

**Document 1:**

**INVITATION TO TENDER (ITT)**

**Contract(s) for the provision of Governance Leadership Development and/or Clerking Development across the 8 Regional School Commissioner (RSC) regions of England between 2017–18 and 2019–2020.**

**Specification and requirements**

**July 2017**

Note: In addition to this document and its supporting attachments bidders should also read Document 2: Instructions to Bidders.

**Title: Governance leadership and clerking development**

**Procurement lead:** Freya Lock

**Contract manager:** Peter Sargeant

**This document**

The Department for Education (DfE) intends to procure contract(s) to deliver Governance Leadership Development and/or Clerking Development to the boards of state-funded institutions providing education to children of compulsory school age across the 8 Regional School Commissioner (RSC) regions of England between 2017–18 and 2019–2020.

The aim of the contract(s) is to build the capacity of governing boards across the country through a focus on supporting chairs to drive change in their boards and professionalising the quality of clerking support.

This procurement pertains to establishments that are maintained by a local authority (LA) and those establishments with whom the Secretary of State has entered into academy arrangements, including primary and secondary maintained schools and academies, special schools and special academies, free schools, UTCs, studio schools and alternative provision institutions that are LA maintained or are academies. It does not cover further and higher education providers such as 6th Form Colleges, FE Colleges and Universities, or educational institutions outside of England.

Your organisation along with others is invited to offer a tender for provision of the above, to the specification set out in this document.

This Invitation to Tender sets out the details and arrangements for the procurement.

**Definitions within this document:**

*“Authority”* means the Department for Education (DfE), or anyone acting on behalf of the Secretary of State for Education or her nominees, which is inviting Suppliers (Bidders to this tender) to participate in this procurement process.

*“ITT”* means this Invitation to Tender.

*“Regulations”* means the Public Contract Regulations 2015.

*“You” “Your”* or *“Supplier”* or *“Bidder”* means the body completing these questions **i.e. the legal entity seeking to be invited to participate in the procurement process and responsible for the information provided.** The Supplier or Bidder is intended to cover any economic operator as defined by the Regulations and could be a registered company; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle (SPV); or other form of entity.

*“Contractor”* means the body which has signed the contract with the Department for Education to deliver these services.

**Queries**

Any queries in respect of this Specification should be raised via REDIMO2 through the Messages function. The Authority will aim to respond to any queries within 5 working days.

Unless queries are specifically commercially sensitive to a particular tenderer we will share with all tenderers. Unless explicitly stated when submitting your query, we will assume that queries are not commercially sensitive.

Please note the last date for the submission of any queries is noon on 7 September 2017.

Bidders experiencing technical difficulties should contact the commercial team at [commercial.contactpoint@education.gov.uk](mailto:commercial.contactpoint@education.gov.uk).

**Attachments**

The following documents should be read in conjunction with this Requirement:

Document 1 – Invitation to Tender (this document)

Document 2 – Instructions to Bidders

Document 3 – Evaluation Criteria

Document 4 – Draft contract (inc. Terms and Conditions)

Document 5 – Volumes and costs spreadsheet leadership

Document 6 – Volumes and costs spreadsheet clerking

Document 7 – Contractor invoice data leadership

Document 8 – Contractor invoice data clerking

Document 9 – Marketing and branding guidelines

**Background to this procurement – “the Specification of Services”**

**Estimated total value of funding**

1. The estimated total value of funding available to Contractors is up to £2.4m in 2017–2019 with the possibility of up to £1.45m additional funding in 2019–2020 and 2020–2021 subject to possible contract extensions and the availability of that funding.

**Duration of the contracts**

1. The Authority expects contracts to be in place by 27 November 2017. Contracts will be awarded for an initial period to March 2019 with provision to extend by two separate one-year periods. The Authority reserves the right at its absolute discretion to extend the contract, subject to satisfactory Contractor performance and continued availability of funding.
2. Contracts may be varied at any point to include additional work on specific future priorities, which fall within the scope of the original contract aims without the need to tender. Any such changes, including any revised funding arrangements, would be agreed with the Contractor.
3. Bidders are required to set out their proposed implementation plan and associated milestones but must demonstrate their ability to commence delivery no later than 8 January 2018.
4. Bidders must confirm as part of their bid that if in the future the Authority wishes this contract to be novated to, or contract-managed by, an external third party, agreement to such a change will be forthcoming. Any such change will be discussed and agreed with successful bidder prior to any transfer.

**Background and introduction**

1. Effective and professional quality governance is critical to the long-term success of all schools – maintained and academy, those standing alone and those governed in groups (both federations and MATs). Effective governing boards are key to securing the improvements and efficiencies we need schools across the system to achieve over the coming years.
2. That means we need to leverage maximum impact from £1.5m p.a. to 2020 to build the capacity of governing boards across the country. Our aim is to achieve this through a focus on supporting chairs to drive change in their boards and professionalising the quality of clerking support; delivering a step change in the quality of governance and particularly for boards in the highest priority situations.
3. We have defined the key features of effective governance in the [2017 Governance Handbook](https://www.gov.uk/government/publications/governance-handbook); the new [Competency Framework for Governance](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/583733/Competency_framework_for_governance_.pdf) sets out the knowledge, skills and behaviours chairs and boards need; and the [Clerking Competency Framework](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/609971/Clerking_competency_framework.pdf) describes the knowledge, skills and behaviours required to provide professional clerking to governing boards.
4. We know that there are aspects of the current National Colleage of Teaching and Leadership (NCTL) Chairs of Governors’ Leadership Development Programme that are particularly valued by participants. These include the diagnostic assessment of development needs; the opportunity to share knowledge and learning with other chairs; the support of an experienced coach or mentor; and the option to apply their learning in context through a school-based project. Similarly with the clerking programme a range of delivery methods including online and self-directed learning enables participants to learn at their own pace in their own time.
5. However, we think that providers know best how to design and deliver training and development. We know that the best approach to doing so may vary in different contexts, not least due to the practical considerations of geography or for groups of schools of a certain type or character. Our focus is therefore on the outcomes we want to see as defined by the competency framework and this tender specification.

**The requirements**

1. The Authority intends to procure contracts for the provision of Governance Leadership Development and Clerking Development across the 8 Regional School Commissioner (RSC) regions of England between 2017–18 and 2019–2020. Contracts will be awarded in two Lots:
   1. Activity designed to build the capacity of governance leaders (e.g. chairs, vice chairs, committee chairs) and support them to improve the effectiveness of their board; and
   2. Activity designed to professionalise the quality of clerking so that governing boards receive the administrative and procedural information, advice and support they need to operate effectively.
2. Bidders can tender to deliver **Lot 1: Governance Leadership Development** or **Lot 2: Clerking Development** or both. The Authority will evaluate bids and award contracts separately for each Lot. Evaluation criteria for each Lot are included at Document 3.
3. In addition, Bidders will be invited to submit proposals for one-off funding in 2017-18 to cover set-up costs for each Lot in which they wish to bid.
4. Other than the one-off funding for set-up costs, payments will be linked directly to Contractors’ success in securing business from boards and clerks through a per-board/clerk funding model. Contractors’ income will therefore be directly linked to the volume of support they provide.
5. Further details of set-up and unit-funding arrangements are set out in the financial section of this specification.
6. Contracts will be awarded to suppliers to deliver activity that achieves the programme outcomes as set out below.
7. The Authority reserves the right to terminate or reduce the scope of any contracted agreement should the budget for the programme be withdrawn or changed or if there is a significant change in the direction of government policy in relation to the programme and/or outcomes required as part of the contract.
8. The Authority reserves the right to terminate the contract should the Contractor fail to deliver any of their commitments under the contract and after a reasonable time to remedy any failure.

**Programme outcomes**

1. Funding for **Lot 1: Governance Leadership Development** will support and develop governance leaders (e.g. chairs, vice chairs, committee chairs) as they work with their board to increase the effectiveness of its governance. It will lead to:
   1. Increased governance leadership capacity to improve the effectiveness of governing boards in line with the governance competency framework (particularly boards’ ability to provide strategic leadership and data driven accountability for educational standards and financial performance).
   2. Greater involvement by those involved in governance leadership in sustainable and relevant peer-to-peer support networks that enable them to encourage, support and share good practice with each other.
2. Bidders will be invited to set out their proposed method and approach to delivering these outcomes. However they propose to deliver these outcomes, Contractors will be required to ensure that:
   1. Governance leaders are supported and challenged to have an objective and fair assessment of their own and their board’s strengths and development needs having reference to the Authority’s Governance Handbook and the Competency Framework for Governance and in light of the specific circumstances in which they are governing.
   2. Governance leaders are supported and challenged to have agreed with their boards an ambitious action plan for improving the effectiveness of its governance.
   3. Governance leaders are supported and challenged to understand throughout and at the conclusion of the programme what progress they and their boards have made against their development needs and what development priorities remain.
3. Funding for **Lot 2: Clerking Development** will be about professionalising the quality of clerking support available to governing boards. It will lead to:
   1. Increased clerking expertise in line with the Clerking Competency Framework to deliver professional quality clerking that ensures the efficient and effective functioning of governing boards.
   2. Greater involvement by clerks in sustainable and relevant peer-to-peer support networks that enable them to encourage, support and share good practice with each other.
4. Bidders are invited to set out their proposed method and approach to delivering these outcomes. However they propose deliver these outcomes, Contractors will be required to ensure that:
   1. Participants are supported and challenged to have an objective and fair assessment of their own strengths and development needs having reference to the Authority’s Governance Handbook and the Clerking Competency Framework and in light of the specific circumstances in which they provide clerking services.
   2. Participants are supported and challenged to understand throughout and at the conclusion of the programme what progress they have made against their development needs and what development priorities remain.
5. Bidders are required to set out evidence-based proposals for the volume of demand they plan to generate and satisfy, and how they expect this to be distributed across the 8 RSC regions of England. This will help us to ensure that we contract with sufficient suppliers with overall capacity proportionate to likely demand.

**Minimum volumes (mandatory requirement)**

1. The Authority expects all bidders to demonstrate their ability to deliver impact of national significance and will therefore consider only bids that either:
   1. propose and demonstrate capacity to deliver at least £70,000 of funded activity in 2018–19 (the first full financial year of delivery) for governance leadership development, or £15,000 of activity for clerking development; or
   2. set out an alternative justification (other than scale) for the national significance of their proposals which may relate to the specific nature of the target audience or the level of innovation.
2. Bids which fail to meet this mandatory requirement will be excluded and not evaluated further.
3. In order to meet these scale requirements, smaller suppliers are encouraged to consider sub-contracting or forming consortia arrangements.
4. Whilst there is no restriction on the number of bids a supplier is involved with, the Authority may decline multiple bids where bidders have combined in different groupings to launch essentially the same bid in multiple submissions with varying costs to participants. In the event of any doubt in relation to this matter, bidders should seek clarification from the Authority before submitting a bid.
5. The Authority understands that smaller suppliers may need time to build relationships in order for form consortia or develop sub-contractual arrangements. Suppliers are asked to provide information about any arrangements in place when bidding but the Authority is keen to promote flexiblity over the life of the contract. Contractors are required to inform the Authority of any changes to consortia or sub-contractors.

**Flexibility in delivering programme outcomes**

1. The Authority is inviting bidders to set out evidence-based and innovative proposals for how they propose to deliver the programme outcomes, taking account of how this may vary for boards and clerks in different circumstances and geographies. Successful Contractors will be free to:
   1. Operate in any or all RSC regions of England according to their capacity. Contractors must operate in the region(s) set out in their bid but are free to deliver in other regions where there is demand.
   2. Propose the methods and activities by which they intend to deliver the programme outcomes.
   3. Develop a single support offer, or two or more different offers of varying intensities at different price points.
   4. Offer a generic programme or one or more tailored programmes e.g. for boards/clerks in specific circumstances.
   5. For governance leadership development, focus on working with as many or as few people on the board as they see fit (i.e. Contractors are not restricted to working only with the chair).
   6. Determine the retail price of their support offer (which may be below, at, or above the Authority’s funding rates), and if necessary pass on to boards/clerks any marginal cost.
   7. Market and charge their programmes to other types of boards or schools which are not eligible for government funding.
   8. Charge eligible boards in the event that government funding has been fully committed.

**Generating demand, marketing and branding**

1. The principal responsibility for recruiting participants will be with Contractors. The Authority has not, at this stage, planned or resourced activity to recruit participants on behalf of Contractors.
2. Proposals for generating demand should focus on low-cost or no-cost marketing activity in line with expectations for all government contracts[[1]](#footnote-2) and in line with the Authority’s marketing and branding guidelines.
3. Contractors can brand their programmes as they see fit, while making clear that they are approved and funded by the Authority.
4. Contractors will have a web presence dedicated to development programmes in place within 1 month of commencement and will use this to make publicly available a clear description of their programmes and outcomes, including (but not limited to) the:
   1. Cost of participation by programme or activity offered.
   2. Detail of what will be included in the programme or activity offered.
   3. Duration of programme, including expectations of time allocated to each type of learning in the programme or activity i.e. face-to-face, peer learning, online learning, individual activities, work-based learning etc.
   4. Any quantitative and qualitative performance data which will give prospective participants an indication of the quality of the programme or activity.
5. Contractors will engage with the Authority and with wider regional/sub-regional school-led improvement initiatives and structures to ensure that boards in the most vulnerable and high-priority situations are targeted or prioritised for development.

**Financials**

1. Contractors will be responsible for conducting their financial affairs in a compliant and transparent manner and should ensure that their charges are based on efficient models of delivery and costs are real, auditable and can be justified.
2. The Authority is not setting a Recommended Retail Price for programmes. Contractors are free to determine appropriate cost for their offer based on their own financial modelling work.

**Funding model**

1. Funding for governance development programmes will have two separate elements:
   1. One-off funding for set-up costs for each Lot awarded.
   2. Unit funding for delivery which will be linked directly to Contractors’ success in securing business from boards and clerks and to the volume of support they provide.

**Funding for set-up costs**

1. Intellectual Property for any programme materials will rest with the Contractor regardless of whether development of these materials is funded by the Authority.We will expect each contractor to develop their own course or programme materials, including any learning resources, in line with the Governance Handbook and Competency Frameworks. We may reserve the right for the materials to be licenced at no cost to the Authority in perpetuity with no limitation to their future use by the Authority.
2. Bidders are invited to submit proposals for one-off funding in 2017–18 to cover set-up costs in the standard template (Documents 5 and 6).
3. Set-up costs will be awarded separately at up to £20,000 for governance leadership development and up to £10,000 for clerking development.
4. Set-up costs will be paid as milestone payments in relation to the Contractor’s implementation plan, which will be agreed at the contract stage.

**Unit funding rates**

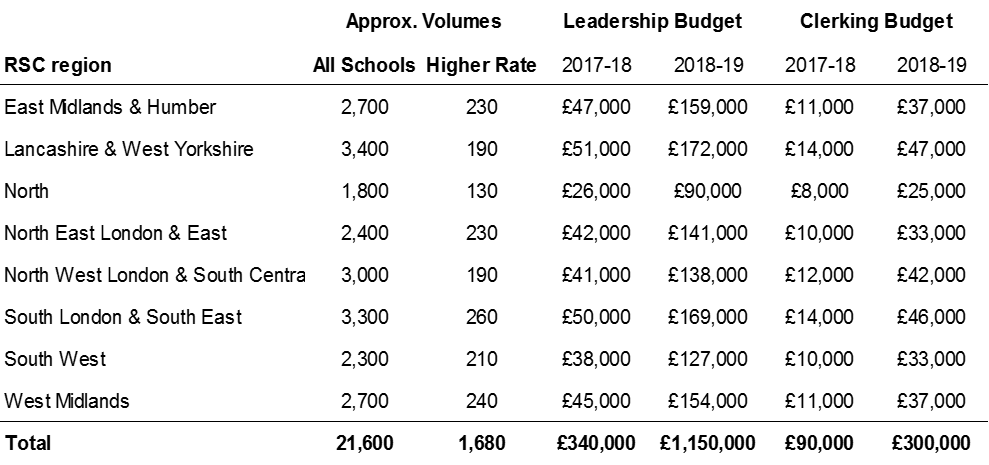
1. For governance leadership development we will pay up to:
   1. A **Standard Rate of £500** per governing board or body (e.g. local governing body) to which the board has delegated governance of a specific school.
   2. A **Higher Rate of £2,000** per board or local governing body that is either
      1. governing two or more schools (MAT or Federation), or
      2. governing a school that is located in an Opportunity Area[[2]](#footnote-3) and that is either rated by Ofsted as Requires Improvement or is rated as Good or Outstanding but is identified as Coasting[[3]](#footnote-4).
2. The Higher Rate of funding for governance leadership development will enable Contractors to develop a richer and more intensive offer to eligible boards. For example, this might include first-hand observation of the board to understand board dynamics; more frequent contact with participants and/or contact with more members of the board; more one-to-one coaching; or additional learning modules – as Contractors see fit.
3. For clerking development we will pay up to **£350 per participant**.

**Unit funding allocations**

1. We will divide available funding between Lot 1: Governance Development and Lot 2: Clerking Development. We will reserve the right to move funding between priorities over time, but our indicative funding split is as follows:

|  |  |  |  |
| --- | --- | --- | --- |
|  | 2017–18 | 2018–19 | 2019–20 |
| Leadership Development | £340,000 | £1,150,000 | £1,150,000 |
| Clerking Development | £90,000 | £300,000 | £300,000 |

1. For both governance leadership development and clerking development our intention is to fund activity proportionately in all RSC regions of the country. This means dividing funding across the 8 regions. However, we will reserve the right to adjust regional allocations, particularly towards the end each financial year in order to avoid a situation in which there is both underspend in some regions and unfunded demand in others.
2. For clerking development, we have apportioned funding to each region based on the total number of schools per region. For governance leadership development, we have additionally taken into account the number of boards eligible for the higher rate of funding. The indicative allocations are as follows:



**Unit-funding payment model**

1. The available budget within each region will be awarded on a first-come, first-served basis to Contractors securing the commitment of participants to undertake their programmes. Authorisation to deliver must therefore be sought from the Authority prior to commencing delivery to each participant in order to confirm the eligibility of the participant for funding and the availability of sufficient remaining budget.
2. Each contactor will confirm a secure email address for authorisation correspondence: only emails from and to this mailbox will count as authorisation requests and confirmations.
3. Contractors will email a dedicated Authority mailbox to alert the Authority to new authorisation requests. The mailbox details will be provided to successful bidders. Authorisation requests will be considerd in the order in which they are received in the mailbox. The details of each proposed participant for whom Contractors are seeking authorisation to deliver training will be provided via a shared Excel Workbook, indicative versions of which are attached as Documents 7 and 8.
4. On receipt of authorisation requests, the Authority will:
   1. Check a sample of individual/school/board details in Edubase to check their validity
   2. Confirm eligibility for funding and the rate of funding
   3. Confirm the availability of funding in the relevant region
   4. Consider any case made by Contractors for re-participation.
5. The Authority will aim to email Contractors within 5 working days (and in most cases much more quickly) to confirm the eligibility of the proposed participant and the availability of sufficient funding, authorising the Contractor to commence delivery within the next 180 days, after which time the authorisation will expire.
6. The Authority reserves the right to terminate contracts in cases where providers submit data on fictitious boards; where on more than one occasion a Contractor puts in speculative claims for funding with no firm commitment from participants; where participants commence provision without having been authorised; or where Contractors fail to provide data for authorisation.
7. Contractors will invoice the Authority quarterly. The shared Excel Workbook will be used to track all provision that has been authorised, commenced, completed, and terminated prematurely. Contractors will be required to keep commencement, completion and termination information up to date. This will automatically generate and track the value of payments due to Contractors each financial quarter. Contractors will be required to submit a copy of the Excel Workbook correct and up to date as at the point they submit each quarterly invoice.
8. The Authority will pay the full unit-funding rate for each participant in the quarterly payment following confirmation that delivery has commenced. We will claw back a proportion of the funding rate for any participant that withdraws from or otherwise does not complete the Contractors’ programme.
9. We will recoup claw-back over the following two quarterly payments. Any claw-back amount due will be subtracted from the payments owing to contractors for that period. If the contract is due to come to an end within two quarters, the Authority will make arrangements to recoup any payments due from suppliers directly.
10. The clawback scale is laid out below.

|  |  |
| --- | --- |
| Percentage of course completed by participant | Amount of clawback\* |
| 25% or less | 80% |
| 26% - 50% | 60% |
| 51% - 75% | 30% |
| 76% - 90% | 15% |
| Over 90% | 0% |

*\*Percentage of clawback to be recouped from the contractor, equally split over the following two quarterly payments.*

1. The Authority will agree with each successful supplier how the clawback scale applies to their specific offer when contracts are awarded.
2. Contractors may consider including reasonable charges to participants’ schools or trusts in their terms and conditions of booking in the event of withdrawal from the course. This cannot exceed the amount of claw-back applied by the Authority.
3. Contractors may offer participants the opportunity to defer completion in exceptional circumstances.Contractors should set out their conditions for deferral (for example, for maternity/paternity leave or ill-health) or withdrawal from programmes but should ensure that these are clearly communicated to participants ahead of them signing up to any provision. Deferral should be taken to mean instances in which a participant is unable to complete the whole of a Contractor’s programme but plans to join the programme again at a later date. The period of deferral should be no longer than 12 months. Withdrawal should be taken to mean instances in which a participant decides not to complete the programme or a Contractor decides to terminate their involvement.
4. Participants who have deferred and then restarted provision should be recorded as such by adding a comment to the start date box on the invoice spreadsheet.
5. Payments will be made by BACS transfer within 30 days of receipt of a valid invoice.
6. Regularly, and on request, we will confirm to Contractors via their shared Excel Workbook the funding that remains available in each region. We will notify Contractors as and when the full financial year’s budget within a given region has been allocated.
7. Prior to the last quarter of the financial year we will require Contractors to forecast the demand they have identified and have the capacity to meet in each region over the final three months of the year. In light of this information, the Authority reserves the right to re-allocate remaining funding between the regions.

**VAT**

1. It is the responsibility of tenderers to check the VAT position with HMRC before submitting a bid.

**Management Information**

1. Contractors will be asked to provide management information (MI) to meet the needs of the Authority’s contract management process and for the purposes of quality assurance.
2. Contractors are expected to establish processes for tracking and maintaining robust and comprehensive data about participant engagement, deferral, withdrawal and completion and are required to present this to the Authority as part of the delivery authorisation and payment processes. The information required by the Authority is set out in Documents 7 and 8 and will be shared with the Authority using secure access to the Authority’s SharePoint system. This system will also provide details of the total funding committed to each Contractor, which will be freely available to all Contractors. The Authority sees this as essential for transparency and for developing a competitive market.
3. In addition, Contractors should provide quarterly information to the Authority about any boards or clerks participating in their programmes who are not funded by the Authority and any demand that they have been unable to meet.
4. The Authority or its Quality Assurance Contractor (see below) reserves the right to request additional MI during the course of the contract. Any additional MI requirements will be agreed with Contractors with at least 1 month’s notice.

**Quality assurance**

1. Quality assurance is the means by which the Authority will ensure that all participants are provided with high-quality learning and development that brings about clear improvements in their practice regardless of the provider they choose. The quality assurance process plays a significant part in ensuring that all suppliers consistently meet the Authority’s expectations and will inform any decision-making about whether providers continue to receive funding and/or any contract extension. The Authority’s intention is to separately tender for an independent quality assurance Contractor to:
   1. provide assurance to the Authority’s contract manager, that each Contractor is delivering against the programme outcomes and other contractual delivery standards and in line with the relevant Competency Framework, including keeping any learning material up to date;
   2. generate evidence of what works best to build chairs’ and clerks’ skills, behaviour and knowledge set out in the competency frameworks, enabling us to spread good practice across the system and to inform any future funding decisions;
   3. assess the impact and value for money of each Contractor to help boards and clerks decide which contactor to use, and to inform the annual contract management cycle;
   4. generate learning on the effectiveness of the overall delivery, operating and funding model of the programme;
   5. contacting a 10% sample of participants directly to verify their participation for financial control purposes.
2. Contractors will be required to establish proportionate arrangements for assessing and reporting to the Authority how successful they are in meeting boards’ needs, including measures of how satisfied boards are with the quality of provision.
3. Bidders will be required to provide evidence of robust systems and processes for quality assuring materials/resources and the people recruited and their delivery. This should be part of a strategy for continuous quality improvement which should include regular evaluation of provision, leadership and management; self-assessment; seeking and acting on feedback from personnel, participants and partners; taking account of new evidence and research; and working with the Authority on any additional measures to improve quality.
4. Any third party engaged to carry out quality assurance will be appointed through a separate procurement process and due to the need for objectivity, Contractors providing governance and clerking development will not be eligible to bid, or be part of a consortium that bids, for the quality assurance contract.
5. The activity of the quality assurance contractor may include examination of participant experience through different methodologies for example questionnaires, focus groups, interviews and observation of provision.
6. Contractors will be required to cooperate with the quality assurance body, including notifying participants that their contact details, and those of their referees, will be shared with this body as part of the process of quality assurance. For example, this may include a post-participation follow-up survey or checks to validate participant details.
7. The Authority reserves the right to publish information based on the findings of the quality assurance body about the relative impact and effectiveness of Contractors’ programmes in delivering programme outcomes. This may include, but is not limited to, a high-level description of Contractors’ model and methods of delivery; success rates in recruiting participants to projected volumes; participant feedback; participant completion rates.
8. The Authority reserves the right to establish an expert reference group to provide feedback and challenge on the impact it is achieving from its investment in governance and clerking development programmes.

**Working with the Authority**

1. Contractors are expected to co-operate with the Authority including in relation to any contract management activity and to any requirements to amend provision in response to updates or changes to policy.
2. The Authority will put in place mechanisms for regular updates and communication with Contractors and will undertake to share any data which is essential to the successful delivery of these contracts as far as it is possible to do so.
3. Data will be shared with Contractors through secure access to the Authority’s SharePoint system, and updated according to a schedule to be agreed at the contract stage.
4. Contractors are expected to establish relationships with key stakeholders in school improvement in the regions outlined in their bid and in order to ensure that they are targeting boards most in need of improvement.
5. The Authority will provide guest access to the materials for the NCTL Chairs and Clerks Programmes to potential bidders on request, under a non-disclosure agreement and with the caveat that there are licensed materials within them that will not be available to Contractors unless they take their own license. Bidders should request access to these materials using the Messages function in Redimo2.

**Staffing model**

1. To give the Authority confidence in the delivery model, we want to know how many staff, and of what calibre and skills, will be working to deliver the services required under this contract. In particular, we want to know about the leadership team that will oversee delivery, what percentage of their time they will work on this contract, and what skills and experience they have that means they are well placed to play their proposed role.

**Data Security Standards**

1. For the purposes of this contract the Authority is the Data Controller and the Contractor is the Data Processor. Full definitions of these terms and related information are set out in the draft contract (Document 4, Schedule 8). As contractors will receive and process personal data and/or official data on behalf of the Authority, all providers must be in a position to adhere to data security standards (i.e. how and where it will store this data and how it will plan to dispose of it once the contract has expired) from the start of the contract term.
2. Within 30 days of contract award, Contractors will be required to submit a security plan, including a risk assessment, which will comply with the Data Protection Act 1998 and explain how the provider will ensure that the Authority’s and personal data, including historic data, will be protected.

**Implementation**

1. Bidders are required to set out a detailed implementation plan for their programme which gives a clear indication of their understanding of significant milestones and a robust approach to risk identification and management.
2. The implementation plan will form part of the contract and, for successful Contractors, should be finalised within 30 days of having signed the contract.
3. Bidders will need to outline the key features of proposed activities, but successful Contractors will have the opportunity to develop the detail of their programme and their actual course materials and learning resources post-tender and prior to commencing delivery. We will expect each Contractor to develop any course or programme materials, including any learning resources, in line with the Governance Handbook and relevant competency framework.

1. <https://www.gov.uk/government/publications/cabinet-office-controls/cabinet-office-controls-guidance-version-40#operation-of-the-cabinet-office-spending-controls> [↑](#footnote-ref-2)
2. <https://www.gov.uk/government/news/education-secretary-announces-6-new-opportunity-areas> [↑](#footnote-ref-3)
3. More information on the coasting definition can be found in the [Primary school accountability in 2016: technical guide](https://www.gov.uk/government/publications/primary-school-accountability) and the [Progress 8 and Attainment 8 guide for maintained secondary schools](https://www.gov.uk/government/publications/progress-8-school-performance-measure), academies and free schools [↑](#footnote-ref-4)