SPECIFICATION TEMPLATE

VERSION 0.8

Document Control

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ESSEX COUNTY COUNCIL

ESSEX PARTNERS - LEADING GREATER ESSEX

SPECIFICATION

Issued 24th July 2020

Procurement Project CO0008

1. **The Future of Essex**
   1. Leading Greater Essex is a 12-month system leadership development programme, bespoke to the needs and ambitions of Greater Essex. It brings together 50 public and voluntary sector leaders each year to build a network of collaborative system leaders.
   2. Partners from across Greater Essex are sponsoring this programme together. The objective of the programme is to ensure whole system thinking is embedded across Essex, Southend and Thurrock.
   3. Essex Partners is made up of a number of Public Sector organisations including but not limited to Borough and District Councils, Voluntary sector organisations, blue light organisations, universities and NHS partners across Greater Essex.
   4. This Leadership Programme is underpinned by a shared Vision – The Future of Essex. The Future of Essex was begun by Essex Partners, its content has come from every corner of Essex: local people of all ages and backgrounds, community groups and schools; public, voluntary and private sector leaders have all contributed through interviews, surveys, engagement sessions, conversations and activities.
   5. The purpose of The Future of Essex is to give all the many, different communities, groups and businesses of Essex a way to collaborate in planning our future. To unite us. To set out the kind of Essex we want to live in. To transcend short-term agendas and move us towards the big things that matter to all of us. To take our pride in our county, and channel it for the good of everyone.
   6. The future of Essex sets out seven ambitions. Our ambitions are:
      1. *Unite behind a sense of identity*
      2. *Enjoy life long into old age*
      3. *Provide an equal foundation for every child*
      4. *Strengthen communities through participation*
      5. *Develop our county sustainably*
      6. *Connect us to each other and the world*
      7. *Share prosperity with everyone*
   7. More information on our ambitions and the vision set out in the Future of Essex can be found at <https://www.essexfuture.org.uk/vision/>. Partners regularly define priorities within these ambitions and commission projects to deliver agreed outcomes – these projects form the “real work” within Leading Greater Essex.
2. **A New Approach to Leadership**
   1. The Leading Greater Essex programme is aimed at developing Essex's leaders into system leaders to give them the skills to operate confidently and effectively across organisational boundaries.
   2. The challenges set out in the vision that we face are complex. We need to help communities unleash their potential to flourish; we need to protect our most vulnerable people from potential and actual harm; we need to help boost the local economy and the skills of our workforce; and we need to respond to the challenge of a growing and ageing population that is driving up demand for our health, social care and other public services. And we need to do this with less money.
   3. We think the style of leadership these challenges require has a number of features; it's ambitious, enabling, based on learning and it's collaborative. Our people need to see issues not in police, health or council silos, but instead as common challenges that we need to work on together.
   4. Leading Greater Essex is key to delivering our Ambitions.
3. **Introduction** 
   1. Since 2016, partners across Essex public services have commissioned a learning programme aimed at building system leadership capacity in order to tackle complex and often deep-rooted challenges. More information can be found at <https://www.essexfuture.org.uk/leadership/leading-greater-essex/>
   2. Partners from across Greater Essex are sponsoring this programme together.
   3. Essex County Council is acting as the procurement lead for partners across Greater Essex, which includes those who work together as Essex Partners plus those unitary authorities and organisations in Southend and Thurrock areas working in the same sectors.
4. **Background**
   1. In 2017 Essex Partners launched an ambitious vision for our county, [The Future of Essex](http://www.essexfuture.org.uk/vision/). Our aspiration is to create collaborative leaders that will shape the future by delivering the vision and by seeing issues not in Police, health or council silos, but instead as common challenges that we need to work on together.
   2. The Leading Greater Essex programme is ambitious, innovative and enabling. It will provide a learning environment where participants’ experience, knowledge and expertise converge to re-frame critical issues facing the public sector in Essex.
   3. The previous programmes covered the following;
      1. Greater Essex Leadership Collaborative (Sept 16-Sept 17)

* Forty participants completed the first GELC programme – a mix of senior and emerging leaders
* From Police, Fire, local authorities, health, universities and VCS
* The one year programme provided a launch event, four master classes and a celebration event, alongside action learning sets and virtual connection.
* Project work focused upon “wicked issues” affecting Essex communities.
  + 1. Leading Greater Essex (LGE) 2018-2020

An additional two cohorts have taken part in the programme. Highlights have included discovering and living with complexity; honing personal resilience and influencing others through compelling public narrative.  LGE comprised a combination of group learning and 100 Day Challenge team projects tackling “real” issues that impact people in Essex across boundaries.

* 1. Across all programmes we have seen improvements in:
* Individuals’ confidence and skills in collaboration
* Their ability to translate this into practice
* Their understanding of other organisations’ cultures
* Their ability to network and use a common language.
  1. Some areas based on our experience of the past programmes for next iteration Leading Greater Essex programme are:
* A more deliberative approach to selecting participants with focus on “people of high potential”
* Closer linkage of practical work to Essex Vision
* Clearer role for senior sponsors
* Closer linkage to organisational change programmes
* Innovative and agile approach to delivery

1. **Scope**
   1. The objectives of Leading Greater Essex are to:

* Develop system leaders that are empowered to work together across the Essex system, beyond the boundaries of their employing organisations.
* Create the conditions for our leaders to begin to impact on agreed whole system challenges as identified by sponsoring partners.
* Facilitate mind-set change and capabilities development of individual leaders so they can act as catalyst for culture change across their organisations, teams and communities.
* Strengthen networks of leaders across the whole system.
  1. The purpose of this procurement is to provide the required programme through the provision of a multi-supplier Framework based on the following Lots:

Lot 1 - Understanding complex systems and challenges:

* The foundations of Systems Theory
* System mapping and understanding networks
* Understanding complex problems from multiple levels and vantage points
* Multiple perspectives and ethnographic insights
* Creating a shared narrative / vision

Lot 2 – Influencing beyond a role or organisation:

* System Leadership behaviours
* Building personal impact and influence
* The power of unconscious bias
* Securing changes through generative dialogue

Lot 3 - Encouraging a mindset for innovation:

* Leading agile projects
* Co-creation and collaboration
* Managing uncertainty
* Building a learning culture
* Raising awareness, confidence and willingness to do things differently

We are also keen to look at how we can draw on a strong bank of knowledge and experience of previous alumni. This could include:

* Peer to Peer informal support
* Webinars and sharing experience
  1. **Bidders may submit bids for one Lot only. There will only be one supplier per Lot. Work will be awarded directly to each supplier and may require collaboration between suppliers in the delivery of services.**
  2. Sub-Contracting – Bidders may sub-contract elements of the services, however they must ensure that they provide such detail in the relevant section(s) of the Standard Selection Questionnaire. If a bidder wishes to use a sub-contractor following award of contract, then they will need approval from the Authority before proceeding.
  3. Practical element – Putting the learning into practice (to run concurrently with Lots 1 - 3), this is ‘real work’ that will underpin the learning being delivered. This element will be managed by Essex Partners and will include:
     1. Development of issue-based cross-organisational teams working on whole system projects that participants could be allocated to support. Whilst participants may not be able to tackle a whole system issue during their allocated learning time, they could play a significant part in supporting system wide projects and programmes.
     2. Using core partnership work as the main vehicle for learning, ensuring a focus on practical application and experimentation, not just theory or models, and linked to delivery of the Future of Essex.
     3. To help embed the cohort in the real work of the Essex Partners we are proposing that the practical element is structured around short term work placements in sponsor organisations.
  4. Preferred bidders will be required to work collaboratively when delivering the programmes to ensure that the various elements link together and provide a coherent single pathway for the participants. Microsoft Teams is the preferred option to create a single point for all bidders and participants to communicate, share experience and to provide support.
  5. Sponsors and Partners want to provide a development opportunity for our potential future leaders to work collaboratively, a ‘convergence space’; they are currently used to silo working and vertical structures. The idea is to create a space where they all bring their skills and expertise into a room and have the opportunity to share with others.
  6. This must be done in a way that is mindful of their leadership experience so far; they may need support, and tools may be needed to be provided to enable them to share their experience with others. There is a need to unlock their leadership history in a non-judgemental way, early in the process, so that value is added to the learning process. The vision is to create what Matthew Syed calls a ‘growth mindset’ building upon the work of Carol Dweck.
  7. Participants may be invited to participate as individuals or as part of teams/boards already working together on a common issue.
  8. It is envisaged that the cohort of participants will be 50-80 leaders in Essex from across the partners across Greater Essex. Recruitment of these participants will be conducted by partners across Greater Essex.
  9. In addition to the core cohort we expect the master classes to be available to an additional 25 participants. This is to allow project sponsors and other leaders across the system to attend and be part of the learning on topics relevant to them.
  10. ECC will provide support and technical platforms for training and administrative support, sending invites and arranging stakeholder meetings.
  11. The initial contract term is 24 months, however there may be the option to extend for a further period of 12 months.
  12. It is envisaged that the Authority may invite the top three rated bidders for each lot following evaluation to present to members of the previous programme and senior sponsors.
  13. The presentation to take place will be a panel interview held virtually, and full details will be provided to those bidders who are invited after shortlisting. The timetable for these is;

3rd September 14:30 – 16:30

7th September 9:00 – 11:00

10th September 14:00 – 17:00

11th September 14:30 – 16:30

Bidder should ensure that they are able to participate on these dates.

* 1. Presentations will be approximately 50 minutes in length, with 30 minutes for the bidder to present and 20 minutes for questions. The presentation should reflect the bidder’s final submission. Bidders will not be able to add any new content that was not available to the evaluation team. Presentations will be used to clarify you bid submission.
  2. At present the estimated budget across the three Lots (with the 4th element being managed internally) for Year 1 is £120k. Future funding is estimated at the same value for Year 2. Funding for Year 3 will be dependent on the option for Year 3 being taken up. The estimated value per Lot is £30,000.
  3. The successful bidder will be expected to:

Lots 1-3

* Provide a clear planned programme of activity which includes a minimum of 2 master classes, 3 webinars involving both national experts and local systems leaders, and online coaching and support.
* Develop clear proposals for the use of digital platforms such as Microsoft Teams to enhance the learning experience and enable peer to peer support.
* Ensure the learning experience of participants is shared across the system and presented in exciting and interesting ways to tell the story, grab interest and challenge existing thinking.
* Demonstrate how their plan could link with the other Lots.
* Demonstrate the link to the vision ambitions

1. **Key Dates**
2. 1. Invitation to Tender issued - 24/07/2020
   2. Final date for clarifications from Bidders - 07/08/2020
   3. Tender Return Date - 14/08/2020
   4. Preferred bidders shortlisted – 21/08/2020
   5. Preferred bidder presentations - 3/09/2020, 07/09/2020, 10 & 11/09/2020
   6. Preferred bidder notification - 14/09/2020
   7. Contract Preparation - 14/09/2020
   8. Standstill Period End Date – 24/09/2020
   9. Contract Signature – 25/09/2020
   10. Programme Commencement date – 06/11/2020.
   11. Duration – 24 months.
   12. Required delivery dates/milestones.

* Implementation Plan – October 2020
* Programme commencement – November 2020
* Programme Review – August 2021

1. **Statement of Requirements**
   1. We expect the successful bidder to demonstrate:

* appropriate subject matter expertise
* a robust approach to achieving the desired outputs
* a successful track record in the delivery of similar projects resulting in meaningful impact
* the ability to produce communications and deliverables, which engage people in interesting and relevant ways.
* extensive skills and experience of working with public and voluntary sector organisations
* A commitment to social value
* A history of working to develop systems leaders
* Providing information in a variety of accessible formats
  1. The emphasis is in particular the importance of leadership not being purely theoretical but being anchored in practical deliverables that support the key strategic agendas and should reflect the three key deliverables identified at section 5.2.
  2. Bidders will be required to provide a structured support mechanism which shall include, but is not limited to, online facilities, face to face and mentoring. It is the Partners preferred option to utilise Microsoft Teams for a community of learning, support and communications.
  3. Essex Partners are looking for the bidder to define how we can best measure outcomes of the programme; taking into consideration the development of the individual, the change that is affected within organisations, and how the projects demonstrate success. Essex Partners have set out the ambitions for the county, but there needs to be an indication that it is moving in the right direction at the right speed, so there must be a balance between short-term and longer-term success measures – i.e. the programme should deliver some tangibles but also build longer-term change, so there is a need to capture both in how success is measured.
  4. Monitoring arrangements – Essex Partners and the Supplier shall agree a management review schedule, this will include reviews with senior sponsors as well as general programme management.
  5. All on-line facilities used to deliver these services to the Authority and end users shall be compliant with Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
  6. Implementation/mobilisation – An implementation plan will be agreed between both parties following award of contract
  7. Planning Prior to conversion of this programme to a fully virtual model (due to Covid-19), participants of previous programmes have indicated, through post-delivery interviews, that there is a preference for a two-day format rather than several one/half-day sessions/events throughout the year. Building on this, and reviews of previous programmes, it is our preference that any future face to face sessions should be built around a two-day format however we acknowledge that in some cases this may not be appropriate. Where this is the case the supplier(s) will work with Partners to ascertain whether there is scope to deliver more than one topic in a two-day period.
  8. The successful bidders will be required to provide the Partners with plans for the delivery of each session, please see Appendix A.
  9. Business Continuity – Bidders may be required to provide a business continuity plan that will include a risk log.
  10. The Supplier shall ensure that outcomes and lessons learned from the programme are made available to Essex Partners and senior sponsors at the end of the programme. Successful bidders will receive past documentation of this nature.

1. **Authorities policies**
   1. Information Policy Requirements for Suppliers: <https://assets.ctfassets.net/knkzaf64jx5x/3FmXqBthNwKwGyTxBbjAlJ/f71036b88564313062dd94f028ea343e/Information-policy-requirements-for-contractors.pdf>.
2. **Insurance and warranties**
   1. Employer’s liability insurance - £5 million.
   2. Public liability insurance - £5 million.
   3. Professional indemnity insurance - £2 million.
3. **E-Procurement Requirements**
   1. Overview
   2. Essex County Council has implemented a fully automated Purchase to Pay system. Purchase to Pay enables the full purchasing and payment process to be carried out on-line, from order creation and authorisation to receipting and invoice matching. It is easier, faster and more efficient than conventional purchasing processes.
   3. Marketplace is a Proactis Solution. It is a web-based system used by Essex County Council to submit purchase orders electronically and receive and process e-invoices and e-credits.
   4. The Marketplace supplier interface is both simple and secure. All the successful bidders will need to access Marketplace is an Internet browser. Marketplace supports the latest release of web browser technologies, for example, Internet Explorer, Firefox, Safari etc.
   5. For further clarification, please contact Proactis, using the contact details below –

Proactis contact details:

Joe Birrell

Tel: 01670 597138

e-mail: Joe.Birrell@proactis.com

* 1. Electronic Ordering
     1. A record on Marketplace will be created for the successful bidder and a user ID and password will be issued via e-mail.
     2. The user ID and password will allow the successful bidder to:
     + View their purchase orders online
     + Update their status
     + Notify delivery
     + Submit and monitor the status of electronic invoices and credits, once they have been submitted.
     + Load e-catalogues
     1. Purchase orders will be sent electronically to the successful bidder’s central e-mail address
  2. Emailed Purchase Orders
     1. Orders will be sent electronically, via Marketplace, to the successful bidder’s preferred central e-mail address from the contract start date. To ensure continuity of service, the successful bidder will be responsible for ensuring that orders are processed quickly and efficiently. It is therefore not advisable to provide individual e-mail addresses unless appropriate access is available, to ensure that orders are still processed if the main contact is unavailable. There is no transaction charge for e-mail orders which are sent to a preferred central e-mail address, via Marketplace.
  3. Electronic Invoicing
     1. The successful bidder will be expected to submit electronic invoices and credit notes via Marketplace by utilising the PO Flip method from the contract start date. On approval of the electronic invoice an automatic payment will be made via BACS, direct to the successful bidder’s bank account, in line with Essex County Council’s contracted payment terms. In addition to the above, the successful bidder will be able to view the status of their invoices, via the Marketplace system.

IMPORTANT INFORMATION:

* 1. Purchase Order Flip (PO Flip)
     1. The successful bidder will be able to gain access to the Marketplace system via a web browser, to view their Purchase Orders and turn any outstanding Purchase Orders into electronic invoices, by choosing the PO Flip method. There is no charge for this method.
     2. Further information about all of the above can be found on ECC’s website: <http://www.essex.gov.uk/Business-Partners/Supplying-Council/Pages/IDeA-Marketplace.aspx>.
  2. Please be aware, the successful bidder will also be registered onto ECC’s Finance system, Oracle. They will in turn receive a registration email to activate their iSupplier portal account. This account is used to:
     + View the status of invoice payments
     + Amend your supplier details e.g. address, contact details, bank details
     + Register your interest for more opportunities to trade with ECC
     + Create additional user accounts
  3. E-Procurement Terms of Trading
     1. Goods/Services should only be provided/carried out on receipt of an Official Purchase Order which has been issued via Marketplace by the Authority.
     2. The Successful Bidder assumes full responsibility for ensuring that programs or other data downloaded uploaded or in any way transmitted electronically to the Authority are free from viruses, or any other items of a destructive nature whatsoever. The Authority makes every effort to virus check information made available for download from Marketplace. The Authority cannot accept any responsibility for any loss, disruption or damage to your data or your computer system which may occur whilst using material derived from Marketplace. The Authority recommends that users recheck all downloaded material with their own virus check software.

1. **Agreement term**
   1. The Agreement term for this agreement with be 2 years with an option to extend for a period of 12 months. The decision to extend the Agreement with is at the sole discretion of Essex County Council.
   2. With appropriate notice the Authority may terminate the Agreement on any of the following Authority Break Point Dates: -
      1. Following the Programme Review if it is agreed that the Supplier’s performance is deemed as unacceptable through the Management Review process.
      2. Where the annual recruitment for participants fails to reach a minimum of 40.
      3. Where the cohort numbers fall below 40 participants and its agreed between the Authority and the Supplier that the programme cannot continue.
2. **Payment** 
   1. The Authority will pay any invoice issued by the Supplier within 30 days of receipt of a valid invoice following the delivery of the Good(s) and/or service(s). On the thirtieth day the payment will leave the account of the Authority
   2. The rates/prices stated on the invoice must be those specified under this Agreement.
3. **Commercial Response**
   1. The Tenderer will be required to complete the commercial response template provided, this shall include a rate card which will identify any day rates and/or other charges associated with the delivery of services. All rates provided should include all expenses were appropriate.

Appendix A – Session/Module Plan

[session/module title]

Delivered on behalf of

Leading Greater Essex Programme 2020

by [Facilitator]

**Session Plan**

|  |
| --- |
| **Who will be attending:**  This session/module is aimed at delegates as described in the specification document |
| **Purpose:** |
| **Learning Outcomes:** By the end of the session/module delegates will be able to:   1. As outlined in the specification document under specific Lot / Sub Lot 2. As outlined in the specification document under specific Lot / Sub Lot 3. As outlined in the specification document under specific Lot / Sub Lot 4. As outlined in the specification document under specific Lot / Sub Lot 5. As outlined in the specification document under specific Lot / Sub Lot 6. As outlined in the specification document under specific Lot / Sub Lot 7. As outlined in the specification document under specific Lot / Sub Lot 8. As outlined in the specification document under specific Lot / Sub Lot   **[I you have suggested additional Learning Outcomes, please add them here:** By the end of the session/module delegates will be able to:]   1. Additional suggested outcome 2. Additional suggested outcome 3. Additional suggested outcome |
| Please ensure that you fill in this form as this will be used as part of the evaluation with the Request For Quotation |

**Day/Element One**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Session timings:** | **Activity** | **Learning outcomes:** | **Delegate experience**  **(what they will be doing?) :** | **Measurement**  **(how do you know that delegates are learning?):** | **Resources, equipment and materials:** |
|  |  |  |  |  |  |
|  |  | These can be numbers aligning to the objectives on front page |  |  |  |
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**Day/Element Two**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Session timings:** | **Activity** | **Learning outcome:** | **Delegate expectation:** | **Measurement:** | **Resources, equipment and materials:** |
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