
5. Demonstrate a good understanding of the broader context and how you will ensure outcomes from phase 1 can inform phase 2 (resource deployment). **Weighting 10%**

The technical competence score weighting of the total score is **70%**

Criteria will be scored on a scale of 0-5 in accordance with the Planning Inspectorate's standard scoring guide as shown below.



Should any of the criteria score less than 3, the supplier will be 'failed' and discounted from the procurement.

### Quality (Social Value)

As an Executive Agency of a Central Government Department (DLUHC) PINS is required via Procurement Policy Note (PPN06/20) – to take into account Social Value in the Award of Central Government Contracts. Describe what commitments your organisation will make and/or has already made, against one or more of the five themes below, to ensure the performance of the contract

will create/support social value? Please also include how you will/are implement, monitor and report on this.

- Creation of employment (including Apprenticeship), re-training and other return to work opportunities
- Support for people and communities
- Support for the physical and mental health
- Environment activity to limit mitigate waste

The Social Value score weighting is **10%**.

### **Presentations (NOT SCORED)**

Five suppliers will be short listed and invited to a presentation via Microsoft Teams, to clarify written proposals. This will consist of a 15 minute (max) presentation followed by a 10 minutes question and answers session. We will allow a maximum of 3 representatives to be present in your presentation.

**The presentation will not be scored – it is for clarification of written proposals only.**

### **Price**

Tenderers should complete and return Annex A Pricing Schedule for the delivery of Phase 1. Pricing cannot exceed your maximum framework prices.

The commercial evaluation will be carried out by establishing the assessed price of each Tender, taken from each completed Pricing Schedule – Annex A. The assessment will be conducted against the prices tendered in the Pricing Schedule. The assessed price has a total weighting of **20%**:

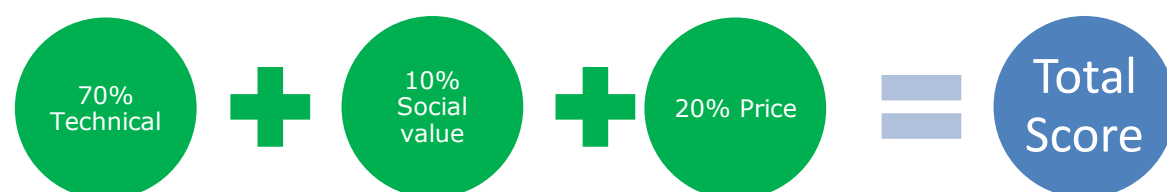
- Pricing will be evaluated against responses supplied by the Bidder in Annex A – Pricing Schedule that incorporates a Time and Materials model Capped at £50,000 to deliver Phase 1.
- The pricing submission will be evaluated by way of a 'standard differential' method whereby each Bidder will be given a score of 100% less the percentage by which their total pricing submission (£) ratio is higher than the total pricing submission with the lowest overall price. For example, if the lowest pricing submission has a total cost of £500,000 (which would receive 100%) and the next highest Pricing Submission is £600,000, the latter bid would receive 83%.
  - $\text{Lowest Bid/Submission} \times 100 = \% \text{ Score}$ . Therefore  $\text{£500,000/£600,000} \times 100 = 83\%$
  - Lowest Bidder will be awarded 100% of the score available (30%).
  - Second Bidder will be awarded 83% of the score available (25%) etc..
- Rounding will be to the nearest whole number.
- The weighting for Price 20% will be applied to the score achieved from the standard differential method.

If we think a supplier has offered unusually low rates, we will ask them to explain. If the supplier's explanation isn't good enough, we may need to exclude them in accordance with Regulation 69, sections 4 to 7, of the Public Contracts Regulations 2015.

The price score weighting of the total score is **20%**.

The total evaluation score is made up as follows:

**Total score** - The supplier with the highest score shall be offered the contract.





## 5. Your written proposal

Please provide your written proposal using the 'proposal template' provided in Annex B, clearly setting out how you meet the evaluation criteria included in the Section 4.

The proposal template includes a section for each of the criteria being evaluated. In the template, please also declare any known or perceived conflicts of interest with any employees or contractors of the Planning Inspectorate.

### Where to send your Written Proposal Annex B and Pricing Proposal Annex A

Your written proposal and pricing proposal must be submitted to [linda.paul@planninginspectorate.gov.uk](mailto:linda.paul@planninginspectorate.gov.uk) no later than **Monday 26 September 2022 - 16:00 hours**. Written proposals and pricing received after this deadline will not be accepted.