

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

Table of Contents	Page Number
1. GUIDANCE FOR THOSE SUBMITTING TENDERS	2
1.1. Application Instructions	2
1.2. Key Conditions	2
1.3. Timetable	2
2. BACKGROUND	3
2.1. Aim of the Invitation to Tender	3
2.2. Skills for Justice	3
2.3. The LIFT Project	4
3. INVITATION TO TENDER	8
3.1. Need for the Evaluation	8
3.2. Evaluation deliverables	9
3.3. The Assessment Process	10
4. ASSESSMENT CRITERIA	10
APPENDICES	13
A. APPLICATION INSTRUCTIONS AND GENERAL INFORMATION	
B. KEY DOCUMENT REFERENCE	

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

1. GUIDANCE FOR THOSE SUBMITTING TENDERS

1.1 Application Instructions

Applicants must read the 'Application Instructions' before responding to this Invitation to Tender. Application Instructions can be found at the back of this tender document in Appendix A. Failure to read and comply with the 'Application Instructions' may result in your application being rejected.

1.2 Key Conditions

Prospective suppliers may wish to work independently or in partnership. A lead applicant must be identified in the event of a partnership.

*As this programme is funded by **Wales European Funding Office**, suppliers may not use any of the Employers that will benefit from the programme as delivery partners, due to potential conflicts of interest.*

1.3 Timetable

The following timetable will apply to this tender for all themes:

Activity	Deadline Time and Date
ITT issued	20/06/11
Closing date for questions on ITT	24/06/11
Closing date for Skills for Justice to respond to questions on the ITT	27/06/11
Closing date for submission of tenders	5pm on 04/07/11
Skills for Justice tender - shortlisting	11/07/11
Selected Tenderers invited to telephone discussion	14/07/11
Skills for Justice tender board – decision making	18/07/11
Chosen supplier invited to finalise contract	19/07/11
Contract start date	01/09/11

Please note that in the event that contractual terms cannot be finalised with the selected Tenderers, Skills for Justice reserve the right to select an alternative supplier(s). You will be notified if not

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

successful when Skills for Justice has made its final choice of suppliers and finalised contractual terms.

All questions in relation to this tender should be sent to tenders@skillsforjustice.com. Please put the title of the tender and the reference number in the subject line of the email.

2. BACKGROUND

This section provides background information, the aim of the invitation to tender and the project objectives, outlining the activities that we are commissioning and information for those intending to submit tenders.

2.1 Aim of this Invitation to Tender

The aim of this tender is to identify suitable contractors to provide an Evaluation on the LIFT Project: Supply of Leadership Development to the Welsh Community Service Sector. This will include:

- A formative evaluation phase, which will focus on intervention and additionality logic, delivery mechanisms, an assessment of outcomes to date, sustainability of activities and will identify good practice and lessons learnt. The evaluation report will be accompanied by an action plan which will provide recommendations and an implementation plan (with agreement from the project steering group) for the future development of the programme.
- Summative evaluation that will provide an overall assessment of net impact and value for money. The evaluation report will be accompanied by an implementation plan (with agreement from the project steering group) focusing on sustainability of activities (in terms of both project financial sustainability and impact) and the future development of the programme.
- Findings will be illustrated by case study examples.

The delivery of this programme will also be informed by the outcome of Skills for Justice's Collaborative Leadership Programme evaluation, based in Scotland which reported at the end of 2010 and the Wales Collaborative Leadership Programme which reported in June 2011.

2.2 SKILLS FOR JUSTICE

Skills for Justice is the Sector Skills Council covering employers, employees and volunteers working in the Justice, Community Safety and Legal Services sectors.

At Skills for Justice we are focused on helping our employers to meet their aspirations and rise to the challenges ahead. We work in partnership with our employers, with Governments in the four nations and with skills agencies to equip workforces with the right skills for the future.

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

Our long established relationships with employers and partners across the UK help us to understand the key challenges that employers face. We are licensed by the Secretary of State for Business, Innovation and Skills, in consultation with Ministers in Scotland, Wales and Northern Ireland, to tackle the skills and productivity needs of our sector throughout the UK.

2.3 The *LIFT Project*

This tender is for an overall evaluation of the forthcoming *LIFT Project*, funded through Wales European Funded Office and to be delivered by Skills for Justice between September 2011 and June 2013.

The aim of the *LIFT Project* is to improve the capability of the Justice sector to deliver quality seamless services to the public, through the development of aspiring, first line and middle managers by:

- Delivering a flexible and adaptable leadership and business management programme for Wales which will help deliver the Welsh Governments 'Making the Connections' policy for public service reform. This document sets out the Assembly Government's vision for a prosperous, sustainable, bilingual, healthier and better-educated Wales
- Enhancing collaborative and partnership working and business leadership skills
- Providing transferable leadership and business management skills for managers within the sector
- Delivering qualifications up to Level 5 for Aspiring, First Line and Middle Managers.

The project will be delivered over 25 months and is based on providing three delivery modes: tutor led courses, action learning sets and work based learning. Our working hypothesis is that each mode has specific advantages for employers and beneficiaries operating within the sector.

Each mode has been selected through research with the employers whom have been engaging with us for the past five months. As the sector is dealing with budget cuts and reduction in staff numbers we have ensured the delivery mode is aligned to their needs and gets the best possible outcomes for the beneficiaries.

Table of Activity, Outputs, Results and Impact

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

The table below sets out the outcomes of the LIFT Project. We have completed a supplier selection process to identify the training provider. The successful Evaluation supplier will be expected to work with the training provider to deliver the outcomes of this tender.

Activity	Output	Short term result	Long term result	Impact
Theme 1 training (mandatory)	482 individuals trained, networks and supportive relationships enabled.	Increase in competencies in this area. Personal development and increase in confidence of participants. Cross sector networks and supporting relationships developed. Increase in participant performance	Increase in organisational and sector performance supporting WAG and wider policy targets. Greater efficiencies, higher return on investment in staff, Improve service delivery	A positive contribution to economic regeneration, safer communities, crime reduction and prevention and community engagement.
Theme 2 training	49 individuals trained	Increase in competencies in this area. Personal development. Further development of cross sector relationships	A decrease in waste will increase environmental benefits and support greater efficiencies. Improve service delivery supporting WAG and wider policy targets	A positive contribution to economic regeneration, safer communities, crime reduction and prevention and community engagement.
Theme 3 training	243 individuals trained	Increase in competencies in this area. Personal development and increase in confidence of participants. Further development of cross sector relationships	An increase in organisational sustainability will increase organisational and sector performance and enable greater efficiencies, higher return on investment in staff and support	A positive contribution to economic regeneration, safer communities, crime reduction and prevention and community engagement.

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

Activity	Output	Short term result	Long term result	Impact
			achievement of WAG and wider policy targets	
Theme 4 training	90 individuals trained	Increase in competencies in this area. Personal development and increase in confidence of participants. Further development of cross sector relationships	A more inclusive and flexible workforce will increase organisational and sector performance, enable greater efficiencies, higher return on investment. Improve service delivery and support achievement of WAG and wider policy targets	A positive contribution to economic regeneration, safer communities, crime reduction and prevention and community engagement.
Theme 5 training	452 individuals trained	Increase in competencies in this area. Personal development and increase in confidence of participants. Further development of cross sector relationships	Greater efficiencies, higher return on investment in staff, increase in performance and organisational capability. Improve service delivery and support achievement of WAG and wider policy targets	A positive contribution to economic regeneration, safer communities, crime reduction and prevention and community engagement.
Take positive action to encourage underrepresented groups to participate in the programs	220 individuals from underrepresented groups participate in the programme	Improve career prospects of underrepresented groups working within the Justice Sector in Wales by 10% by Increasing individual training across the	A more inclusive and flexible workforce will increase organisational and sector performance, enable greater efficiencies, higher return on	A positive contribution to economic regeneration, safer communities, crime reduction and prevention

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

Activity	Output	Short term result	Long term result	Impact
		Justice sector within the following groups: women, BME, those with disabilities at 1st line / middle management	investment. Improve service delivery and support achievement of WAG and wider policy targets	and community engagement.
Encourage partner organisations to embed the approach into L & D strategies	14 Organisational learning and development strategies are adopted or developed	Enable continuation of good practice and benefits to organisations, individuals and the wider sector	Ensure sustainability of the program to achieve and build on efficiencies, return on investment, performance and service delivery	A positive contribution to economic regeneration, safer communities, crime reduction and prevention and community engagement
Actively engage with partner employers to ensure targets for participation met	14 Employers to be assisted or financially supported	Quantity of management training in each agency accelerated and an increase in employers ability to implement employer’s preferred solutions as outlined in the Sector Skills Agreement Action Plan for Wales	Increased flexibility and enhanced responsiveness to changing demands of the sector	A positive contribution to economic regeneration, safer communities, crime reduction and prevention and community engagement.
Agree a protocol for collaboration and communication and method	A protocol for collaboration and communication across the employer network is	Sustainability of collaboration throughout the justice sector agencies agreed and implemented	Increase in organisational and sector performance supporting WAG and wider policy targets.	A positive contribution to economic regeneration, safer communities,

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

Activity	Output	Short term result	Long term result	Impact
of ensuring sustainability of that protocol across the employer network	established and embedded.			crime reduction and prevention and community engagement.

3. Invitation to Tender

3.1 The need for the Evaluation

The need for this evaluation is to ensure that the delivery of the LIFT project is built upon sound processes, principles and objectives. It is a requirement of Wales European Funding Office that this project is assessed and evaluated by external consultants to ensure impartiality and no conflict of interest or subjectivity in the evaluation.

To ensure that:

- the project is working
- project objectives are met
- to justify carrying out the project
- to know how the project could have been better carried out
- to see if the effort is worth it
- to justify the resources used
- to share experiences

The overall aim of the LIFT project is to drive up skill levels and improving the flexibility and adaptability of the workforce, collaboration across front line and middle managers in the Justice sector which is fundamental to the delivery of the Operational Programme and Strategic Framework, Lisbon Agenda and to the Welsh Economy. This evaluation is critical in measuring the extent to which these objectives are met throughout and at the end of the lifetime of the LIFT project.

3.2 Evaluation deliverables

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

The key objectives of this evaluation project are:

3.2.1 Deliverable 1

Assessing the need for the project - to review the authenticity, practicalities and vision of the project aims and objectives, assessing whether or not an appropriate rationale and method was employed.

Timescale: September 2011 – January 2012.

3.2.2 Deliverable 2

A process evaluation - focused on the extent to which the LIFT project was efficiently designed and implemented. This will provide information that can be used to enhance the quality of delivery and ensure that the total value of the project is captured; identify the strengths and weaknesses of the project and consider ways in which the project could have been changed or refined to achieve better outcomes, impacts and outputs, taking into account whether or not:

- money was well spent
- time and resources were justified
- the project contributes to knowledge and understanding
- lessons were learned (and shared) regarding delivery

Timescale: September 2011 – November 2013, with an interim report due at October 2012.

3.2.3 Deliverable 3

Project participants - consideration of the participation and levels of accountability amongst the various stakeholders, sponsors, client groups etc. Evaluation of the roles and responsibilities of participants to determine their contributions, including consideration of:

- the extent to which the project serves and reflects the wider community,
- the application of equal opportunities
- levels of participation (high or low? active or passive?)
- feedback from participants

Timescale: September 2011 – November 2013, with an interim report due at October 2012.

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

3.2.4 Deliverable 4

A Summative evaluation- An appraisal of what difference the project has made including appropriate output, outcome and impact measures that will enable a robust assessment of the projects efficacy and determine the extent to which the following aims of the LIFT project were met:

1. Increase collaboration and partnership working
2. Delivery of a flexible and adaptable leadership programme
3. A noticeable increase in transferable leadership and business management skills
4. An increase in the achievement of management qualifications (L5)

Timescale: Final report due November 2013

3.3 The Assessment Process

Tenders are to be submitted electronically by **5pm on 4 July 2011** to tenders@skillsforjustice.com. PDF tender submissions will **not** be accepted.

A maximum number of words for each section is 2,000. We expect the tender to be in the region of £30,000.

In order to be shortlisted, organisations will have to pass a two stage assessment process:

Part A will assess the quality of the applicant's proposition and its ability to deliver the evaluation against the criteria provided. This is a gateway process and Part A must be passed before being considered for the following stage.

Part B will consist of a telephone interview that will assess the overall suitability of the evaluation against the requirements of the contract.

Parts A and B will be assessed according to the scoring scheme given.

Following the assessment of your written documentation, the Tender Board will shortlist organisations and invite them to a Part B telephone discussion.

4. Assessment Criteria

Suppliers will be expected to meet all the criteria identified in these tables. The weighting as a % of the overall score is indicated for each criteria.

The following assessment criteria will be used to determine the most appropriate bid.

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

Key criteria 1: Understanding of the Project and the Objectives		Weighting
Key Tests:		10%
1	Does the supplier understand the scope of the project?	
2	Are the objectives clearly defined?	
3	Do the objectives address the project requirements?	
Key criteria 2: Evaluation Methodology		Weighting
Key Tests:		10%
1	Is there a clear and comprehensive methodology?	
2	Have alternative methodologies been considered?	
3	Is the methodology, valid, reliable and suitable?	
Key criteria 3: Track Record		Weighting
Key Tests:		5%
1	Does the supplier have experience of delivering this kind of work?	
2	Has previous work been successfully delivered to budget and timelines?	
Key criteria 4: Project Team		Weighting
Key Tests:		5%
1	Does the proposed project team possess the competencies and skills needed to deliver the work?	
2	Is the proposed size of the project team sufficient to carry out the work?	
3	Has evidence (biographies/CVs) been supplied which indicate experience of similar work?	
Key criteria 5: Project Delivery		Weighting

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

Key Tests:		20%
1	Is there a clear outline of project delivery?	
2	Is there a realistic and efficient time scale for the delivery of the project?	
3	Are the project milestones in place and do they link in to each other?	
Key criteria 6: Project Measurables		Weighting
Key Tests:		20%
1	Are the project outputs clearly defined?	
2	Are the project outcomes clearly defined?	
3	Are the project impacts clearly defined?	
Key criteria 7: Assurance and Risk		Weighting
Key Tests:		5%
1	Are there project management structures in place?	
2	Is there an adequate quality assurance system?	
3	Has there been identification and mitigation of potential risks?	
Key criteria 7: Equal Opportunities		Weighting
Key Tests:		5%
1	Does the proposal adequately address issues of Equal Opportunities?	
Key criteria 7: Pricing		Weighting
Key Tests:		20%
1	To what extent do the proposal costings provide value for money?	
Minimum Pass level = 50% of available marks i.e. you must achieve 50% of the marks available in each section for your proposal to continue to be considered.		

INVITATION TO TENDER

Evaluation of Supply of Leadership Development to the Welsh Community Service Sector

Tender Ref: W170611

APPLICATION INSTRUCTIONS AND GENERAL INFORMATION

1. General Information

These instructions are designed to ensure that all applications are given equal and fair consideration. Please read the instructions carefully as failure to comply with them may invalidate your application.

These instructions apply equally to the following application documents which have differing purposes and will be used at different times. It will be made clear at the time which document you are being asked to complete and return to us.

- a. Pre-Qualification Questionnaire (PQQ) - used to assist Skills for Justice in assessing which suppliers meet required eligibility criteria. The application is likely to be followed by one of the following two documents;
- b. Invitation to Quote (ITQ) - used by Skills for Justice to invite prospective suppliers to quote on a detailed procurement requirement specification for a specific project or specific competency. The project is likely to be low/moderate value, low risk or non complex.
- c. Invitation to Tender (ITT) – used by Skills for Justice to invite prospective suppliers to write a full tender based on a detailed procurement requirement specification for a specific project or specific competency. The project is likely to be higher value, higher risk or more complex than simply requiring a quote.

For ease of use the rest of these instructions will refer to the “application”.

2. Inducement

Offering an inducement of any kind in relation to obtaining any contract with Skills for Justice will disqualify your application immediately and may constitute a criminal offence.

3. Confidentiality

It is your responsibility as the applicant to ensure the pricing and delivery information is not disclosed to any other party before the submission deadline, failure to comply with these conditions may disqualify your application.

Specifically you are advised not to:

- i. Inform anyone else of your pricing
- ii. Try to obtain information about another suppliers application before the deadline; or
- iii. Arrange to share information with another organisation about whether or not they should apply, or about each others pricing

4. Submitting your Application

- a. It is important that you provide all the information we have requested in the format and order specified. Please contact tenders@skillsforjustice.com if you have any doubts as to what is required or you have difficulty in providing the information requested. We do not accept applications in Portable Document Format (PDF).
- b. If you need to ask a question to clarify the specification and requirements you must send it to tenders@skillsforjustice.com, Please put the title of the tender and the reference number in the subject line of the email, all questions will be answered as quickly as possible and a question and answer document will be publicly available on our website: <http://www.skillsforjustice.com/template01.asp?pageid=656>, all applicants submitting questions will remain anonymous.
- c. Unless specifically requested, you do not need to provide supporting documents. We may however request to see documents at a later stage and may seek further clarification on particular aspects of your submission.
- d. Ensure you respond to the specification and requirements as fully but succinctly as possible, you should observe any word count indicators as failure to do so will result in lower marks.
- e. Skills for Justice will not enter into any pre-contract negotiations.
- f. Skills for Justice will not reimburse any costs of preparing any application.

4.1 Electronic Submission

- a. Tenders are to be submitted electronically in a word document to tenders@skillsforjustice.com, PDF applications will not be accepted.
- b. By submitting an application electronically please be aware that:
 - i. Submitting your application or copying it to any other Skills for Justice e-mail address, or personal e-mail address of a Skills for Justice employee will invalidate it;
 - ii. It is your responsibility to ensure that copies of any electronic document or attachments are appropriately secure and “tamper” proof;
 - iii. E-mails containing large files as attachments can be delayed or blocked by e-mail systems. To minimise delays in submission caused by technical difficulties e-mails should not be greater than 10mb in size. If necessary attachments should be compressed or zipped and pictures or photographs should be removed;
 - iv. Submissions which are bordering on the 10mb limit MAY NOT reach the Tenders inbox.
 - v. All submissions which reach the Tenders inbox will trigger an automated email response confirming receipt, individual personal receipt emails will not be sent.
 - vi. If you DO NOT receive this automated email response your submission has NOT been received.
 - vii. Late submissions will not be considered, whatever the cause of the delay.

4.2 Paper Submission

- I. It is the preference of Skills for Justice that applications are received electronically.
- II. Receipt of electronic copies will take precedence over the receipt of a paper copy.
- III. In the event that a paper copy of the application is submitted please be aware that:
 - i. Envelopes and packages must bear no reference to you or your organisation by name;
 - ii. Franking machines which automatically print the company's name should not be used;
 - iii. Envelopes must be addressed marked "TENDER – PRIVATE AND CONFIDENTIAL", with the name of the Project and the closing date prominently marked on the envelope. Submitting your paper application in any other manner will either invalidate it, or it may not be forwarded to the correct person;
 - iv. Paper copies must be delivered to reach Skills for Justice by the same closing time and date as electronic copies; and
 - v. Late applications will not be considered, whatever the cause of the delay.

4.3 No Submission

- I. If having read our invitation you decide not to respond, please e-mail your reasons (although you have no obligation to do so) to tenders@skillsforjustice.com and include No Submission in the subject line of the email.

5. Receipt and Acceptance

- a. Applications will be accepted up to the time and date stated. Those received before the due date will be retained unopened until then and cannot be accessed by the Tender Board.
- b. It is your responsibility to ensure that your application is delivered no later than the appointed time.
- c. Skills for Justice accept no responsibility for applications that were received after the stated deadline, whatever the cause of the delay.
- d. By inviting you to apply, Skills for Justice is not bound in any way and does not have to accept any application.

6. Incomplete or Inaccurate Applications

- a. Where applications are submitted and the information requested has not been completed in full, they will be considered as non-compliant and removed from the process.
- b. When errors are identified in a submitted application, the submitting organisation will be contacted to seek clarification as to what the correct information should be. The decision to either ask them to withdraw their application or forward an amendment must be taken on the grounds that the error must not in any way distort competition or threaten the integrity and Applications may be rejected if the information asked for is not given at the time.
- c. You may submit revised applications electronically up to the closing date and time. You must state in the body of the email of the revision that any previous application has been superseded. Skills for Justice will then only review the most recent application and discard all others. Once the application deadline has passed you cannot amend or change your application.
- d. Skills for Justice reserves the right to vary the dates in the published timetable as circumstances dictate, but will endeavour to notify you as considered appropriate.

7. Evaluation

- a. The process will be conducted in a manner that ensures applications are evaluated fairly to ascertain a preferred supplier.

8. Award of Contracts

- a. Whilst every endeavour has been made to give you an accurate description of the requirements and specification, you should make your own assessment about the methods and resources required to meet those requirements.
- b. Successful applications will be based on the ability to interpret the specification and successfully meet the evaluation criteria
- c. No invoices will be paid until contracts have been signed according to Skills for Justice requirements. It is entirely at the suppliers risk to commence work for Skills for Justice before the contract is properly agreed and signed.

9. Feedback

- a. Following the award of a contract, feedback will be available to unsuccessful applicants on written request.
- b. Once the contract has been awarded Skills for Justice will not enter into any further negotiation with unsuccessful companies.

KEY DOCUMENT REFERENCE

See accompanying reference documents.