



National College for
Teaching & Leadership

Supplier notice

Please note that responses need to be made electronically through REDIMO by completing evaluation sections and questions. Further guidance on this process can be found by downloading them from REDIMO or via [GOV.UK](http://gov.uk).

Title	High Potential Middle Leaders Programme – Secondary RD1043
Contract Manager	Laurie Bailey

Requirement Background

In 2013 Ofsted revised its inspection framework to include an assessment of the quality of middle leadership and the extent of middle leadership development. In his annual report speech in December 2014, Sir Michael Wilshaw highlighted the impact of 'weak middle management' in the rising number of inadequate secondary schools, where 'the leadership of teaching was more than twice as likely to be the cause of problems as the quality of teaching itself.' He stated that 'in most of these [inadequate] schools, middle management was weak and unsupported. Given the size of most secondaries, headteachers delegate many of their responsibilities to middle leaders. If they aren't working well, neither is the school.'

High quality middle leadership is the essential element to delivering consistently excellent lessons in every classroom. Current research shows that 'in-school' variation in teaching (compared to 'between school' variation) has the most significant effect on relative pupil outcomes and addressing the persistent tail of underachievement. The National College for Teaching and Leadership (NCTL), an executive agency of the Department for Education (DfE) believes that it is middle leaders i.e. heads of department, heads of year and those in whole school middle leadership roles who are best placed to tackle and improve the quality and consistency of teaching in schools.

The DfE has funded a High Potential Middle Leaders (HPML) secondary programme since 2011. During that time, the programme has quadrupled in size from 142 participants in 73 schools (2011) to 560 participants across cohorts in 460 challenging schools (2014). The core elements of the programme model, such as coaching and taking on extended leadership responsibilities in an actual school environment, are proven by evaluation research to be highly credible strategies for leadership development.

The contract with the incumbent supplier expires on 31 July 2016 and a new contract is being tendered now to enable recruitment activity to start in September 2015. NCTL is therefore seeking a national provider to design/develop and deliver a high potential leadership programme for high potential middle leaders in England's most challenging secondary schools. The programme will aim to provide middle leaders with training and coaching to develop in their current jobs, raise attainment within their schools and develop their potential for senior leadership. The programme will run on a three year cycle, to include one year recruitment activity and two years of programme delivery per cohort.

The current programme has established a strong reputation in the market as a recognised and respected route for high potential middle leaders to develop their skills. The new contract offers an opportunity to develop the programme further so that it continues to adapt to meet the needs of schools and achieves the best value for money (BVFM).

NCTL are looking to contract with one organisation who can deliver the programme with national reach. This does not exclude bids from consortia capable of delivering nationally. Bidders are reminded that NCTL will expect the lead organisation in any consortium to enter into binding agreements with other consortium members to ensure service delivery. The lead organisation will be the single contract holder and will have overall accountability for service delivery and meeting the contract Key Performance Indicators (KPIs).

A Prior Information Notice, setting out details of NCTL's HPML secondary programme requirement, was published in the Official Journal of the European Union on 4 February 2015 (ref 2015/S 024-039985) and Bidders should note that this procurement is being run in accordance with the provisions relating to Part B services under the Public Contracts Regulations 2006.

Mandatory Requirements

As part of this specification there are a number of specific requirements which must be met. These can be found within the evaluation sections of REDIMO. Please note that NCTL may at its absolute discretion refuse to consider your bid further, dependent on the answers given to these requirements.

The mandatory requirements for this contract are as follows:

- Your organisation must be able to deliver against the specified delivery timescales (programme development/design to start from July 2015 and participant recruitment to start from September 2015 following contract award, with programme delivery starting from August 2016).
- Your organisation must be able to commit to the recruitment and delivery of 2 cohorts of participants: 2016-18 and 2017-19, reaching up to 1,170 participants in total.
- Your organisation must be able to commit to the delivery of the second year of the HPML programme to an existing cohort of approximately 510 participants from August 2016 to July 2017.
- Your organisation must have significant experience of delivering large scale, national leadership development programmes within the English education sector.

NCTL may also require the recruitment and delivery of an additional cohort covering the period 2017 to 2020. Recruitment for this cohort would start in September 2017 with delivery starting in September 2018 and finishing in July 2020 and your organisation must be able to commit to delivery of this requirement should NCTL exercise its right under the Contract to request it.

Detailed Requirements (THE SERVICES)

Section 1 - The Programme Delivery Requirement and Quantity

This requirement is about the design and delivery of a High Potential Middle Leaders (HPML) secondary programme to support high potential middle leaders in the most challenging secondary schools. These high potential middle leaders will gain most from the programme, are best placed to deliver impact in their schools, and have the greatest potential to progress to senior leadership and headship.

Participants on this programme will make a measurable impact to improve pupil achievement and will build leadership capacity and capability in their school. Sections 2-4 of the requirement below outline in more detail our expectations around school eligibility, participant eligibility and the impact that participants should show during (and beyond) their involvement with the programme.

This requirement is for the successful Bidder to deliver the second year of a two year programme to an existing cohort of approximately 510 participants; and two cohorts of a two-year programme over the academic years 2015/16 to 2018/19. In addition NCTL may require the successful provider to recruit and deliver an additional cohort covering the period 2017 to 2020. Recruitment for this cohort would start in September 2017 with delivery starting in September 2018 and finishing in July 2020. This is broken down as follows:

Academic year cohort	Scope of programme delivery	Number of trainees	Start date	End date
Existing cohort				
2015/17*	Year 2 delivery	510	August 2016	July 2017
New cohorts				
2016/18	Recruitment	560	September 2015	June 2016
	Year 1 and 2 delivery		August 2016	July 2018
2017/19	Recruitment	610	September 2016	June 2017

	Year 1 and 2 delivery		August 2017	July 2019
Additional Cohort (subject to direction from NCTL)	Recruitment	610	September 2017	June 2018
	Year 1 and 2 delivery		August 2018	July 2020

**Recruitment of the 2015/17 cohort is underway and final numbers will be confirmed in July 2015.*

The anticipated maximum whole life contract cost will be within the range of £12 - £17 million inclusive of all expenses but excluding VAT. The anticipated whole life contract cost covers the initial term of the contract plus the provision of an additional cohort if required by the NCTL. VAT (where applicable) to be charged at the prevailing rate which is currently 20%. Sections 11 and 12 within the Evaluation Criteria (Item Prices/Cost Analysis) require Bidders to detail proposed whole life contract costs in order that these can be evaluated, in correlation with the Technical requirements, to compare like for like costs and ensure Best Value for Money (BVFM).

We invite Bidders to articulate to us what they believe an outstanding leadership programme would look like within the parameters specified. To do this, we would want Bidders to draw upon their knowledge of research in this area and upon their experience of delivering similar high impact programmes. We are happy for Bidders to provide several costed options for delivery (no more than three maximum) that can achieve the desired outcomes in Section 4 (Quality), but which demonstrate BVFM and can be delivered in a cost effective way.

As a guide NCTL is inviting potential Bidders to demonstrate **how** they would meet the following outline design criteria:

- 1) Bidders will articulate how they will recruit to the programme using a robust but cost effective assessment and selection process. Bidders should also demonstrate how the assessment process and associated tools will avoid any adverse impact on any particular minority group. Bidders should also demonstrate how the assessment process will inform the professional development of the participants throughout the programme. Assessment could be delivered via a range of methods including but not limited to:
 - a Register of Interest form;
 - an online application form with endorsement from headteachers/principals; and
 - an assessment centre.
- 2) The two year programme could be delivered via a range of methods including but not limited to:
 - Residentials (including inspirational induction events);
 - Coaching over the life of the programme (individual and/or group);
 - Face to face sessions;
 - School based projects targeted on improving pupil achievement;
 - Peer learning;
 - On the job training;
 - Inspirational speakers; and
 - Communities of support.
- 3) By the end of the programme and beyond, participants will make improvements to the quality of teaching and learning in their schools that in turn makes a measurable impact on pupil achievement (see Section 4 - Quality).
- 4) Participants will undertake a school-based improvement initiative as part of the programme. Bidders should articulate how the impact initiative will be agreed with the school's Senior Leadership Team (SLT) and be focussed on raising the achievement (see Section 4 - Quality) of targeted cohorts of pupils.

- 5) Bidders will articulate **how** their proposed programme will address the specific needs of middle leaders within the secondary sector and **how** the programme will support participants to become great middle leaders and make them even better at their current jobs. However, for some participants we will expect to see support for their progress towards senior leadership with the Bidder tracking alumni progress towards this.
- 6) Duration – The delivery organisation will deliver a two year programme that engages participants for approx. 30+ days over the two-year duration of each cohort.
- 7) Bidders should provide thinking on a small number of possible delivery options/combinations (up to a maximum of three) so that all high potential middle leaders in challenging secondary schools can benefit. These could range from an individual model focussed on the very highest potential leaders to a possible group option that could be delivered at lower cost, with a number of leaders from a single school or closely located schools. We would encourage Bidders to look at a possible combination of the two.
- 8) Bidders should demonstrate: how they will secure a contribution from each school of a minimum of £2k per year per participant; how they will secure private sponsorship (i.e. funding) of the programme; and how they will minimise the cost of covering absent teachers for schools who will be putting forward participants.
- 9) Delivery personnel should be highly credible, demonstrated by appropriate and relevant qualifications and/or experience and expertise. For example, Bidders could consider how they involve excellent school leaders in delivery.
- 10) Bidders can consider how their ideas for a programme link into existing opportunities in the system (such as the National Professional Qualification for Middle Leadership - <http://www.education.gov.uk/nationalcollege/index/professional-development/npqml.htm> and how they might link into possible routes to masters level qualifications and accreditation.
- 11) Continuous quality improvement and evolution of the programme – Bidders should outline plans to constantly review programme effectiveness (including how they will involve participants in making positive changes to the programme year upon year). Bidders should also demonstrate how they will share data and work with the NCTL for the introduction of changes / improvements to the programme or eligibility criteria.
- 12) Bidders should detail how the intellectual property and knowledge generated from this public investment could be used more widely (for example, by exploring ways of making this open source or through the Open Government Licence to the school system and beyond). Bidders should specify their thinking on how many more middle leaders could benefit in addition to specified participants.
- 13) The successful provider will be required to engage in a willing and timely manner with any NCTL led and/or independent evaluation of the programme and its impact.

In addition to the requirements set out for the two year HPML Programme NCTL is inviting potential Bidders to demonstrate **how** they would meet the following delivery commitments to 510 **Cohort 15/17 'Year 2' participants**:

- 14) **Oversight of the participants' Year 2 Impact Initiative** – Bidders should outline how they will support participants with their school-based improvement initiative as part of the second year of the programme.
- 15) **Tracking** – Bidders should outline a means of tracking participant progress against their Impact Initiative and for participants to set aspirational targets and demonstrate cohort-wide impact.
- 16) **Leadership Competency Framework** – Bidders should outline how they will use tools such as 360 degree feedback to allow participants to identify their strengths and leadership challenges against a leadership competency framework that reflects the competencies of high potential middle leaders.
- 17) **Seminars** – 5 sessions – Bidders should outline how they will deliver three hour face to face sessions to build core leadership and management skills. The sessions should be led by a highly experienced facilitator, with a

focus on discussion and challenge. The sessions will incorporate time for participants to practice skills and discuss and debate with one another. In order to have ample time within the session to do this, most sessions should have assigned pre-reading. Seminars are to be delivered in the evening or at weekends.

- 18) **Joint Practice Development** – 5 sessions – Each session should be a maximum of three hours and should be face to face group sessions to share experience and practice and learn from each other. The sessions should initially be led by a highly experienced facilitator but with the opportunity for subsequent sessions to be led by participants to ensure costs are kept to a minimum. Sessions to be delivered in the evening or at weekends.
- 19) **Challenge days** – 4 days – Bidders should outline how they will deliver a full-day inspirational learning event delivered on a Saturday to a whole region of participants. To include the following: keynotes; workshops; experiential learning; and networking opportunities.
- 20) **Coaching** – 8 sessions – Bidders will need to ensure that each participant has their own Leadership Coach who oversees their development over the final year of the programme. Coaches should ensure each participant's Impact Initiative is being carried out to maximum effect. Coaches should also help participants overcome the challenges they face day-to-day and steer them to plan more strategically and become more effective in their roles. Leadership Coaches should be experienced or serving, heads or deputies with a proven track record of achieving impact in schools in challenging contexts. Half of the coaching sessions can be delivered face to face, and half by video-conference. The coaching sessions will occur at a time agreed between the coach and the participant, usually during the school day or immediately after school.
- 21) **Online Learning**: Bidders should demonstrate how they will provide online learning sessions which will give participants the opportunity to develop their knowledge and understanding of more practical skills than what is focused on in other delivery. Sessions can be delivered via webinar or other web based interactive programmes. Participants should be able to attend the sessions from home or school, and outside of school time.
- 22) **Online Learning**: In addition to the requirement above Bidders should evidence how participants will receive access to an online resource sharing platform to allow participants to share and benefit from their combined experience.
- 23) Delivery personnel should be highly credible, demonstrated by appropriate and relevant qualifications and/or experience and expertise. For example, Bidders could consider how they involve excellent school leaders in delivery.

Section 2- School Eligibility and Geographical Reach of the Requirement

NCTL expects the successful provider to engage with secondary schools within the following broad criteria:

- a) Schools above the national average for disadvantaged pupils, and
- b) Schools below the national average for attainment levels.

The successful provider should aim to identify schools with the lowest attainment levels for their disadvantaged pupils and where value-added progression is lower than the national average. Disadvantaged pupils are defined as those pupils who are economically disadvantaged – either registered for free school meals at some point in the last six years (Ever 6 FSM) – or who are looked after.

NCTL will therefore expect the programme to focus exclusively on schools in challenging circumstances and have suggested* the following criteria:

- Ever 6 Free School Meals (FSM) of 50% or more; or
- Ever 6 FSM of 25% - 50% AND fewer than 60% of disadvantaged pupils achieving 5A*-C GCSE (including English and maths)/or where the school is below the 'progress 8' measure of -0.51; or

- Fewer than 40% of pupils gain 5A*- C GCSE (including English and maths) or the school is below the 'progress 8' measure of -0.51.

**the eligibility criteria will be subject to review prior to each cohort. Final criteria and prioritisation of eligible schools are to be agreed at contract finalisation stage.*

Where demand is high, the successful provider should prioritise schools furthest from the national average of FSM & attainment indices, particularly schools where disadvantaged pupils are progressing behind other pupils (using the English and Maths Value Added scores). For schools with few disadvantaged pupils, consideration should be given to the 3-year rolling average of the attainment of their disadvantaged pupils.

There are no geographical limitations on where the successful provider would focus their recruitment for the two year programme other than within England although NCTL reserves the right to specify the geographical coverage of the programme at any time during the contract period. However, NCTL expects Bidders to provide us details of how they will ensure a balanced spread across geographical regions.

Bidders will develop and demonstrate a national approach to recruiting schools and participants. We would particularly welcome details on how Bidders will focus on urban, rural and coastal areas outside some of the previously well supported conurbations such as London and Manchester. NCTL would also welcome details of how Bidders would focus on engaging participants from local clusters of schools in order to have a magnified impact on pupil performance across more than one individual setting.

NCTL expects the successful provider to focus (as a priority) on larger secondary schools (200+) where the number of middle leaders and the nature of their roles lend themselves to this type of leadership development. Larger secondary schools have increasing numbers of middle leadership roles; however, some middle leaders in smaller schools may have management and leadership responsibilities over clusters of schools, federations or other school networks. The programme would therefore build in the flexibility to accommodate these middle leaders.

NCTL will work closely with the successful provider to continually review and develop the eligibility criteria for the schools that are involved to ensure there is a focus on those where disadvantaged pupils are progressing significantly behind other pupils.

Bidders will also need to demonstrate how they will deliver 'Year 2' for the 2015/17 cohort, for participants in the following geographical areas*2:

- North East - 45
- North West - 130
- Yorkshire and Humber - 65
- East Midlands - 15
- West Midlands - 75
- East of England - 35
- London - 100
- South East - 45

**2 note that the numbers in each geographical area are subject to change as recruitment is currently underway for the 2015/17 cohort.*

Section 3 - Participant Eligibility and Numbers

Participant eligibility

NCTL suggests* that the programme would be available to individuals or groups of individuals in challenging secondary schools who:

- Are in an established middle leadership role with responsibility for at least two members of staff.

- Have scored 'good' or 'outstanding' in their last two lesson observations, either by Ofsted or as part of a recent in-school performance management process.
- Are successful in a robust assessment process designed to identify those with high leadership potential.

** Final eligibility criteria to be agreed at contract finalisation stage.*

Participants would be expected to commit to staying within their current school for the duration of the programme to maximise impact for the most challenging secondary schools and their pupils. Retention of participants on the programme will be very important and we will expect the successful Bidder to demonstrate that they have the necessary mechanisms in place to secure participant commitment to completing the programme in full.

The provider will be responsible for the attraction of participants and for managing all the recruitment processes to secure appropriate participants to undertake the programme. Middle leaders who lead on the whole school teaching of literacy and numeracy should be a priority.

NCTL will support the successful provider to promote the programme through both NCTL and wider DfE channels where appropriate. The successful Bidder's marketing plan will be subject to a formal NCTL/DfE clearance process to ensure BVFM. NCTL expects that the provider will undertake appropriate low/no cost and creative marketing strategies to meet the recruitment targets for the programme. Guidance for the review and monitoring of marketing activity will be discussed and agreed with the successful Bidder prior to contract award and detailed within the final contractual documentation.

Bidders should demonstrate how they will monitor equalities information on participants, helping them attract participants from a range of backgrounds by ensuring fair access to the programme. Bidders will be expected to evidence how they will attract and develop participants from under-represented groups, e.g. female participants, black and minority ethnic participants. NCTL wants to ensure that, as a minimum, the programme recruits participants that are representative of the diverse workforce. Bidders will need to evidence how they will ensure all assessment and learning activities and tools avoid any adverse impact on any particular group.

Bidders need to detail their proposed approach to ensuring that they recruit the most middle leaders with the highest potential to undergo this leadership development programme. This could include different costed options for different models of the programme.

Participant numbers

The contract with the successful provider will be to deliver the second year of a two year HPML programme and two 2-year long cohorts with a definite end date for the last cohort of 2019. We expect reach to grow progressively with an appropriate scaling up over the two successive cohorts. If Bidders do propose a combination of models, such as individuals and group models, they should specify how the number of participants would grow on each route and how the overall total would be met year by year. A proposed scale up of indicative numbers is shown in the table below:

Cohort	Total
2015-17 (Year 2)	510
2016-18	560
2017-19	610
2018-20*	610

Total participants*	1680
----------------------------	-------------

* NCTL may also require the recruitment and delivery of an additional cohort covering the period 2017 to 2020. Recruitment for this cohort would start in September 2017 with delivery starting in August 2018 and finishing in July 2020 and your organisation must be able to commit to delivery of this requirement should NCTL exercise its right under the Contract to request it.

Please note these are minimum recruitment targets; Bidders are welcome to set out how their model would recruit higher numbers within the same financial parameters. The final cohort numbers for new cohorts will be agreed at contract finalisation stage.

NCTL wants the benefits of this investment to secure improvements across the wider system in a cost effective manner. Bidders should outline how they propose middle leaders who are not participants on the programme could benefit from the materials that they generate and the delivery experience they accrue under this time bound contract. This could take the form of thinking around making materials open source for wider use or investigating the possibility of on-going licensing arrangements beyond the life of the programme.

Section 4 - Quality and Impact

It is important that this investment in high potential middle leaders leads to a high quality experience for participants and consequently to positive outcomes for pupil achievement as a direct result. Bidders will need to be able to demonstrate a track record of successfully developing middle leaders and have clear plans to ensure quality and track impact. We invite Bidders to examine the indicative KPI areas below and to add their critical thinking to these. We will invite the successful provider to engage in a process with NCTL (post award of contract) to develop and agree KPIs against the agreed model(s) of delivery.

The successful provider will:

- 1) Deliver the HPML secondary programme to approximately 510 'year 2' participants
- 2) Deliver the HPML secondary programme of approx. 30+ days to a minimum of 1170 participants over two 2-year cohorts (*to be finalised after evaluation and agreement with the preferred delivery organisation and their proposed models of delivery*).
- 3) Deliver the HPML secondary programme of approx. 30+ days to a minimum of 610 participants over one additional cohort should NCTL exercise its right under the Contract to request it.
- 4) Demonstrate over an agreed time period that the participants they are developing have achieved **greater impact than for suitable comparator groups** in any/all of the following:
 - a. Contributed to improved GCSE performance at their secondary schools
 - b. Raised secondary schools out of or further from the secondary floor targets
 - c. Shown accelerating pupil progress levels against the national average
 - d. Raised the performance of the pupils within their impact project in comparison to others within the school
 - e. Tackled closing the gap issues by reducing the tail of underachievement in their schools
 - f. Outperformed other middle leaders' results within their school or secondary federation
 - g. Contributed to improved Ofsted teaching and learning judgements within their secondary school
- 5) Ensure that delivery venues are accessible and of good quality (Bidders should specify how they will approach and QA intended venues). We would welcome Bidders looking at how they can use venues that re-invest money into the school system (where appropriate and reasonable for the purpose and numbers).
- 6) Ensure that their reach covers urban, rural and coastal areas.
- 7) Monitor and achieve satisfaction ratings that exceed 90% of participants rating the programme good or above.
- 8) Recruit the best participants onto the programme and engage them throughout so that retention (and completion) rates exceed 90%.
- 9) Track alumni career progress, reporting to NCTL on next stage promotions and particularly appointments to secondary SLTs or headships.
- 10) Maintain accurate records of all successful and unsuccessful applicants to the programme, including name, contact details and Teacher Reference Number, for evaluation purposes.

- 11) Commit to monthly contract review meetings with NCTL and a detailed annual review meeting, both of which will include a review of the allocation of resources. The delivery organisation will prepare all necessary documentation requested by NCTL to support these meetings.
- 12) Produce an annual report (for discussion with NCTL) that summarises the annual costs of delivery; progress and impact of the programme; and sets out plans for improving the programme for the next cohort.
- 13) Work with NCTL to develop a clear Exit Strategy from the programme. Our desire is for the programme to become more school-led and self-sustaining over time. A draft exit plan will be provided by the provider for review with NCTL within three months of contract award; and will be reviewed regularly thereafter to ensure it remains fit for purpose.

Bidders will need to outline their **quality and impact strategy** detailing their approach to sustaining and improving high quality leadership development experiences. They will also need to articulate willingness to working with any NCTL led and/or independent evaluation of the programme and its impact.

Bidders are asked to note that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE Regulations, as amended from time to time) may apply to staff employed by the incumbent supplier to deliver the current programme delivery model. Information is being sought as to the potential TUPE position, and will be distributed as and when appropriate.

Section 5 - Timescales

The HPML programme will need to be delivered within demanding timescales. Anticipated procurement timelines are set out below:

The successful Bidder will need to demonstrate that they can scale up quickly in order to meet demanding delivery timescales from July 2015. Bidders will need to be able to:

- Start recruiting participants from eligible schools from September 2015;
- Commence the delivery of the 2016/18 cohort in August 2016;
- Commence the delivery of the second year of the programme to the 2015/17 cohort in August 2016;
- Have plans in place for the subsequent recruitment and delivery rounds to ensure recruitment of the second cohort from September 2016 and delivery from August 2017; and
- Have plans in place for the subsequent recruitment and delivery rounds to an additional cohort from September 2017 to July 2020 should NCTL exercise its right under the Contract to request it.

NCTL will conduct a readiness review during July/August 2015 which will evaluate whether the successful Bidder is ready and fit to deliver against these future timescales. Any actions arising from this review will need to be addressed as part of the contract.

Bidders should submit a **project implementation plan** that outlines their plans and any key dependencies. This should be cognisant of key dates within the school year such as GCSE examinations and geographically different holiday periods. Bidders should identify the key risks to this work, their impact and proposed mitigations via a **risk register**.

This contract will be for an initial period (Initial Term) of 51 months from 1 July 2015 (subject to agreement with DfE Ministers) to 30 September 2019 (to include an initial set up phase between July and August 2015, delivery of the second year of the programme to a cohort of approximately 510 participants, two academic year cohorts with recruitment commencing September 2015 and delivery concluding July 2019 and an exit period of two calendar months at the contract end). NCTL may also require the recruitment and delivery of an additional cohort covering the period 2017 to 2020. Recruitment for this cohort would start in September 2017 with delivery starting in September 2018 and finishing in July 2020 and your organisation must be able to commit to delivery of this requirement should NCTL exercise its right under the Contract to request it.

This contract may at the sole option of NCTL be extended from the expiry of the Initial Term for such further period as NCTL shall specify up to a maximum of 12 months (or any part thereof). Any extension will be subject to factors including, but not limited to, the delivery of an additional cohort, the continued support and funding by government

and the satisfactory delivery of the programme and its outcomes. Service credits will be applied as part of the delivery of the contract.

NCTL reserves the right to terminate the contract should funding be withdrawn, changed or there is a significant change in government policy relating to the programme delivery and outputs required as part of this contract, by giving three months' notice.

Data Handling

The Data Handling schedule for this requirement is set out in the Draft Contract – Schedule 10.

Attachments

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

- Evaluation Criteria
- Draft Contract
- Appendix 1 – Equality and Diversity Policy
- Appendix 2 - Costing Matrix template
- Instructions to Bidders
- Guide to Submitting an ITT
- NCTL Commissioned programme Marketing and Branding guidelines
- Declarations and Pro-formas (Deed of Adherence, Declaration of Confidential and Commercially sensitive information, ITT Declaration doc, Deviation to Tender)

These can be downloaded via REDIMO (*my tenders – RD1043 reference – view full notice including documentation*).

Evaluation Process and criteria

All bids received will be evaluated against the evaluation criteria and scoring methodology as stated within this Requirement and REDIMO. Please see the attached document for further information.

Timelines

Deadline for completing all evaluation sections in relation to this requirement	2pm 29 April 2015
Notification to Bidders of result	Week commencing 8 June 2015 subject to the agreement of DfE Ministers
Contract start date	1 July 2015 subject to the agreement of DfE Ministers
Contract expiry date	30 September 2019 subject to the agreement of DfE Ministers

Terms and Conditions

A copy of the draft terms and conditions of the contract can be found in REDIMO (*my tenders – RD 1043 – view full notice including documentation*). A final version of the contract will be issued to the successful Bidder. Clarifications relating to terms and conditions can be requested through REDIMO by raising a clarification question at any time during the bidding process. Any proposed deviations from the terms and conditions must be raised at the bidding stage. However, Bidders should note that only minor changes to the contract which do not increase NCTL's level of risk will be considered.

Queries and Guidance

Queries

Any queries in respect of this Specification should be raised via REDIMO through the link '*Raise a clarification question*'.

Technical

Responses to this Specification need to be made electronically through REDIMO by completing evaluation sections and questions. Further guidance on this process can be found by downloading them from REDIMO.

Bidders experiencing technical difficulties can also contact the commercial team at commercial.admin@education.gsi.gov.uk.

