



Invitation to Tender (ITT)

**Provision of Leadership
Development Training Services
(Reference - FRC2025-053)**

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1. Background

The Financial Reporting Council (FRC) regulates auditors, accountants and actuaries and sets the UK's Corporate Governance and Stewardship Codes. As the Competent Authority for audit in the UK, we set auditing and ethical standards and monitor and enforce audit quality.

The purpose of the FRC is to serve the public interest and support UK economic growth by upholding high standards of corporate governance, corporate reporting, audit and actuarial work.

The FRC's core objectives are: -



To deliver our objectives, the FRC work has four core dimensions.



Please see overleaf for information on this specific project / requirement.

2. Project Requirements

Purpose & Background

Our people are our strength, and we have been working over several years to improve our culture, diversity and approach to leadership development. At present, our default for leadership programmes is the Civil Service Learning (CSL) however due to some of the sensitivity of our work and the shadowing approach in some programmes we have identified a gap. We therefore require Leadership Development Training Services (specifically, for those in senior leader roles whether established, new recruited or newly promoted). We intend to have an additional supplier(s) for a structured programme of leadership development so that our senior leaders can engage with leaders at a similar job level/grade across other sectors and have the option to undertake this type of training in a residential as well as online setting.

Scope overview

We have identified the need to appoint a preferred supplier(s) to facilitate the training needs of senior leaders within our organisation on a 'needs when' basis. Whether this be for established FRC leaders, those recruited into senior roles or those internally promoted into senior leadership roles. We anticipate this will be up to 15 people over a three-year period with no specific annual commitment. We acknowledge that this number may increase, however no commitment is given to precise numbers at this time.

The aim of the leadership development is for the FRC delegate to develop and enhance skills which will enable them to lead in times of uncertainty and ambiguity and ensure organisational agility in an ever-evolving financial landscape.

We expect the programme(s) to be: -

- Established with a track record of successful learning outcomes
- Experience of designing and delivering leadership programmes across the public, regulatory and financial services sectors
- Commitment to cross sector diversity
- Applicable for all leaders at senior level
- Referencing to the importance and impact of good practice around Diversity, Equality and Inclusion (DE&I)
- Relevant and Focused (on key leadership challenges and skills), not necessarily sector specific
- Developing skills including, but not limited to, effective communication, creating high performing teams, critical thinking, problem solving and decision making, strategic planning and execution, personal influence, digital savviness and future proofing.
- Open/public cohorts to enable cross sector/organisation interactions (i.e. not just FRC delegates)

- Option of different delivery methods, face to face / online / residential with mixed delegate groups. (i.e. not just FRC delegates)
- Proportionate in terms of length / time commitment. 9 months maximum
- Cost effective
- Create a safe space on the programme for delegates to share leadership challenges
- Provides a structure to enable delegates to embed learning/action planning
- Provides opportunity to hear from very senior leaders across a range of sectors about leadership
- Provides a mechanism to build and develop networks after conclusion of the programme and keep in touch with provider

What we are **not** looking for;

- Formal accredited training programmes aligned with organisations such as Chartered Management Institute (CMI) or Institute of Leadership & Management (ILM). We already have access to these via Civil Service Learning (CSL)
- Design reliant on business shadowing or exchange
- Closed cohorts only for FRC delegates

Key deliverables (and anticipated benefits)

The Leadership Development Training Services should equip the delegates with the tools to lead, inspire, motivate, influence and guide their teams and/or stakeholders to achieving common positive goals.

Enhance leadership capabilities in the areas of

- Leading and managing change
- Developing people
- Visible leadership
- Strategic thinking
- Evidence-based decision making
- Connectivity (across internal and external stakeholders)

Liaison arrangements

The successful Supplier will liaise with the FRC's Head of Learning and Organisational Development.

Cost

The tenderer should provide a fee for the Services. You should provide a clear breakdown of costs. We anticipate the spend for the provision of leadership development services over three years to be approximately £75,000. There will be an option to extend for a further 12 months. (Please note the cost of the proposed extension is not included in the original total estimated value).

3. Your tender response

Evaluation

You should submit one proposal (using the provided Tender response document) addressing how you meet / propose to meet the FRC's Requirements. You may provide existing brochure / information however it is imperative that you clearly indicate how you will meet the FRC's requirements.

	Our Requirement	You should demonstrate
	Conflict of Interest	<p>Please confirm that a conflict of interest check has been carried out and that check revealed</p> <ul style="list-style-type: none"> no conflicts of interest / the following conflict exists and the proposal to manage / mitigate this conflict of interest it. <p>(delete as appropriate)</p> <p>We confirm our organisation has a plan to monitor and report Conflict of Interest that may arise during the duration of the (proposed) contract.</p>
1	Transferrable experience 25.00%	<ul style="list-style-type: none"> Established with a track record of successful learning outcomes (which are easy transferable for FRC delegates). Transferrable experience of designing and delivering leadership programmes across the public, regulatory and financial services sectors Transferable experience in delivering leadership development programs to senior leadership teams and/or individuals.
2	Embraced / embedded Diversity 15.00%	<ul style="list-style-type: none"> Commitment to cross sector diversity Applicable for all leaders at senior level Referencing to the importance and impact of good practice around DE&I
3	Programme Structure 35.00%	<ul style="list-style-type: none"> The training provider must demonstrate the ability to meet our learning outcomes. The training provider must have industry credibility. Relevant and Focused (on key leadership challenges and skills), not necessarily sector specific Developing skills including, but not limited to, effective communication, creating high performing teams, critical thinking, problem solving and decision making, strategic planning and execution, personal influence, digital savviness and future proofing. Open/public cohorts to enable cross sector/organisation interactions (i.e. not just FRC delegates) Option of different delivery methods, face to face / online / residential with mixed delegate groups. (i.e. not just FRC delegates)

		<ul style="list-style-type: none"> Proportionate in terms of length / time commitment. 6 months maximum
4	Cost 25.00%	<p>Your proposal must</p> <p>Provide a clear breakdown of costs.</p>

Timelines

Date/Time	Activity
30/06/2025	Publication of the Invitation to Tender
09/07/2025 before 12noon	Supplier's Deadline to submit clarification questions
11/07/2025 by 12 noon	<p>FRC's Deadline for publication of responses to clarification questions</p> <p>FRC will endeavour to meet this deadline</p>
28/07/2025 by 12noon	Deadline for supplier submission of tender to the FRC.
w/c 18/08/2025	Tender Outcome
1 st September 2025	Contract commencement

Scoring approach

Bids will be scored on your ability to meet our requirements using the scoring approach: -

Score	Criteria for awarding score
0	<p>Unacceptable</p> <p>Does not satisfy any part of the requirement. Does not comply with and/or insufficient information provided to demonstrate that the bidder has the ability, understanding, experience, skills, resource and quality measures required to provide the services, with little or no evidence to support the response.</p>
25	<p>Poor</p> <p>Satisfies only minor aspects of the requirement. Or can carry out some or all of the required services but not to a sufficient standard. Strong concerns over relevant ability, understanding, experience, skills, resource, and quality measures required to provide the services.</p>
50	Fair

	Satisfies part of the requirement only, not the full requirement. Or can carry out all required services but not to a sufficient standard. Minor Concerns over relevant ability, understanding, experience, skills, resource, and quality measures required to provide the services.
75	<p>Good</p> <p>Satisfies the requirement, with minor additional benefits. Supplier has the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services, but the supplier has also provided relevant innovative methodology, or relevant added value services which will directly enhance the service required, giving minor additional benefit to FRC.</p>
100	<p>Excellent</p> <p>Satisfies the requirement, with major additional benefits. Supplier has the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services, but the supplier has also provided relevant innovative methodology, or relevant added value services which will directly enhance the service required, giving major additional benefit to FRC.</p>

4. Tender Process

Conduct

The tenderer must not communicate to any person the tender price, even approximately, before the date of the contract award other than to obtain, in strict confidence, a price for insurance required to submit the tender.

The tenderer must not try to obtain any information about any other person's tender or proposed tender before the date of the contract award.

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

The tenderer must not offer any incentive to any member of FRC's staff for doing or refraining from doing any act in relation to the tender.

If the tenderer engages in any of the activities set out in this paragraph or if FRC considers the tenderer's behaviour is in any way unethical FRC reserves the right to disqualify the tenderer from the procurement.

The tenderer represents and warrants that a conflicts of interest check has been carried out, and that check revealed no conflicts of interest.

Where a conflict of interest exists or arises or may exist or arise during the procurement process or following contract award the tenderer must inform the FRC and submit proposals to avoid such conflicts. The successful supplier should be aware that the FRC's conflict of interest assessment is for the whole contract life / ongoing and input from the successful supplier may be required at key stages (such as when new information comes to light).

Tenderers must obtain for themselves at their own responsibility and expense all information necessary for the preparation of tenders. The FRC is not liable for any costs incurred by the tenderer as a result of the tendering procedure. Any work undertaken by the tenderer prior to the award of contract is a matter solely for the tenderer's own commercial judgement.

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

Questions & Clarifications

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

Tenderers may raise questions or seek clarification within the timeframe by sending questions to procurement@frc.org.uk in the following format.

Nature of query / clarification	Query / Clarification

FRC will not enter into exclusive discussions regarding the requirements of this ITT with tenderers.

To ensure that all tenderers have equal access to information regarding this tender opportunity, FRC will publish all its responses to questions raised by Tenderers on an anonymous basis.

Responses will be published in a questions and answers document to all Tenderers who have indicated that they wish to participate.

Due Diligence

While reasonable care has been taken in preparing the information in this ITT and any supporting documents, the information within the documents does not purport to be exhaustive nor has it been independently verified.

Neither FRC, nor its representatives, employees, agents or advisers:

- makes any representation or warranty, express or implied, as to the accuracy,
- reasonableness or completeness of the ITT and supporting documents; or
- Accepts any responsibility for the adequacy, accuracy or completeness of the information contained in the ITT and supporting documents nor shall any of them be liable for any loss or damage, other than in respect of fraudulent misrepresentation, arising as a result of reliance on such information or any subsequent communication.

It is the tenderer's sole responsibility to undertake such investigations and take such advice, including professional advice, as it considers appropriate in order to make decisions regarding the content of its tenders and in order to verify any information provided to it during the procurement process and to query any ambiguity, whether actual or potential.

It is a requirement that the successful supplier is not on the UK Governments debarment list with a mandatory exclusions, furthermore the supplier must (i) comply with all applicable laws and regulations including, without limitation, the Bribery Act 2010, the Equality Act 2010 and the Modern Slavery Act 2015; and (ii) in addition to any contractual requirement(s), inform the FRC immediately upon becoming aware of any event (including actual or threatened court proceedings) which may impact upon the reputation of the FRC, whether or not connected with the Supplies and/or Services.

Submitting a Tender

Tenderers must submit their tender response within the deadline to procurement@frc.org.uk.

Where a **Tender Response Template** is provided, potential providers must align their tender response with that format.

A Tender must remain valid and capable of acceptance by the Authority for a period of 90 days following the Tender Submission Deadline. A Tender with a shorter validity period may be rejected.

The FRC reserves the right to take up references. You may be required to provide references in the Tender Response Document / upon request. References must be relevant to the FRC requirement and in the last five years.

The Terms and Conditions will apply to this proposed Agreement are contained in the Tender Response document and should be accepted with no material changes.

Evaluation

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

Acceptance of Tender & Notification of Award

FRC reserves the right to amend, add to or withdraw all or any part of this ITT at any time during the procurement.

FRC reserves the right to reject your tender submission if there is a conflict of interest that cannot be managed / mitigated.

FRC shall not be under any obligation to accept the lowest price tender or any tender and reserves the right to accept such portion or portions as it may decide, unless the tenderer includes a formal statement to the contrary in the tender. FRC also reserves the right to award more than one contract to fulfil the requirement.

The tenderer will be notified of the outcome of the tender submission at the earliest possible time.

Where the procurement process is subject to EU public procurement directives, a minimum standstill period of 10 calendar days will apply between communicating the award decision electronically to tenderers and awarding the contract.

Nothing in the documentation provided by FRC to the tenderer during this procurement or any communication between the tenderer and FRC or FRC's representatives, employees, agents or advisers shall be taken as constituting an offer to contract or a contract. No tender will be deemed to have been formally accepted until the successful tenderer has received a formal contract award letter from FRC.

5. Additional Information

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