



## **Request for Proposal (RFP) for Strategic internal communications support**

### **1. RFP Background & Objectives**

Wellcome is seeking a qualified and experienced agency to provide strategic internal communications advice, content creation and creative assets. The successful agency will work closely with our in-house internal communications team to enhance our activities across Wellcome and Wellcome Collection, in line with our beliefs and values and brand guidelines, to effectively engage our employees on a range of issues.

The Wellcome Trust is a global charitable foundation. We improve health for everyone by funding science, leading policy, and advocacy campaigns, and building partnerships. We plan to spend £16bn over the next ten years, funding new discoveries in life, health, and wellbeing, and taking on three global health challenges: mental health, infectious disease and climate and health.

Our headquarters on the Euston Road in central London houses the vast majority of our ~1,000 employees, as well as our service partners, agency workers and building tenants. We also have a small office in Berlin focussed on advocacy in support of our health challenges.

We have an in-house team of five dedicated to internal comms, covering the breadth of Wellcome's activity from our mission, strategy, HR, corporate and operational activity, and Wellcome Collection, our free public museum and gallery.

Our organisation values open communication, collaboration, and the well-being of our employees. We recognise the importance of effective internal communication in fostering a positive workplace culture and driving our mission forward.

### **2. RFP Specification**

Like many organisations, Wellcome is complex, with a diverse range of activity being delivered through scientific funding, policy and advocacy, D&I, investments, and cultural programming. Our employee population is similarly diverse, with numerous audience segments requiring distinct communications considerations.

Two years ago we launched a new strategy, which was followed by an organisation redesign process. Since then, the organisation has been running a high number of change programmes in parallel, which has squeezed mission-focused communications on our internal channels.



We often find ourselves competing for our employees' attention and engagement with multiple messages delivered through a modest suite of channels, with too much content on operational activities and change, and too little on the delivery of our mission.

We would value some support in helping us rebalance the overall focus of our internal communications, to help deliver a high-quality experience for our employees, as well as some external perspective and advice on improvements to our approach that will enable us to tell a more consistent and compelling story. Over the course of 2024 alone, we will be delivering the following key programmes:

- Implementing a new strategy and organisational structure for Wellcome Collection, our free museum and library on Euston Road.
- Embedding our new Beliefs and Values, and introducing a programme to evolve our organisational Culture in line with these.
- Evolving our architecture for Employee Voice – the way we listen and respond to staff feedback. This includes an imminent decision on trade union recognition, a new employee consultative body, and reviewing our approach to staff networks.
- Revising our approach to performance management and reward/recognition, moving away from individual performance ratings and bonus to a group bonus for delivering against organisational priorities.
- Reviewing progress against our organisational Equity, Diversity and Inclusion goals, and revising our EDI strategy accordingly.

The selected agency will be responsible for three key areas: strategic advice and counsel, content creation and creative assets.

### Scope of the brief

*A. Strategic Advice and Counsel. On an ongoing basis, the agency will be required to:*

- Offer strategic guidance and input on internal communication best practices and latest sector developments, tailoring recommendations to Wellcome Trust's organisational structure, mission and culture.
- Provide insights and suggestions for optimising communication channels, frequency, and methods to maximise employee engagement
- Advise on crisis/reputational communication strategies and help manage sensitive internal communications, when needed.
- Assist with planning based on the advice given, to enable us to land our internal communications effectively in line with a broader narrative, in way that achieves maximum cut through with the audience.

*B. Content Creation. The agency will be required to:*

- Assist in crafting messaging for key internal campaigns, events, and announcements.



- Develop compelling, relevant and concise written content for various internal communication channels, including emails, newsletters, intranet articles, and announcements / speaking notes.
- Collaborate with internal teams across Wellcome, as directed by the Internal Communications team, to create content that supports delivery of Wellcome's Mission, in line with programme goals.
- Occasionally create multimedia assets, such as videos or animations, to convey complex information and messages in an engaging and accessible manner.
- Liaise with Wellcome's Brand and Creative Team as required to ensure consistency of brand identity.
- Ensure that all content aligns with Wellcome Trust's tone of voice, values, and messaging guidelines.
- Ensure that all content is accessible and aligns with Wellcome's broader equity, diversity and inclusion priorities.

#### Key deliverables

The agency will be expected to deliver the following:

- Strategic advice, counsel, recommendations and guidance on internal communication strategy and execution, delivered through an initial set-up period and then at regular intervals and on an ad-hoc basis for urgent projects / reputational issues.
- High-quality messaging and written content for specific internal communication projects (to be discussed and agreed)
- Creative assets to support effective delivery of internal communications, including graphics, templates, multimedia content, and visuals, in various formats.

### 3. RFP Timetable

#	Activity	Responsibility	Date
1	RFP issue to Suppliers and listed on Contract Opportunities webpage	Wellcome	04 Dec 2023
2	Submission of Expression of Interest and Supplier Q&A	Supplier	11 Dec 2023
3	Return of Supplier Q&A to Suppliers	Wellcome	18 Dec 2023
4	Submission of RFP Response (in line with requirements set out in section 5)	Supplier	15 Jan 2024
5	RFP Evaluation Period	Wellcome	15 Jan 2024 to 24 Jan 2024
6	Supplier Presentations	Supplier	29 Jan 2024 to 02 Feb 2024
7	Notification of Contract Award	Wellcome	Early Feb 2024



8	Contract Negotiation	Wellcome & Supplier	Complete by 19 Feb 2024
9	Contract Start Date	Wellcome & Supplier	End of Feb 2024

#### 4. Response Format

The following headers support the timetable by providing further detail of the key steps.

##### Expression of Interest and Supplier Q&A

Suppliers are asked to submit a short expression of interest by e-mail to the Wellcome contact in accordance with the RFP timetable, which should contain the following information:

- Confirming whether you are intending on submitting a full proposal
- Ask any questions you have relating to this RFP
- Confirming whether you are submitting a proposal as a registered company or an individual
- If an organisation please provide registered name, address, and registration number
- A non-binding cost estimate as a single figure in GBP

Submitting an EOI is not a binding commitment to submit a full proposal should your organisational priorities change, you will not then be penalised for future opportunities.

Prior to the submission of your full proposal to the RFP, Suppliers are provided the opportunity to submit any questions they have about the exercise and the activity. All questions will be collated, anonymised, answered and returned to all Suppliers who have submitted an expression of interest in the RFP process. Please make sure you ask all questions at this stage. Once Wellcome have responded to all questions if you have any additional questions after this deadline these will not be answered to ensure that this is a fair and equitable process.

#### 5. RFP Response

Suppliers submitting a full proposal should cover the following areas in their response:

##### RFP Questions

Suppliers are asked to respond to the following questions as part of their RFP Response:

#	Question
1	Play back your understanding of our requirements, and how your proposal will meet these



2	Provide an overview and evidence of relevant experience and expertise in internal communications required to deliver this brief
3	Provide a portfolio of previous projects, including content creation, that demonstrate the relevant experience for this brief
4	What makes you best placed to fulfil Wellcome's requirements set out within this request?
5	What would be your first steps to getting acquainted with Wellcome and our internal comms in order to form your recommended approach
6	How will the delivery of this brief be resourced in terms of account management, point of contact, wider team?
7	Will you outsource any elements of delivery to third parties?
8	How will you ensure alignment with Wellcome's mission, beliefs and values (see appendix)
9	Provide your cost proposal for each phase based upon the requirements set out within this procurement exercise setting out;  a) Cost breakdown (excluding VAT or any local taxes including all costs (specifying all day rates of individuals involved, the allocation of days between members of the team, and the cost of activities.)  b) Supporting justification of the financials
10	How would you ensure equity, diversity and inclusion considerations are embedded throughout the planning, development and delivery of the project?

### Contract Feedback

This section allows Suppliers to provide specific feedback to the contractual agreement which will be used should their proposal be successful. This is the suppliers' opportunity to provide negotiation points on Wellcome's terms and conditions.

Suppliers submitting proposals as a registered company should review Wellcome's Standard terms and Conditions [document](#).

Individuals submitting proposals as a sole trader (not registered) should review this [document](#).

Individuals submitting proposals through their own personal services company please highlight this to the Wellcome contact immediately (see point 8 below).

### Information Governance

Wellcome is committed to upholding data protection principles and protecting your information. The [Wellcome privacy webpage](#) explains how, and on what legal basis, we



collect, store, and use personal information about you. This includes any information you provide in relation to this proposal.

Under GDPR/Data Protection law, Wellcome must keep a record of all personal information it is processing (i.e., collecting, using, and sharing). This record will be made available to the Information Commissioner's Office upon request. This is Wellcome's record of data processing activities which meets [GDPR article 30](#) requirements.

Suppliers are asked to complete the [TPSRA2](#) assessment before the RFP submission deadline for Wellcome to assess how you handle data.

## 6. Evaluation Criteria

During the RFP evaluation period the evaluation panel will independently evaluate your proposal against the criteria outlined below. All scores will be collated, discussed and a decision will be agreed on who progresses to the next stage of the procurement exercise.

Criteria	Detail	%
Approach and strategy	<i>Coverage:</i> How well are the desired focus areas (as outlined in the specification) covered in the proposed approach? <i>Quality:</i> Is the approach aligned with our needs?	30%
Experience & Track record	<i>Skills and Experience:</i> Does the supplier have the relevant skills, experience, and contextual understanding to deliver this work? Can they evidence working with similar organisations and/or working with them to overcome similar challenges?	25%
Delivery & Outputs	<i>Communication:</i> Is there a good plan for communicating with the Wellcome team? <i>Delivery plan:</i> Is the proposed delivery plan appropriate and achievable? <i>Feasibility:</i> How feasible is the delivery plan? Are there significant risks associated with the proposed timelines, and how well are they mitigated?	25%
Budget	<i>Value for Money:</i> Is the proposed work within your budget and good value for money?	10%
Beliefs & Values	<i>Is the approach and supplier aligned with Wellcome's Mission, Beliefs &amp; Values?</i>	10%
<b>Total:</b>		<b>100%</b>

## 7. About Wellcome

Wellcome is a global charitable foundation established in 1936. Through our work we support science to solve the urgent health issues facing everyone. We fund [curiosity-driven research](#), and we're taking on three of the biggest health challenges facing humanity



– [climate change](#), [infectious disease](#) and [mental health](#). We also work with policy makers, run advocacy campaigns, and form partnerships with other organisations to ensure everyone, everywhere benefits from advances in health science. Find out more about Wellcome and our work at: [wellcome.org](https://wellcome.org).

## **8. Prospective Suppliers Personnel - IR35 and Off Payroll Working Rules**

Before the RFP response deadline, Prospective Suppliers must make the Wellcome Contact aware if they are intending to submit a proposal where the services will be provided by any individuals who are engaged by the Prospective Supplier via an intermediary i.e.

- Where the Prospective Supplier is an individual contracting through their own personal services company; or
- The Prospective Supplier is providing individuals engaged through intermediaries, for the purposes of the IR35 off-payroll working rules.

## **9. Equity, Diversity and Inclusion**

Embracing equity, [diversity and inclusion](#) is fundamental to delivering our mission to improve health, and we are committed to cultivating a fair and healthy environment for the people who work here and those we work with. We want to cultivate an inclusive and diverse culture, and as we learn more about barriers that disadvantage certain groups from progressing in our workplace, we will remove them.

Wellcome takes equity, diversity and inclusion seriously, and we want to partner with suppliers who share our commitment. We may ask you questions related to D&I as part of our RFP processes.

## **10. Disability Confident**

The Wellcome Trust is proud to be a Disability Confident Employer (DC Level 2) and we encourage all our partners and suppliers to do the same. More information about this can be found on the government website [Disability Confident employer scheme and guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk). Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

## **11. Accessibility**

Wellcome is committed to ensuring that our RFP exercises are accessible to everyone. If you have a disability or a long term health condition, we can offer adjustments to the response format e.g. submitting your response in an alternate format. For support during the RFP exercise, contact the Wellcome Contact.

If, within the proposed outputs of this RFP exercise, specific adjustments are required by you or your team which incur additional cost then outline them clearly within your commercial



response. Wellcome is committed to evaluating all proposals fairly and will ensure any proposed adjustment costs sit outside the commercial evaluation.

## **12. Independent Proposal**

By submission of a proposal, prospective Suppliers warrant that the prices in the proposal have been arrived at independently, without consultation, communication, agreement or understanding for the purpose of restricting competition, as to any matter relating to such prices, with any other potential supplier or with any competitor.

## **13. Funding**

For the avoidance of doubt, the output of this RFP exercise will be funded as a **Contract** and not as a Grant.

## **14. Costs Incurred by Prospective Suppliers**

It should be noted that this document relates to a Request for Proposal only and not a firm commitment from Wellcome to enter into a contractual agreement. In addition, Wellcome will not be held responsible for any costs associated with the production of a response to this Request for Proposal.

## **15. Sustainability**

Wellcome is committed to procuring sustainable, ethical and responsibly sourced materials, goods and services. This means Wellcome seeks to purchase goods and services that minimise negative and enhance positive impacts on the environment and society locally, regionally and globally. To ensure Wellcome's business is conducted ethically and sustainably, we expect our suppliers, and their supply chains, to adhere to these principles in a responsible manner.

## **16. Wellcome Contact Details**

The point of contact for this RFP exercise is indicated below:

Name: Hannah Isom  
Pronouns: She/her  
Role: Head of Internal & Stakeholder Communications  
Email: [h.isom@wellcome.org](mailto:h.isom@wellcome.org)