

# Writing Winning Tenders

How to Write Winning Tenders for Public Sector Funding and Other Contracts - in the Voluntary and Community and Social Economy Sectors

## Programme Outline



NAVIGATE CHANGE CONSULTING  
MANAGEMENT CONSULTING AND TRAINING SOLUTIONS

2011 Programme



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## 1 PROGRAMME DESCRIPTION

### 1.1 General Introduction

Each year billions of pounds and euros in new business are awarded to the voluntary and community/ charity sector via a process of written tenders and proposals. The ability to write effective tenders is therefore a core business skill, **particularly at a time of recession and reduced public expenditure when such processes are becoming increasingly competitive.**

Despite this increased need; these skills are restricted in many organisations and staff are left unprepared with the daunting and high-pressure prospect of writing a lengthy tender document that is important to the future success of their organisation.

This one-day programme is aimed at introducing a sustainable and continually improving tender-writing capability within your organisation. This includes provision of an adaptable tender template so as to promote strong tender and proposal development.

### 1.2 The Writing Winning Tenders - Programme Aim

The aim of the programme is:

- *To provide participants with the knowledge on how to develop persuasive written tenders and proposals that meet the needs of their clients/ funding organisations and potential clients/ funding organisations.*

**Ultimately the programme aims to challenge and transform an organisation's ability to source, target and develop strong tender documents.**

This is particularly aimed at staff and individuals, from the voluntary and community/ charity sector who need to develop their tendering capability and confidence in bid writing.

### 1.3 The Benefits of the Programme

The benefits of the programme for participants include:

Learning on:

- What sells a tender to a buyer – what would make a buyer choose your tender over many others;
- Where to seek tender opportunities – the sources of opportunities;



- How to choose, plan and deliver strong and credible tenders;
- How to structure an effective tender;
- How to continually improve tender writing.

**The programme also provides participants with a ‘soft-copy’ tender document template that provides a strong foundation for future tender development.**

#### **1.4 Programme Contents**

- The importance of effective tendering – why buyers choose the successful tender;
- What sells your tender – over competing tenders;
- Sources of tendering opportunities;
- How to decide which bids to go for;
- Approaches to researching and planning an effective bid;
- Approaches to structuring an effective bid;
- How to write a strong tender:
  - The key components of an effective bid;
  - Do’s and Don’ts;
- Demonstrating capability;
- How to widen the range of tenders that you can bid for – including how to develop partnerships;
- The importance of sustainable development and return on social investment;
- The Commercial Proposal;
- Submission;
- Evaluation;
- A template for writing a strong tender document.

Participants also receive a high quality and detailed *participant pack* that includes all the training materials, additional supporting material, workbook material and a copy of the tender document template. Based on feedback from previous delivery; participants identify this as a key resource that supports continual improvement in tender writing.

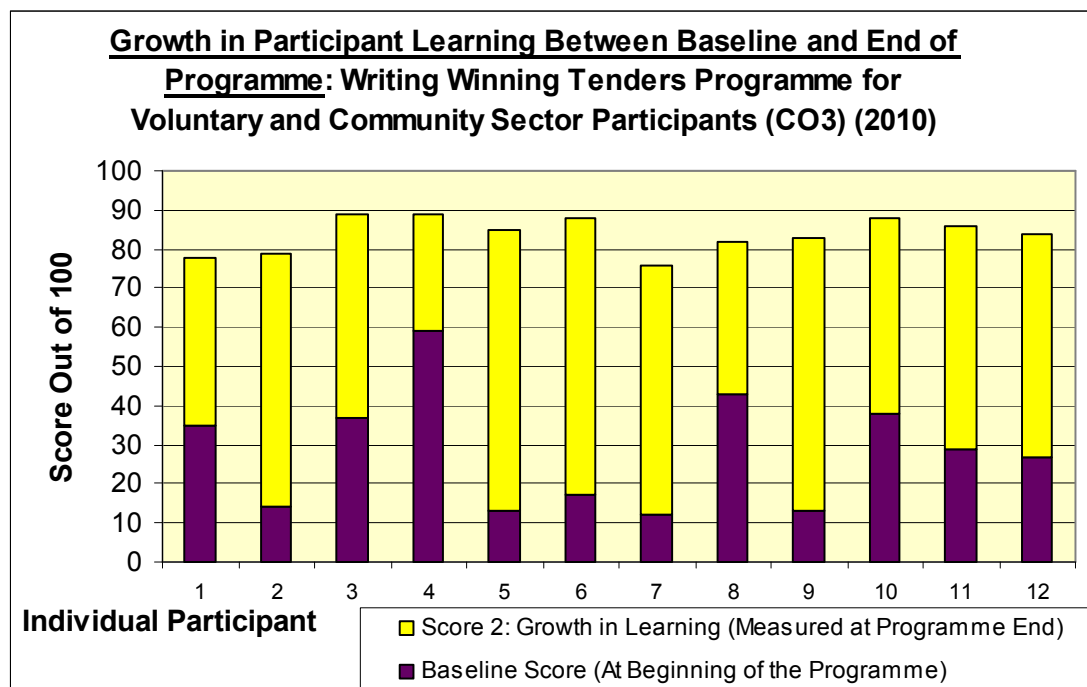
#### **1.5 Growth in Learning from the Writing Tenders Programme**

As part of the delivery of this programme we measure outcomes in terms of growth: in the learning, understanding and the ability of participants to improve their capacity and confidence to write winning tenders. Our approach involves taking a *self-assessed* baseline score against 10 key criteria as follows:

1. Knowledge on the sources of potential tenders;
2. Understanding why clients buy;
3. How to understand client needs;
4. How to plan an effective bid;
5. How to structure an effective tender document;
6. What can set your tender apart from the competition;

7. How to expand your opportunities through partnering;
8. How to manage a tender writing process;
9. Using case studies and examples to sell your bid;
10. How to use evaluation and learning to continually improve bid writing.

At the end of the programme a second self assessment score is recorded with the growth in participant learning recorded. The outcomes at the recent *Writing Winning Tenders* programme for a cross section of voluntary and community organisations on behalf of the Chief Officers of the 3<sup>rd</sup> Sector (CO3) *membership body* are shown in Figure 1.5. This demonstrates a mean increase in the knowledge and capability of participants of over 250%. These strong outcomes are typical of the tender writing programmes that we deliver.



**Figure 1.5 Growth in Participant Knowledge at the Writing Winning Tenders Programme for CO3 2010**

## 1.6 Navigate Change Consulting

Navigate Change Consulting are based in Belfast and have extensive experience of working with organisations, across the UK and Ireland on the development of successful tenders. This includes particular experience of supporting voluntary and community and social networking organisations. We value experience and allocate consultants to projects to ensure a highly accomplished team with extensive experience and a track record of successful delivery. Our programmes are designed to include a wide range of innovative delivery and are highly interactive.

A small number of our recent clients from the voluntary and community sector are set out in Figure 1.6. This includes, though is not restricted to, examples of organisations where we have delivered this Writing Winning Tenders Programme.



**Figure 1.6: A Small Selection of Recent Clients from the Voluntary and Community Sector**

#### **What Makes Navigate Change Consulting Unique?**

Navigate Change Consulting provide delegates with a high quality participant pack that would offer an expansive range of materials to support future effective tender delivery. This includes slide materials, supporting guides, practical workbook materials and a tender template for future delivery.

The materials have received very strong feedback as a resource that can help sustain and develop tendering capacity within participant organisations.

Further information on Navigate Change Consulting can be found at [www.navigatechangeconsulting.com](http://www.navigatechangeconsulting.com).

## **1.7 Cost**

This is a professional tender writing programme with significant long-term benefits for participants and their organisations. Where delivered as an in-house programme<sup>1</sup> the fixed price cost of the delivery to the client organisation would be **£720 (€850)**. This places the cost of delivery at **£46 (€53) per participant** (based on 16 participants) or **£61 (€70) per participant** (based on 12 participants).

<sup>1</sup> The venue for this in-house programme would be the responsibility of the client organisation. This can often be accommodated at the client premises at no additional cost or a suitable alternative venue.

This includes all costs<sup>2</sup> (with the exception of expenses – if relevant<sup>3</sup>) associated with training over the duration of a single day for up to 16 participants. The cost includes:

- Design and development of the programme;
- Delivery of all training over a single day duration;
- Development of trainee packs (including all materials, modules and tools);
- Provision of a template to support the writing of a future tender document.

## 1.8 Contact and Key Provider

Ian McKay  
Director  
Navigate Change Consulting  
Tel. 07788 401 052 (mobile) – **preferred method of contact**  
Tel. Outside UK: 0044 7788 401052  
Email: [ian.mckay@navigatechangeconsulting.com](mailto:ian.mckay@navigatechangeconsulting.com)  
Website: [www.navigatechangeconsulting.com](http://www.navigatechangeconsulting.com).

## 1.9 Experience of Our Key Provider

Ian McKay is a graduate of the University of Ulster and has delivered management consultancy and training for over 14 years. This has included working as Principal Consultant with the Dublin based Horwath Consulting Ireland and as Director and Principal Consultant of Navigate Change Consulting. During that period Ian has delivered consultancy across the UK, Ireland and the U.S. He has also built extensive experience on how to develop strong tender documents. This has included supporting the voluntary and community sector, the social economy and small business sector and developing complex tenders in partnership with leading blue-chip companies and academic institutions such as the Matrix Knowledge Group, Mott MacDonald, Oakleigh Consulting, the University of Central Lancashire, University of Glasgow and the Cardiff Business School.

It is the learning from this expansive track record that has enabled Ian to develop the adaptable template - provided to all participants.

Further examples of Ian's tendering experience (including some examples while in previous employment) are highlighted in Figure 1.9 (over page).

In addition to this programme he delivers the Institute of Business Consulting's Certificate in Management Consulting Essentials and Diploma in Management Consultancy (Degree level).

Ian is a Certified Management Consultant with the Institute of Business Consulting and holds the Institute's Certificate and Diploma in Management Consultancy among a wide range of other professional qualifications.

<sup>2</sup> VAT is not payable on this amount and this represents an 'all-in' price for design, delivery and all materials.

<sup>3</sup> If relevant expenses would be payable up to an agreed ceiling.



Tendering	Partners	Business	Sector
	Alison James Consultant (London)		O'Reilly, Hyland, Tierney and Associates, Quantity Surveyors (Dublin)
	Arup (Global)		Ramboll Management (Copenhagen, Denmark)
	ASM Horwath (Belfast)		Tim Mason Consultant (London)
	Campbell Conroy Hickey Partnership Architects (Dublin)		Transtech (UK)
	Collins Maher Martin Architects (Dublin)	<b>Tendering Partners: Academic</b>	
	Green and Kassab (Worthing)		Alder Hey Children's Hospital, (Liverpool)
	Goldblatt McQuigan (Belfast)		Cardiff Business School (Wales)
	Horwath Bastow Charleton (Dublin and Limerick)		University of Glasgow
	Horwath Consulting Ireland (Belfast and Dublin)		Great Ormond Street Hospital for Children (London)
	Information Management Associates (UK)		University of Central Lancashire (Preston)
	Matrix Knowledge Group (London and Washington)		University of Ulster (Belfast)
	Mott MacDonald (Global)		University of Utah Hospital (Salt Lake City, U.S.)
	Oakleigh Consulting (UK-wide)		Yale University Hospital (New Haven, U.S.)

*Table 1.9 Selection of Recent Tendering partnerships led by the Programme Facilitator: Ian McKay*

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## 1.10 Disclaimer

Tendering is, of course, a competitive and complex process and this, nor any other support, can assure success on specific invitations to tender. However the approach promotes the development of each organisation's ability to write a strong tender as a sustainable resource.

## 1.11 Participant Testimonials

Finally a small selection of client testimonials are provided below. For further information on the programme, please contact Ian McKay – see Section 1.8 for contact details.

*“The delivery was very comprehensive with well written materials, interactive activities and group work.”*

**Nicci Smith, Include Youth**

*“This was an excellent programme. The structure of the day was well organised, well paced and very informative. Excellent Resources. The presenter’s style of delivery contributed greatly to the success of the day.*

*A most beneficial programme.”*

**Jude Lynch, Leading Edge Leadership**

*“The programme took us through the entire tendering process and was in-depth in nature. Very worthwhile.”*

**Aine McCabe, Blackie River Community Group**

*“It was a practical-focused workshop appropriately pitched to the learning needs of audience. I picked up real advice and skills which I will definitely use when I next write a tender application.”*

**Brenda Lappin, The Bytes Project**