

**Bid Pack**

**Attachment 3 – Statement of Requirements**

The Provision of Design, Development and Delivery of a Diversity Leadership Course for the National Leadership Centre (NLC)

Contract Reference: CCHR20A06

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# PURPOSE

## This Statement of Requirements is for the design, development and delivery of a leadership course for public service leaders with protected characteristics who are underrepresented at the Chief-Executive level.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## The National Leadership Centre is an initiative to support the most senior leaders in public services across England in order to increase public sector productivity and social and economic wellbeing. The Centre has three key pillars of work: a flagship residential programme for public servants entering CEO-level roles; a digitally enabled network bringing together 1,500 of the most senior public service leaders; and cutting-edge research in public sector leadership and its link to productivity.

# Background to requirement/OVERVIEW of requirement

## In the 2017 Budget, the Chancellor of the Exchequer announced that the Government would set up a taskforce to explore what a new public body might offer leaders so they can be as effective as possible in the complex and challenging environment in which they operate.

## The Public Service Leadership Taskforce concluded that public service leaders need more support. Their full report can be read on gov.uk: <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752064/6.4846_CO_CPSL-Report_A4-P_WEB_NoLogo__002_.pdf>

## Recent years have seen weak productivity growth in UK public services. Leaders say the scale of decisions, changing technology, demands for efficiency, growing demand for better services and the pressures of an aging population are placing them under significant stress. The Taskforce conducted detailed research to understand the challenges faced by the most senior leaders across each of England’s public services.

## The National Leadership Centre was created as a result of the recommendations of this Taskforce and was announced by the Chancellor at Spring Statement 2019.

## The NLC’s mission is to help public service leaders work together to improve public services. This can be broken down to the following core objectives:

### Demonstrably improve the quality of public service leadership;

### Facilitate wider and more effective collaboration among public service leaders;

### Help public service leaders to become more empathetic and resilient, more adaptive to change and more innovative;

### Through research, improve the understanding of public service leadership and its relationship with social and economic well-being.

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| * **Pillar** | **Activity and Purpose** |
| **Programme** | A core leadership programme delivered to up to 100 of the most senior public sector leaders each year. Content to be co-designed with leading experts, with the first phase exploring topics such as state-of-the-art technology, ethical responsibilities, and sustainability. |
| **Network** | A digitally-enabled network that builds a community among the wider audience of around 1,500 senior public sector leaders, supported by a schedule of regional and national events. The network aims to enable knowledge-sharing across services while also helping to tackle the isolation that many senior leaders face. |
| **Research** | Original research and experimental intervention pilots aiming to build the evidence base around leadership and its impact on public services. |

## To achieve this, the NLC carries out three pillars of work outlined below:

## The NLC’s remit is leaders at Chief Executive level of all public services across England, which includes Chief Constables, Permanent Secretaries, Fire Chiefs, Heads of NHS Trusts and Three Star Officers. Our research has shown this is approximately 1,500 public service leaders.

## There currently exists a number of service-specific public service leadership academies (Service Academies) which provide sector-specific leadership support to a range of seniority. These bodies include: the College of Policing, the Civil Service Leadership Academy (CSLA), the NHS Leadership Academy, the Defence Leadership Centre and the Local Government Association (LGA) Leadership Academy. The purpose of each of these respective academies is to make the best possible senior leader within their specific sector (such as health, policing, or fire). The purpose of the NLC is to take these leaders in England and to help them become the best possible systems leaders across the entire public sector.

## The Pubic Service Leadership Taskforce advised that “achieving diversity is an important part of the centre’s public service ethos. Our programme must have roots in the communities it serves. We recognise that outreach work may be required to bring people on to the programme from a wide range of backgrounds”.

## It is the NLC’s ambition to provide training and support for underrepresented leaders with protected characteristics in line with this Taskforce recommendation. It is important that senior leaders of public services represent the populations they serve and for there to be a strong pipeline of diverse senior leaders, which is currently lacking.

## The NLC is in the process of separately procuring a supplier to investigate user needs and the current provision of support for diverse senior leaders. It is crucial that this research will be embedded in the design of our diversity programme for Summer 2020 so that it is backed by evidence.

## The NLC requires the successful supplier to take on board the data, feedback and suggested design of the programme outlined in 3.11 to deliver this diversity programme in Summer 2020.

# definitions

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| **Expression or Acronym** | **Definition** |
| **NLC** | refers to the National Leadership Centre. |
| **The Taskforce** | refers to the Public Services Leadership Taskforce. |
| **GDPR** | refers to the General Data Protection Regulation. |
| **DPA** | refers to the Data Protection Act 2018. |
| **ICO** | refers to the Information Commissioner’s Office. |
| **DPIA** | refers to the Data Protection Impact Assessment. |

# scope of requirement

## The objective of this programme is to support the development and progression of ethnic minority senior leaders and to develop a pipeline of leaders to Chief Executive level where there is currently under representation. Ethnicity will be the only characteristic that is the focus of this programme.

## The requirement is for the design, delivery and full oversight of a diversity leadership course for 30 senior ethnic minority public sector leaders working at Director/Deputy Chief Executive level and equivalent;

### The course must stimulate, stretch and enable senior leaders to develop their skills and empower them to pursue more senior leadership roles.

### The course must be bespoke to the requirements of ethnic minority leaders who are underrepresented in the current senior leadership landscape in public services.

### The course must align to the NLC’s mission and core objectives outlined in 3.5.

### The senior public sector leaders will be at Director/Deputy Chief Executive level or equivalent, including but not exclusively, the following positions:

#### Deputy Ambulance Trusts, Further Education Colleges, and Multi-Academy Trusts Chief Executives of Local Authorities, NHS Trusts

#### Pro-Vice-Chancellors / Deputy Vice-Chancellors of Universities

#### Deputy Chief Constables of Police Services

#### Deputy Fire Officers of Fire and Rescue Services

#### Directors across the Civil Service

#### Directors / Deputy Chief Executives of Arms Length Bodies

#### 2\* Military Officers

### The senior public sector leaders chosen for the diversity leadership course must belong to an organisation already part of the NLC’s Network, which will be shared with the Supplier during the design stage of the course.

### The Supplier shall work with the NLC to identify a senior sponsor for each programme delegate for the duration of the programme. This senior sponsor should be an existing delegate from our Chief Executive Leadership Programme, and must be a Chief Executive-equivalent leader of a public sector organisation that is already part of the NLC’s Network as a minimum.

## The Supplier shall work with the NLC to develop and transform the research, recommendation and feedback from the prior diversity research and design into a complete programme that can be delivered.

## The Supplier must find and secure all personnel required for delivery of the designed programme.

## The Supplier must manage and deliver the full logistical requirements of the programme throughout its lifecycle i.e. beginning with the selection of participants and up to and including participant feedback and its analysis. This includes but is not exclusive to:

### Organising and booking the venue, accommodation, catering and all other hospitality requirements.

### It is important to note that the leaders attending our diversity programme will be recommended by their respective Service Academies (outlined in 3.8) but the NLC expects that the Supplier supports them in the final selection of participants and all communication with them.

# The requirement

## The Supplier must use the feedback and recommendations provided by the NLC’s research into diversity leadership programmes to develop a residential course on leadership development for 30 senior ethnic minority leaders. The Supplier will also consider research undertaken by other external organisations to develop the course. The Supplier will develop the existing designs and recommendations to create a full schedule of activities which may include but is not exclusive to:

### Speakers, interactive workshops, panel discussions, peer learning sessions, coaching, senior sponsorship and informative visits.

### A 5 day programme, with a residential element lasting a minimum of 3 days, 2 nights. The programme may be delivered in one 5 day residential programme, or staggered as a 1 day opening session, 3 day residential, and a 1 day closing session. This is to be agreed with the NLC at the design stage of the project.

### A diagnostic element to identify the delegates’ needs, which can then be used to shape the programme to meet the needs of the cohort of senior leaders.

### The course content and final design must be agreed upon with the NLC.

## The Supplier will seek, secure and manage all personnel required for the delivery of the course that is agreed upon with the NLC. This is subject to the recommendations of the NLC’s research and includes but is not exclusive to:

### Finding and securing the speakers, facilitators, mentors and coaches, as required for the delivery of the programme;

### Leading on all sub-contracting requirements and;

### To liaise with and manage the relationships with all sub-contracted personnel.

## The Supplier must manage and lead on all logistical concerns for the duration of the diversity leadership programme’s life-cycle. This includes but is not exclusive to:

### Creation of all branding and advertising materials related to the programme for circulation to sector leadership academies

### Supporting the selection of participants and manage communication with them in concert with the NLC;

### Securing and booking the venue and accommodation for the conference;

### Commissioning and leading on the branding of the programme, including event collateral and;

### Managing relationships with multiple suppliers for the conference. This includes but is not exclusive to the venue, AV, catering and any further hospitality requirements.

### Managing all reasonable adjustments for disabled participants, as well as any other adjustments that may be a barrier to learning, including accessibility and dietary requirements.

## The Supplier must design and deliver a mechanism to capture immediate feedback from the participants. This may be a mechanism offered as part of an event app which will be decided in consultation with the NLC.

### The Supplier will work closely with our independent evaluator (who is evaluating the impact of the NLC for the duration of our pilot) to ensure the feedback mechanism is consistent with the longer-term evaluation they are carrying out. The feedback data the Supplier collects will be made available to our independent evaluator for analysis.

### The Supplier will present raw material from the feedback in addition to an analysis of the feedback to the NLC.

#### This data should be anonymised, with individual responses given a personal ID so they can be linked to all the feedback and data each participant provides.

## The Supplier should be familiar with the delivery of training programmes for senior leaders (ideally both the private and public sector), diversity programmes, and have at minimum:

### Experience in delivering a residential training course;

### Working knowledge in best practices in training and development for senior public service leaders and;

## Working knowledge in best practices in training for underrepresented senior ethnic minority individuals.

# key milestones and Deliverables

## The following Contract milestones/deliverables shall apply:

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| **Milestone/Deliverable** | **Description** | **Timeframe or Delivery Date** |
| 1 | Kick-off meeting with the Supplier and the NLC to discuss the requirement, NLC’s research findings, design principles and delivery process. | Within week 1 of Contract Award. |
| 2 | Design principles and proposed content (including recommended speakers)Proposed delivery and recommended logistics of programmeProposed delivery plan/timeline presented by the Supplier and agreed by the Customer Design of branding and advertising materials for circulation to sector leadership academies. | By 30th April 2020 |
| 3 | Second iteration of programme content and timetable presented by the Supplier and iterations agreed by the NLC. | By 30th April 2020 |
| 4 | Finalised programme and timetable presented by the Supplier. | By 15th May 2020. |
| 5 | Venue and hospitality requirements of programme secured and booked. | By 15th May 2020. |
| 6 | Initial list of 30 senior leader delegates agreed (as stated in point 5.5.2). | By 31st May 2020. |
| 7 | Speakers, coaches and workshops booked and finalised. | By 30th June 2020 |
| 8 | Final list of 30 senior leader delegates agreed, with all leaders registered to attend, with Chief Executive-equivalent sponsors identified for each delegate. | By 30th June 2020 |
| 9 | Weekly review and discussion meetings (via teleconference where necessary) with the Customer – light touch conversations to check in on progress and blockers. | Fortnightly for the duration of the contract. |
| 10 | Residential course delivered. | Provisionally during the week of Monday 7th September (date to be finalised in consultation with the NLC) |
| 11 | Feedback from the course is collected, analysed and presented to the NLC. | Within 3 weeks after delivery of the course. |

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# MANAGEMENT INFORMATION/reporting

## During the initial design phase of the contract, the Supplier and the NLC shall agree light-touch progress updates on a regular basis in addition to weekly progress meetings, to ensure progress is shared in a timely way.

## The Successful Supplier shall attend:

### A kick-off meeting with the Customer, which shall ideally be face-to-face.

### A workshop with the Customer to discuss design principles and delivery process, which shall ideally be face-to-face.

### Weekly progress meetings, which shall ideally be face-to-face, though teleconferencing is available where necessary.

### The Supplier shall send weekly progress reports to the Customer at least twenty-four hours in advance of weekly progress meetings.

### Additional light-touch meetings as needed, on an ad-hoc basis. These can be via teleconference.

### Quarterly contract review meetings, which can be via teleconference.

# volumes

## Provision of a leadership programme to 30 ethnic minority leaders at Deputy Chief Executive Level from organisations currently part of the NLC’s existing network.

## A five day leadership programme with a residential element of a minimum of three days and two nights.

# continuous improvement

## The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

## Changes to the way in which the Services are to be delivered must be brought to the Authority’s attention and agreed prior to any changes being implemented.

# Sustainability

## Suppliers should demonstrate how they plan to maximise the sustainability of the course delivery, through measures including reducing printing to a bare minimum, holding meetings virtually to minimise travel and through a plan for ensuring knowledge transfer at the end of the contract.

# quality

## The delivery of the diversity leadership programme must be of a world-class standard that is appropriate for some of the most senior leaders of UK public services.

## We expect bids to include information about the Supplier’s quality assurance procedures, and any arrangements for sub-contracting parts of the programme.

# PRICE

## The maximum budget for this contract is £120,000.00 excluding VAT.

## Like all public sector organisations we must provide detailed justification of discretionary spending. We will be looking for suggestions on how we achieve our aims whilst keeping costs in check. Value for money will be one of the criteria for judging bids.

## Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

# STAFF AND CUSTOMER SERVICE

## The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

## The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

## The Supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

# service levels and performance

## The Authority will measure the quality of the Supplier’s delivery by:

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| **KPI/SLA** | **Service Area** | **KPI/SLA description** | **Target** |
| 1 | Communication | Brief progress report and supporting papers circulated to the NLC no later than one day before fortnightly review meetings. This shall highlight progress on milestones, resource burn, issues and risks for escalation. | 100% |
| 2 | Communication | The Supplier shall provide a fortnightly progress report and maintain a flow of communication and feedback for the duration of the project, in order to fulfil the requirement and expectations laid out, and avoid project creep | 100% |
| 3 | Delivery Timescales | All milestones completed to agreed timetable. | 100% |
| 4 | Project Management | All blockers escalated and resolved to timescale agreed during design phase. | 100% |

## Where the NLC identifies poor performance against the KPIs, the Supplier shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification at the Customer’s premises.

### The Supplier shall be required to provide a full incident report which describes the issues and identifies the causes of the poor performance. The Supplier shall also be required to prepare a full and robust ‘Service Improvement Plan’ which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.

## The Supplier shall be responsible for the performance of the Contract by any sub-contractors or other agents working on their behalf. The Supplier shall deal with any issues relating to any sub-contractors or other agents working on behalf of the Supplier, this however does not exclude sub-contractors or other agents working on behalf of the Supplier from attending any Contract Monitoring meeting or contributing to any report where it is appropriate for such sub-contractors or other agents to do so.

# Security and CONFIDENTIALITY requirements

## The Supplier shall be compliant with the Customer’s GDPR policy for the handling of the details of the public sector leaders that they provide the service to.

## The Supplier shall ensure that the content of the diversity programme and the discussions that take place within it are treated confidentially. No information shared in the diversity programme shall be repeated outside of the programme. This explicitly prohibits the use of any information for commercial or political means.

# payment AND INVOICING

## The following payment schedule shall apply:

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| **Date** | **Activity** | **Percentage of agreed price to be paid** |
| Upon Contract Award | Contract awarded and first iteration of course design in consultation with the Customer. | 25% |
| 30th April 2020 | Second iteration of programme content and timetable presented by the Supplier and iterations agreed by the NLC. | 25% |
| September 2020, date TBC | Leadership course delivered. | 25% |
| Within 3 weeks after delivery of the course | Feedback completed. | 25% |

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

## Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

## Invoices should be submitted by post to 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ, and also by email (contact details provided upon Contract Award).

# CONTRACT MANAGEMENT

## Attendance at Contract Review meetings shall be at the Supplier’s own expense.

# Location

## Whilst the NLC is based at 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ, most meetings can be done via teleconference where face-to-face is not possible. Likewise, the Supplier can work remotely.

## While the Customer is not specifying a location for the diversity programme, the venue provided must suit the travel and accessibility needs of all delegates attending. The venue will only be confirmed following consultation with, and agreement of the Customer.