



NFCC
National Fire
Chiefs Council

INVITATION TO TENDER (ITT)

REF: NFCC00003

**NFCC Executive Leadership Development
Programme**

Section 1 - Introduction & Background

This document includes all of the information necessary to enable Tenderers to participate in the procurement process to fulfil these requirements.

Background

The National Fire Chiefs Council's (NFCC) vision is to be the leading professional voice of fire and rescue services across the UK, using our national role, influence, and expertise to support collaboration and drive improvement in fire and rescue services to help keep communities safe.

Every fire and rescue service (FRS) in the UK is a member of the NFCC, and we work with members and other partners to deliver products, guidance and tools to support services improve and better meet the needs of the communities they serve.

<https://www.nationalfirechiefs.org.uk/About>

Introduction

The National Fire Chiefs Council (NFCC) is seeking to appoint a supplier to deliver a programme of leadership training. The training will be aimed at aspiring and existing senior leaders within the Fire and Rescue Service with potential to open applications to candidates from wider blue light /public sector and to international students. At present the Executive Leadership Programme (ELP) is delivered through five four-day residential face-to-face modules, in partnership with an accredited UK academic institution. Currently following successful completion of the ELP candidates are awarded a Post-Graduate Certificate-level qualification in Strategic Leadership.

The ELP is intended to enhance individuals' leadership capabilities, allowing them to explore and address key strategic issues confronting the Fire and Rescue Service. The existing programme is designed so that learning from the classroom provides sustained and applied benefits to confront current and future challenges. These challenges can be both personal and organisational in nature.

In the ITT Specification section, we detail the requirements for the ELP going forward. We have listed a series of essential and desirable criteria for suppliers to consider as part of their bids. We have also provided details on how the bids will be evaluated and scored.

It is the responsibility of the Tenderer to obtain for itself, at its own expense, all information necessary for the preparation of its Tender. The proposals should address how the Tenderer will manage each element of the requirement and the proposed pricing models submitted should clearly explain how each would be priced.

Structure & Content of this Invitation to Tender (ITT)

The table below summarises the documents included within the procurement documentation set, together with an overview of the actions Tenderers are required to take when responding to the ITT. Tenderers are advised to read this document and each subsequent section carefully to ensure that they fully comply with the instructions associated with each section and submit a compliant Tender.

Section	Action Required - Overview
Section 1 – Background & Introduction	For information on the structure & scope of the ITT and background on the NFCC and its key policies which Tenderers are expected to comply with.
Section 2 – Instructions to Tenderers	For information on how Tenderers must respond to the ITT.
Section 3 – Statement of Requirements	For information on the full scope of requirements which Tenderers must respond to in their Tender, and the template for completion and submission by the Tenderer as part of the Tender.
Section 4 – Evaluation Methodology & Criteria	For information on how the Tender will be evaluated by the NFCC, and also the Evaluation Questions for the response of Tenderers.
Section 5 – Pricing & Invoicing	For information on how the NFCC requires price to be confirmed, and a template for completion and submission by the Tenderer as part of the Tender.
Section 6 – Form of Tender	For completion and submission by the Tenderer as part of the Tender.
Section 7 – Register of Interests and Managing Conflicts of Interests Declaration	For completion and submission by the Tenderer as part of the Tender.
Section 8 – Insurance Statement	For information on the minimum levels of insurance required for this contract and completion & submission by the Tenderer as part of the Tender.
Section 9 – Equalities and Diversity Statement	For completion and submission by the Tenderer as part of the Tender.
Section 10 – Company Information	For completion and submission by the Tenderer as part of the Tender.
Section 11 – Financial Information	For completion and submission as part of the Tender
Section 12 – Confidential & Commercially Sensitive Information	For completion and submission by the Tenderer as part of the Tender.

Our Corporate Policies & Recognition in Tenders

The NFCC is committed to observing its obligations and ethical stance (whether founded in legislation or best practice) across a range of subject areas. Those which have an implication on the procurement process are set out below. Tenderers are required to conform with the following requirements.

Equalities Statement

The NFCC is committed to developing, promoting and delivering its services, information and employment opportunities without discriminating against anyone on the grounds of age, disability, faith, sex, race, sexuality, gender reassignment, marriage and civil partnership, pregnancy or maternity.

The NFCC expects its suppliers and other people who deliver its goods, services or works to comply with its Equality Policy and share this vision and these values. All organisations that want to provide goods, works and/or services to the NFCC must be able to show that they are taking steps to allow equal access to the provision of goods, works and services, provide fair treatment and equal opportunity.

Environment Statement

The NFCC is committed to reducing its impact on the Environment and the NFCC expects its suppliers and other people who deliver goods, services or works to it to comply with all current legislation relating to Environmental matters.

Ethical Code of Conduct

As part of the agreement between the parties to this Contract an Ethical Code of Conduct will be required. This code will reflect the commitment of the parties to deliver continued value and wellbeing throughout the Contract period that benefits the contractual parties.

During the Contract term all parties agree to retain relative information as confidential unless a need to release is confirmed by a request for information through the Freedom of Information Act 2000.

At no point during the Contract will any contractual parties bring any other contractual parties into disrepute. These areas of disrepute will include, but not exclude, any other legitimate associated action:

- Sharing of information specific to the Contract with those not a party to the contract
- Demonstrating a disregard for Contract prices and users
- Becoming involved with any external contract organisation, party or individual with the intention of disrupting the supply of goods or services being delivered from the Contract
- The intention to cause damage to a contractual party whether by verbal, written or physical action involving reputation, monetary, loss of existing or future identified business.

At any point during the investigation neither party should undertake any actions that can be deemed as influencing the process. Continued associate actions will result in the process being halted and where appropriate the Contract terminated.

Modern Slavery

The NFCC is committed to ensuring that there is no modern slavery or human trafficking within our supply chains or in any part of our organisation. We shall remain committed to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective systems and controls to ensure that slavery and human trafficking is not taking place

anywhere in the NFCC or our supply chains. As part of our procurement process we ensure that potential suppliers share this same commitment and can provide evidence.

The NFCC will treat any breach of our Anti-slavery and Human Trafficking stance very seriously. We are regularly reviewing and updating relevant policies and have processes in place to monitor and maintain our policies at regular intervals.

Bribery, Corruption and Collusion

The NFCC and its suppliers are bound by the Bribery Act 2010.

Members of the public expect the highest standards of conduct and integrity from employees of a public service. The NFCC therefore requires that suppliers and staff conduct themselves in a manner reflective of the NFCC 's core values.

If any employee, director or owner of any Tenderer or incumbent supplier has been previously or is later convicted for the offence of bribery, where the offence relates to active corruption bribery within the meaning of section 1 or 6 of the Bribery Act 2010 then the NFCC will immediately cancel any current contract or purchase order without cost or obligation to the NFCC.

Freedom of Information and Transparency

Freedom of Information Act (FOIA) 2000

The NFCC is committed to meeting its legal responsibilities under the Freedom of Information Act 2000 ("the FOIA") and the Environmental Information Regulations 2004 as may be amended, updated or replaced from time to time. It may be required to disclose information concerning the procurement process and/or the Contract to anyone who makes a reasonable request.

If Tenderers consider that any of the information provided in their bid is commercially sensitive (meaning it could reasonably cause prejudice to the Tenderer if disclosed to a third party) then it should be clearly marked as "Not for disclosure to third parties" together with valid reason in support of the information being exempt from disclosure under the FOIA.

Tenderers should also note that the receipt of any material marked 'confidential' or equivalent by the NFCC should not be taken to mean that the NFCC accepts any duty of confidence by virtue of that marking.

Tenderers acknowledge and accept that the NFCC's decision on these issues shall be final and that the NFCC shall incur no liability to any Tenderer by reason of having disclosed any information which the NFCC reasonably concludes was required to be disclosed in accordance with the FOIA.

Section 2 Instructions to Tenderers

Tender Documents

The detail of this document and all associated documents is to be treated as private and confidential and for use only in connection with this Tender process. Copyright of all Tender documents, including any amendments or further instructions, shall remain with the NFCC.

The Tender documents must be submitted electronically, either via Contracts Finder or via email to the Contracts Officer at:

procurement@nfcc.org.uk

During this Tender process, all communication (including contact and questions in connection with this Tender) must be submitted via email to the email address:

procurement@nfcc.org.uk

All correspondence shall clearly state the Tender reference number: **NFCC00003**

Tenderers should note that final submissions must be submitted via email by the deadline to the correct address. Failure to follow this path may result in the Tender submission being disregarded.

Preparation of Tender

The information contained within this document should be regarded as a statement of the current requirement as far as the NFCC is able to determine at this time. Tenderers must carefully examine and consider the Tender documents and satisfy themselves of the appropriateness and validity of any information provided. In submitting a Tender, Tenderers shall be deemed to have read and understood **all** Tender documents.

Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state 'N/A'. The NFCC will not accept marketing materials, or web links as a response to questions or a response which points the evaluator to another part of the document, all questions should be answered within the relevant response boxes provided. Evaluators will not cross-reference responses and will only evaluate the information provided directly in response to each question. Answers must remain within stated word or page limits. Advertising, other promotional or generic materials must not be provided and will not be evaluated.

If any points in the Tender documents are unclear, Tenderers may seek clarification by contacting the Contracts Officer using the procurement email address provided.

Unless agreed in writing by a duly authorised member of the NFCC's Procurement & Commercial Team, no amendment or modification can be made by Tenderers to the Tender Documentation.

Submission of Tender

Tenderers must sign and date the Form of Tender provided without qualification and return it

together with their Tender submission to confirm that all Terms, Conditions and clarifications specified by the NFCC during the Tender period have been understood and accepted. **Failure to submit a signed Form of Tender document may result in the rejection of the Tender submission.**

All documents requiring a signature must be signed:

- where the Tenderer is an individual by that individual;
- where the Tenderer is a partnership, by at least two duly authorised Partners;
- where the Tenderer is a company, by a Company Director, where such person is duly authorised for that purpose.

Tender responses must be submitted electronically via email no later than **Friday 28th February 2025 23:59pm**

Tenderers are required to submit one copy of their bid in *Microsoft®* Word format. All pricing must be submitted using *Microsoft®* Excel format when appropriate. The NFCC accepts that some appendices may not be available in a Microsoft® Word format. In such circumstances PDF format only will be accepted.

NB: To ensure on-time submissions, Tenderers are strongly advised to email their responses at least 24 hours prior to the deadline to avoid possible disappointment.

Late Tenders

Any Tenders submitted after **Friday 28th February 2025 23:59pm** **will not be accepted.**

Clarifications during the Tender Process

During the Tender process, Tenderers and/or the NFCC may find it necessary to request and/or issue Tender clarifications. The NFCC shall endeavor to address these requests within five (5) working days from the request. The NFCC *cannot* accept, at the point of submission, any Tender change requests, as this would be deemed a counteroffer and therefore the Tender will be rejected and not evaluated.

Page / Word Limits

Tenders must not exceed the word limits of 1000 words per question. Any material supplied in excess of the stated page or word limits (including any generic corporate or promotional materials or other material not directly responding to the information requested in the Tender, in the format requested), unless otherwise stated, will not be read or evaluated.

Tender Validity

Your Tender should remain open for acceptance for a period of 180 days. Any Tender submitted showing a shorter validity period may be rejected.

Conditional Tenders

Any Tenderer submitting a Tender that contains a condition that is deemed as unacceptable

by the NFCC shall be given the opportunity to withdraw the condition without any other amendment to the Tender. If the Tenderer fails to remove the condition upon which its Tender relies then the NFCC reserves the right to reject the Tender.

Tie Break

In the event of a tie (where two or more top-scoring Tenderers have the same total weighted score, i.e., the aggregate score including both quality and price), the NFCC will award the Contract to the Tenderer offering the lowest price.

Abnormally Low Tenders

If a Tenderer submits a bid that the NFCC considers is abnormally low in price, the NFCC may require the Tenderer (but is not obliged to do so) to provide an explanation with evidence as to why the price is so low. If the NFCC considers that the evidence or explanation supplied does not satisfactorily account for the price proposed, the NFCC may reject the Tender (but shall not be obliged to do so).

Evaluation Process – Pass/Fail Criteria

In the event that no Tenderer passes the Pass/Fail criteria outlined in Section 4, the NFCC reserves the right, at its discretion, to continue the procurement process as if all Tenderers had satisfactorily met the applicable requirement(s). Thereafter the NFCC may seek further clarification regarding the minimum standards which can be met. In such circumstances, all Tenderers will be treated equally.

Contract Award and Termination

The NFCC, at its sole discretion, reserves the right to withdraw all or any part of this Invitation to Tender at any time during the procurement exercise or to not Award a Contract at all without liability. In all circumstances, the NFCC reserves the right to terminate a contract in accordance with the Terms & Conditions of the Contract.

Procurement Timetable

Set out below is the proposed procurement timetable:

Key Actions	Key Dates
ITT Issue Date*	Monday 13/01/2025
Clarification Session	Monday 10/02/2025
Tender Return Date*	Friday 28/02/2025
NFCC Evaluation and Q&A Period	Friday 21/03/2025
Supplier Presentations	Monday 02/04/2025
Contract Award Notification	Tuesday 08/04/2025
Contract Start Date	Monday 30/06/2025

With the exception of the dates marked with a * (in the table above), these dates are indicative and provided for information purposes only. The NFCC does not guarantee to complete each

phase by the date stated above.

NFCC Not Bound

The NFCC does not bind itself to accept any Tender in whole or in part.

Right to Disqualify and Exclude

The NFCC makes no commitment to accept any of the Tenders or any subsequent document issued in connection with this Procurement or enter into a contract with regard to the Goods, Works and/or Services.

The NFCC may disqualify a Tender from this Procurement if a Tenderer fails to provide to the NFCC:

- The information requested, in the form requested.
- A full and satisfactory response to any question.
- Documentation referred to in a Tender.
- A response or respond to the NFCC's query(ies), within any specified timescales.
- A compliant Tender.

The NFCC may exclude a Tenderer from any participation in this Procurement at any stage, if:

- The Tenderer fails to comply fully with the requirements of this Procurement.
- It becomes aware that the Tenderer has breached these terms of participation.
- It becomes aware of a wilful omission or misrepresentation in a Tender. In such events, the NFCC reserves the right to recoup fair and reasonable costs from a Tenderer.

The NFCC may exclude a Tenderer from participation in this Procurement where there is a change in identity, control, financial standing or other factor impacting on the selection and/or evaluation process affecting the Tenderer.

The NFCC's rights above are without prejudice to any other rights or remedies that the NFCC may have in connection with a breach of these terms of participation. To the extent permitted by law, Tenderers will have no claim against the NFCC arising out of the NFCC's exercise, or failure to exercise, these rights.

Tenderer's Costs

Under no circumstances shall the NFCC accept responsibility for any expense or loss which may be incurred by any Tenderer in the preparation of the Tender.

Under no circumstances shall the NFCC incur any liability or costs in respect of this ITT in respect of any decision to suspend or discontinue this procurement process.

Tenderers should note that if a future court decision deems any Contract resulting from this ITT to be ineffective and is subsequently set aside, Tenderers for the Contract will not be entitled to claim for direct, indirect or consequential loss due to Contract suspension and/or

termination. Additionally, it should be noted that in the event of a legal challenge being received against the Contract under the Remedies Directive 2010 the following additional terms will take precedence:

- The NFCC reserves the right, subject to appropriate procurement regulations, to change without notice the basis of, or the procedures for, the competitive Tendering process or to terminate or suspend the process at any time at its absolute discretion.
- All other existing terms and conditions will remain in effect until notice is received of any revised Contract.

NFCC not Bound

Any discussions or correspondence between the NFCC and Tenderers shall be conducted without any obligation whatsoever by the NFCC to enter into or become bound by any Contract.

The NFCC will not be bound by any Contract until the Contract is embodied in a formal document and signed by all parties.

Canvassing

Direct or indirect canvassing of any officer, Member or agent of the NFCC by any potential Tenderer concerning this requirement, or any attempt to procure information from any such person concerning this ITT may result in the disqualification of the potential Tenderer from consideration for this requirement.

Confidentiality & Publicity Statement

The contents of this ITT and of any other documentation made available in respect of this process are provided on the basis that they remain the property of the NFCC and must be treated as confidential. If you are unable or unwilling to comply with this requirement you are required to destroy this ITT and all associated documents immediately and not to retain any electronic or paper copies.

No Tenderer will undertake any publicity activities with any part of the media in relation to this ITT process or to the Contract without the prior written agreement of the NFCC and this includes the format and content of any publicity.

Contract Award

It is anticipated that the NFCC will award a Contract to one supplier.

Section 3 Statement of Requirements

The full detailed specification can be found in Appendix A- SPECIFICATION (“The Specification”).

Cohort size

Historically we have accepted in the region of 25 learners per cohort. On an average year we have commissioned two cohorts totaling around 50 learners, although the applications received are closer to 70+ per annum. We are open to suggestions from Tenderers on recommended cohort size, notwithstanding we expect this level of demand to sustain and potentially increase.

3.1 Technical/Previous Experience and Design/Delivery Evaluation

Tenderers are required to confirm, in detail, how they will meet each of the NFCC’s technical/previous experience and delivery requirements (within the stated page or word limits). Tenderers must complete a separate table (in the format below) to respond to each of the questions. Tenderers must complete the “Tenderers Response” box below each requirement.

Tenderers must not cross refer between responses – the NFCC will only evaluate the content of each individual response.

Each Response must relate to a single evaluation question.

TECHNICAL/PREVIOUS EXPERIENCE EVALUATION

Q1- Case study

Tenderer to provide an example, supported with evidence of previous relevant experience successfully delivering a similar project or services within an organisation or sector of comparable complexity. Please refer to Annex A – Specification.

The example should clearly demonstrate where and how the Tenderer delivered similar services in the past (ideally within a charity or public sector organisation or sector).

Tenderer’s Response (1000 words):

Q2: Qualifications and experience

Tenderers must ensure sufficiently trained personnel are provided to deliver the specified project / service deliverables. Tenderers should provide details of the following professional individual(s):

- Those responsible for designing and delivering the programme content
- Those responsible for leading the administration and coordination elements of the programme
- The primary point of contact/relationship manager for the purposes of contract management and programme oversight

Tenderers must include biographies detailing professional qualifications and relevant previous experience. Including, but not limited to:

- Previous experience of successfully delivering similar projects
- Proof of at least 2 years of relevant experience
- Experience of working with senior stakeholders
- Experience of developing similar outputs for other complex organisations

Optionally, separate CV's can also be submitted to support the response provided below. Each CV must not be more than 4 sides in length.

Tenderer's Response (1000 words):

DESIGN/DELIVERY EVALUATION

Q3: Chosen delivery methodology

Tenderer must outline proposed approach to delivering the programme detailing the design approach, high-level indicative content, programme length, mode of delivery, engagement with learners, and formative/summative assessment methods. You must provide justification for choice of methodologies.

Tenderer's Response (1000 words):

Q4: Schedule of works

Tenderer must provide a schedule of work detailing how they will approach and deliver the requirement. The schedule must include all tasks within each of the below stages identifying any timeline amendments that might be required and how these would look.

The schedule must include details of each milestone including and not limited to date, and requirements for said milestone.

The schedule of work should also clearly identify the roles and responsibilities timeline of involvement of each team member, along with a clear identification the roles and responsibilities of both the Tenderer and the NFCC throughout the project.

Tenderer's Response (1000 words):

Q5: Stakeholder Engagement

The Tenderer will be required to work with NFCC staff and key stakeholders during the project. Please detail your proposed methods for engaging with each of these stakeholder groups and how you propose to keep them informed of the progress being made during the project and the frequency of these updates.

Tenderer's Response (1000 words):

If Tenderers plan to use sub-contractors to deliver the requirements the following template must be completed and returned with the Tender.

Sub-Contractor Name	Role / Area of expertise	Qualifications / experience	Approximate % of contractual obligations assigned
Tenderer to complete & add further lines as required			

Section 4 Evaluation Methodology & Criteria

The following details describe how the NFCC will assess all Tenderers and Tender submissions in relation to this requirement.

All Tenders received will be considered only on the information contained in the Tender or obtained by the NFCC as a direct result of the Tender process. Each response will be evaluated individually, and no consideration will be given to information included in other responses. Tenderers should not cross-reference to information provided in other responses.

Submissions will be assessed on the basis of the most economically advantageous Tender (MEAT).

The evaluation methodology and criteria are set out below.

Evaluation will be divided into three stages:

- Stage One – Evaluation of Pass/Fail questions
- Stage Two – Evaluation of Technical response (minimum score)
- Stage Three – Evaluation of the full Tender response

Pass / Fail Evaluation Questions

Before the full Tender is evaluated, the NFCC will evaluate the Tenderers response to the Pass/Fail questions. Tenderers must be judged to have passed all of the Pass/Fail criteria. These questions will carry no evaluation score. However, if a **FAIL** is allocated to any single response then the NFCC may reject the Tender (and in such circumstances no further evaluation will be undertaken).

Tenderers must complete the “Tenderers Response” column in the table below and return this template to the NFCC as part of their Tender. The Pass / Fail questions for this requirement are as follows.

Question Number	Pass / Fail Questions	Tenderers Response (Please respond either Yes or No)
	Insurance Do you hereby confirm that your organisation either already has or, if successful undertake to have (before contract commencement), the required minimum levels of insurance at no additional cost to the NFCC? If “No”, then the Tender will not be taken forward for the rest of the evaluation.	
	Form of Tender Has the Tenderer completed & returned the signed Form of Tender? If “No”, then the Tender will not be taken forward for the rest of the	



	evaluation. In doing so the Tenderer accepts all aspects of the Contract as stated or subsequently agreed amendments including the terms and conditions and requirements of the Contract.	
	Equalities & Diversity Statement Has the Tenderer completed & returned the Statement of Equalities and Diversity? If Tenderer has answered “No” to any of the Equalities & Diversity questions, or if the Tenderer has answered “Yes” to any of the questions and not provided adequate explanation, then the Tender may not be taken forward for the rest of the evaluation (at the discretion of the NFCC).	
	Register of Interests and Managing Conflicts of Interest Declaration Has the Tenderer completed & returned the Declaration?	

Minimum Technical Requirement Evaluation Questions

Stage two will involve the technical evaluation and has a minimum threshold score. The technical scores awarded in stage two will form part of the overall assessment; for example, a Tenderer who scored 100 for technical, 50 for delivery and 300 for price would achieve a total score of 450.

Evaluation Weightings

The NFCC's evaluation of Tenders will consider quality and price. The weighting of available marks will be as follows:

TOTAL WEIGHTING = 100%	
Criterion	Weighting
Technical	40%
Delivery	40%
Price	20%

Scored Evaluation Questions – Technical (with minimum threshold score)

Question Number	Evaluation Question	Response word Limit	Evaluation Weighting
Q1	Case Study	1000 words	20
Q2	Qualifications and experience	1000 words	20

Scored Evaluation Questions - Delivery

Question Number	Evaluation Question	Response word Limit	Evaluation Weighting
Q3	Delivery Methodology	1000 words	20
Q4	Programme of work	1000 words	10
Q5	Stakeholder Engagement	1000 words	10

Calculating the Weighted Scores for the Technical & Delivery Criteria

Raw scores awarded to each applicable response will be converted into a weighted score according to the stated individual weightings for each applicable evaluation question. Weighted scores will be calculated using the following formula.

The specific evaluation question weighting will be divided by the maximum raw score available and is then multiplied by the raw score awarded:

$$\frac{\text{Evaluation question weighting}}{\text{Maximum raw score available}} \times \text{Raw score awarded} = \text{Weighted Score}$$

Calculating the Overall Score for Technical & Delivery Criteria

The weighted scores for each applicable response will be converted into an overall score for the Technical & Delivery Criteria. The overall Technical & Delivery score will be calculated by adding together all of the individual weighted scores.

Scored Evaluation Questions - Price

Calculating the Weighted Scores for the Price Criteria

Responses to weighted price evaluation questions will be evaluated and scored on the basis that lowest price is optimal. Weighted scores will be calculated using the following formula.

The lowest proposed price (bid by any Tenderer) will be divided by the Tenderer's proposed price and then multiplied by the evaluation question weighting.

$$\frac{\text{Lowest proposed price}}{\text{Tenderer's proposed price}} \times \text{Evaluation question weighting} = \text{Weighted score}$$

Calculating the Overall Score for Price

The weighted scores for each applicable response will be converted into an overall score for the price criteria. The overall price score will be calculated by adding together all of the individual weighted price scores.

Calculating the Overall Tender Score

Providing Tenders have passed all Yes/No (Pass/Fail) evaluation questions, Tenders will be assessed on the basis of the Most Economically Advantageous Tender (MEAT). This will be determined by adding the quality and price overall scores together. The MEAT will be the

Tender which achieves the highest overall score.

Section 5 Pricing & Invoicing

Price

Tenderers must submit their pricing in an Excel document and must not be submitted as an embedded document but rather a separate attachment.

Any prices not disclosed within the pricing information in the Tender will not be considered or applied to the Contract retrospectively (except where the Contract allows for a price uplift and any such uplift is agreed by the NFCC).

Prices must be submitted in pounds sterling exclusive of VAT.

Except where the contract will provide otherwise, the pricing will remain fixed for the duration of the Contract. Variations to price shall only be applicable with the written approval of the NFCC. Unless otherwise provided for in legislation (e.g. changes to the VAT rate or national minimum wage), the Contract or associated Terms & Conditions, the NFCC does not guarantee that a proposal for price variations will be accepted. Independent benchmarking data and/or market trend information may also be sought and considered when reviewing a proposal for price variation.

Tenderers are required to identify any pricing for risk included within their Tender. The NFCC reserves the right to clarify the position with Tenderers regarding the inclusion of risk premiums so that any such costs are fully understood and transparent, and that there is an opportunity for such costs to be reduced or eliminated based on a shared understanding between the Tenderer and the NFCC.

N.B. the NFCC's payment terms are thirty (30) days as standard upon receipt of a valid invoice.

Section 6 Form of Tender

Tender Reference: **NFCC00003**

The NFCC will enter into a bespoke Services Agreement with the successful Tenderer to govern the delivery and associated services for the ELDP. It is anticipated that this Services Agreement will be for an initial period of 3 years with the option to renew for a further 2 years.

I/We the undersigned offer to supply the following goods/services/works relating to the provision of consultancy training as detailed in this Invitation to Tender document to the NFCC.

I/We understand that a bespoke Services Agreement will be used by NFCC to govern the delivery and associated services for the ELDP. I/We understand that the NFCC is not bound to accept any changes to the Services Agreement.

I/We understand that the NFCC is not bound to accept in whole or in part the lowest or indeed any Tender it may receive.

I/We certify that I/we have not fixed or adjusted the amount of the Tender with any agreement or arrangement with any other person, nor entered into any agreement or arrangement with any person that he shall refrain from Tendering, nor have I/we paid, given or offered to pay or give any sum of money, inducement or other valuable consideration directly or indirectly to any other person relating to this Tender

Date: _____

Signature: _____

Name: _____

Position: _____

Name of Tenderer and Registration Number if applicable:

Registered
Address:

Telephone:

E-Mail
 Address: _____

Section 7 Register of Interests & Managing Conflicts of Interest Declaration

The declaration below must be completed by an authorised signatory, in his / her own name on behalf of the Tenderer organisation, and either option 1 or option 2 must be selected for your response.

Where a relevant interest is considered by the NFCC to present a conflict of interest (or the risk of a perception of a conflict of interest), the NFCC will seek to understand whether the matter is capable of being remedied. However, the NFCC reserves the right (at its sole discretion) to exclude a Tenderer from further participation in this Procurement where the NFCC feels that any relevant interest or conflict of interest (actual or perceived) is not capable of being avoided.

Tenderer Company Name:	
Name of authorised representative:	
Position:	E-mail:
Tel:	Date:

Please identify any relevant interests that your organisation and (if applicable to this Tender) Sub-Contractors, or any person employed or engaged by, or otherwise connected to the Tenderer and/or its Sub-Contractors, which may present a conflict of interest.

A conflict of interest shall not be deemed to arise solely by virtue of a person's employment or engagement by the NFCC (although Tenderers are requested to disclose such relationships for information purposes only).

Option 1:

“There are no relevant interests that the NFCC should consider that prevent full and unprejudiced participation in any procurement process and delivery of the Contract or may present ethical and reputational risk to the NFCC.

The NFCC will be informed as soon as is practicable should circumstances change in any way that effects this declaration.”

Signature	
Title	
On behalf of	Date

Option 2:

The following interests are for the NFCC to consider as to whether they constitute a conflict of interest that may prevent my full and unprejudiced participation in this procurement process and delivery of the Contract or may present ethical and reputational risk to the NFCC. A list of relevant interests is set out below:

[Tenderer to insert details here]

The NFCC will be informed as soon as is practicable, should circumstances change in any way that effects this declaration.

Signature	
Title	
On behalf of	Date

Section 8 Insurance Statement

Tenderers are required to confirm that they hold the following insurance and minimum levels of cover (and if successful will maintain cover for the duration of the Contract):

- Employer's £5 million for each and every claim
- Public Liability £10 million for each and every claim
- Professional Indemnity £1 million for each and every claim

In the event that the required insurance and minimum levels of cover are not held by the Tenderer at the time the Tender is submitted to the NFCC, the Tenderer is required to provide a declaration that the necessary insurance (at the minimum levels described above) will be in place before the contract commences. The NFCC requires proof of insurance prior to a Contract being awarded.

Tenderers are required to confirm that, if successful, they will provide the NFCC with copies of the required insurance certificates and policies (on each policy renewal anniversary) for the duration of the Contract.

Tenderers are required to complete & submit the declaration (below) with their Tender.

TENDERERS INSURANCE DECLARATION	
Tenderer Company Name:	
Name of authorised representative:	
Position:	E-mail:
Tel:	Date:
Required insurance policies and minimum levels of cover: <ul style="list-style-type: none"> • Employer's £5 million for each and every claim • Public Liability £10 million for each and every claim • Professional Indemnity £1 million for each and every claim 	
<p>[Tenderer to delete one of the following statements as applicable]</p> <p>I hereby confirm that we hold the required insurance policies (identified above) and that the required insurance policies and minimum levels of cover will be maintained for the duration of the contract. I also confirm that we will provide proof (on each policy renewal anniversary) that the required insurance policies and minimum levels of cover are being maintained for the full duration of the contract. Copies of our insurance policies are attached with this declaration.</p> <p>Or</p>	

I hereby confirm that we do not currently hold the required insurance policies (identified above). However, if we are successful in this competition we hereby undertake to put in place the required insurance policies and minimum levels of cover prior to contract commencement. I also confirm that we will provide copies of our insurance policies prior to contract award (and on each policy renewal anniversary thereafter) and that the required insurance policies and minimum levels of cover will be maintained for the full duration of the contract.

Signature:

Title:

On behalf of:

Date:

Section 9 Equalities and Diversity Statement

Tenderers must complete the “Tenderers Response” column in the template (below) and return the template to the NFCC as part of their Tender.

The following question and answers (and the description in the Equalities and Diversity Statement of how Tenderers responses will be evaluated) seek to help inform Tenderers how this policy will be applied to the procurement.

Organisations providing goods, works or services to, or on behalf of, the NFCC must carry out their duties in accordance with UK legislation and take appropriate action to combat discrimination based on the protected characteristics. Failure to comply with this policy could make the NFCC, and in some cases, individuals, liable to action and prevent organisations from being allowed to Tender.

Tenderers do not necessarily have to demonstrate they have a written policies relating to these matters. Whilst the NFCC would normally prefer to see a written policy, it will consider other evidence or representations of what the Tenderer is doing to meet the equality commitment and other obligations.

Questions for Tenderers

The NFCC takes a proactive approach to its obligations arising from Equal Opportunities legislation, including the Equality Act 2010.

The NFCC therefore considers it essential that all organisations wishing to provide goods or services are able to demonstrate that all reasonably practicable steps are taken to allow equal access and equal treatment in employment and service delivery for all in accordance with the above legislation or where your company is resident in a jurisdiction other than the UK, the equivalent legislation in that jurisdiction.

Tenderers are required to complete the “Tenderer’s Response” column of the template below, (and return the completed template to the NFCC as part of their Tender)



EQUALITIES, DIVERSITY & MODERN SLAVERY STATEMENT		
Description	Requirement/ Scoring Mechanism	Tenderer's Response
Does your organisation have a written equal opportunities policy aimed at avoiding discrimination?	<p>Answer "Yes" or "No" in column on the right. If yes, please provide a copy.</p> <p>Yes = Pass, where the Tenderer provides a copy of a satisfactory written policy.</p> <p>No = the NFCC will consider a statement setting out how the Tenderer avoids discrimination. If (in the judgement of the NFCC) appropriate and sufficient action is demonstrated the Tenderer will pass. Where the NFCC is not convinced that sufficient or appropriate action is undertaken by the Tenderer (or that sufficient appropriate action is unlikely to be demonstrated in the future), the NFCC may Fail the Tender (and in such circumstances the Tender may not be further considered and may be excluded from the process).</p>	
Is it your policy as an employer to comply with your statutory obligations under the current legislation relating to Equal Opportunities and is it your practice not to treat one group less favorably than others because they are in a group with protected characteristics, including but not limited to their colour, race, nationality, ethnic origin, sex, disability, sexual orientation, religion, belief or age in relation to decisions to recruit, train or promote employees?	<p>Answer "Yes" or "No" in column on the right.</p> <p>If you answer Yes, please provide a copy of your relevant policy (if written) or describe the actions that your organisation takes to comply with its statutory obligations.</p> <p>Yes = Pass, where the Tenderer provides a copy of a satisfactory written policy or otherwise assures the NFCC via a written statement. If the Tenderer is unable to provide full assurance the NFCC reserves the right to consider the response to be a "Fail". In such circumstances the Tender may not be further considered and may be excluded from the process, at the NFCC's discretion.</p> <p>No = Fail</p>	
In the last three years, has any finding of discrimination been made against your organisation by any court or employment tribunal (in any jurisdiction)?	<p>Answer "Yes" or "No" in column on the right. If "Yes" please provide details and the action taken to prevent recurrence.</p> <p>Pass = "No", or "Yes" with satisfactory evidence of steps taken to avoid repetition of the same or similar offence(s); or "Yes", with little or no evidence of steps taken to avoid repetition of the same or similar offence(s), but the NFCC does not consider the offence justifies elimination from this procurement exercise; or</p> <p>Fail = "Yes" with little or no evidence of steps taken to avoid repetition of the same or similar offences and the NFCC considers that the offence(s) justifies elimination from this procurement exercise</p>	



<p>In the last three years has your company been the subject of a formal investigation or judicial proceedings by the Equality and Human Rights Commission (or such equivalent body in the jurisdiction in which you are incorporated or resident) on grounds of alleged unlawful discrimination? If "Yes" please provide details.</p> <p>Organisations providing goods, works or services to, or on behalf of, the NFCC must carry out their duties in accordance with UK legislation and take appropriate action to combat discrimination based on the protected characteristics.</p> <p>Information on the Equality Act and Specifically the Public Sector Equality Duty can be found here. http://www.c2e.co.uk/downloads/Suppliers%20Guide%2016%20DK%20Print%20C2E%20Jan%202012.pdf</p>	<p>Pass = "No" or "Yes" but the NFCC does not consider it appropriate to eliminate the Tenderer from this procurement exercise on the basis of the evidence presented; or</p> <p>Fail = "Yes" and the NFCC considers it justifiable to eliminate the Tenderer from this procurement exercise on the basis of the evidence presented.</p>	
<p>Does your organisation have a policy aimed at avoiding modern slavery in your organisation and your supply chains?</p>	<p>Pass = "Yes", where a satisfactory written policy is provided to the NFCC, or if a policy document is not available but a satisfactory explanation is given describing the approach taken to avoid modern slavery.</p> <p>Fail = No policy or satisfactory statement is given and the NFCC considers it justifiable to eliminate the Tenderer from this procurement exercise.</p>	

Section 10 Company Information

The following questions are **mandatory** and so must be completed by ALL Tenderers. NB: Failure to do so may result in the Tender being excluded from the process.

This section is required for information purposes only and will not be scored but completion is required to ensure compliance with the Tender Instructions.

Tenderers are required to complete the following table:

Question	Response
Name of the organisation in whose name the Tender would be submitted:	
Company Registration number:	
Date of Registration:	
Registered Address if different from above:	
VAT registration number:	
Is your organisation one of the following? - A Public Limited Company - A limited Company - A partnership - A sole trader - Any other (please specify)	
Name of (ultimate) parent company (if this applies):	
Companies House Registration number of parent company (if this applies):	
If you are a member of a group does your parent or ultimate holding company offer to guarantee your contract performance as its subsidiary?	
Please provide details of any significant changes (e.g. changes in ownership) made to the organisation since the last financial year-end?	
Website address (if any):	
Contact name for enquiries about this bid:	
Contact Position (Job Title):	
Address:	
Telephone Number:	
E-mail address:	

Section 11 Financial Information

Tenderers are required to confirm a response to each of the questions set out below. At this stage Tenderers should self-declare (rather than providing the relevant evidence within Tenders).

The winning Tenderer (and any organisations relied upon to meet the winning Tenderer's selection criteria) will be required to submit evidence before a Contract is awarded

Question	Response
Are you able to provide a copy of your audited accounts for the last two years, if requested? If no, can you provide one of the following: answer with Y/N in the relevant box.	Yes <input type="checkbox"/> No <input type="checkbox"/>
(a) A statement of the turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading for this organisation.	Yes <input type="checkbox"/> No <input type="checkbox"/>
(b) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position.	Yes <input type="checkbox"/> No <input type="checkbox"/>
(c) Alternative means of demonstrating financial status if any of the above are not available (e.g. forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status).	Yes <input type="checkbox"/> No <input type="checkbox"/>
Where we have specified a minimum level of economic and financial standing and/ or a minimum financial threshold within the evaluation criteria for this procurement, please self-certify by answering 'Yes' or 'No' that you meet the requirements set out.	Yes <input type="checkbox"/> No <input type="checkbox"/>

Tenderers should note that the NFCC will only request a full financial/credit check **in respect of the successful Tenderer** prior to making the contract award decision. The check will be requested from an independent source (e.g. Dun and Bradstreet). In addition, the NFCC may decide to carry out its own financial analysis based on the information provided and/or seek assurances/clarifications from the potential supplier regarding financial stability.

If after assessment of financial information the finances show an unacceptable level of risk (in the opinion of the NFCC), the NFCC may decide not to proceed to award the Contract to the winning Tenderer. In such circumstances, the NFCC may decide to award a Contract to the next highest scoring Tenderer (or not to award a Contract).

Tenderers are advised to check that the financial information held in respect of their company by Dun and Bradstreet is accurate and up to date.

New companies or non-Limited Companies with less than 3 years available figures may be asked to provide further information. The NFCC reserves the right to request any other additional financial information as necessary.

Section 12 Confidential and Commercially Sensitive Information

Confidential and Commercially Sensitive Information means information that is of a confidential and/or commercially sensitive nature relating to the Tenderer, its IPR or its business or which the Tenderer has indicated to the NFCC that, if disclosed by the NFCC, would cause the Tenderer significant commercial disadvantage or material financial loss.

If a Tenderer considers any part of its Tender or any other information it submits to be confidential or commercially sensitive, the Tenderer should:

- Clearly identify such information as confidential or commercially sensitive.
- Explain the potential implications of disclosure of such information.
- Provide an estimate of the period of time during which it believes that such information will remain confidential or commercially sensitive.

Tenderers should identify (in a table in the format shown below) any information that they believe to be confidential or commercially sensitive and return it with their Tender.

Reference to relevant section, page and paragraph numbers in the Tender	Why does the Tenderer consider this information to be confidential and/or commercially sensitive?	What does the Tenderer consider to be the potential implications of disclosure of such information	Estimate of the period of time such information should remain confidential or commercially sensitive

If a Tenderer identifies that part of its Tender or other information it submits is confidential or commercially sensitive, the NFCC will consider withholding this information from publication at its own discretion. Tenderers should note that, even where information is identified as confidential or commercially sensitive, the NFCC may be required to disclose such information in accordance with the Freedom of Information Act (FoIA) or the Environmental Information Regulations (EIR).

If a Tenderer receives a request for information under the FoIA or the EIR during the Procurement process, it should be referred to the NFCC immediately.

Annex A – Specification

Qualification level

Post graduate certificate in Strategic Leadership (or equivalent)	Essential
Learner / FRS flexibility to extend to up to Masters level	Desirable

Intended audience

Existing and aspiring strategic-level leaders (typically Group Manager level and above, or equivalent) who hold either operational or professional roles within the UK fire and rescue services.	Essential
Existing and aspiring strategic-level leaders who hold either operational or professional roles within non-UK fire and rescue services	Desirable
Existing and aspiring strategic leaders from international fire and rescue services	Desirable

Overview of responsibilities

The supplier will be responsible for all content, academic elements and student liaison following their enrolment on the programme.

The supplier will be responsible for regularly reviewing and updating programme content to ensure it reflects latest academic research, practice and understanding on the topics of leadership, strategy and management.

The supplier will be responsible for regularly reviewing and incorporating into the programme content/structure any useful insight, signposting /references to new and existing NFCC products, and emerging strategic priorities which are relevant to UK Fire and Rescue services.

NFCC currently have responsibility and ownership of the marketing elements and recruitment of students to the qualification. However, we are open to exploring alternative approaches to these that may involve the provider. In particular we are interested in learning about any methodologies used by tenderers to support gateway and selection processes.

NFCC will have responsibility for advising the supplier about any useful insight, NFCC products, and emerging strategic priorities concerning UK Fire and Rescue services which may be relevant to the programme structure and content.

FRS context for the ELP

The UK Fire and Rescue Service continues to experience significant cultural change, driven by a variety of factors including HMICFRS inspections and reporting, cultural audits in individual FRS, the Grenfell Tower Inquiry and the development and implementation of the NFCC Culture Action Plan.

The new HMICFRS inspection round 2025-2027 plans to increase its focus on leadership capability in FRS's. Specific areas of focus include: the extent to which leaders are taking a strategic approach to their service; how effectively leaders are setting and role modelling the desired culture; how effectively leaders are communicating their vision and engaging the workforce in this; the extent to which there is a culture of learning and improvement; how well the FRS promotes equality diversity and inclusion for all; how effectively leaders seek feedback and challenge from the workforce; how confident the workforce feels to challenge

unacceptable behaviour.

The changing and challenging backdrop has increased the focus on the critical importance of leaders at all levels, who play a crucial role in shaping positive organisational culture. Senior leaders in particular hold a high level of responsibility by setting and driving standards, modelling ethical and desirable behaviors, and ensuring accountability.

As referenced above, effective FRS leaders need to foster an inclusive environment where all staff, regardless of background, feel valued and safe. When FRS leaders actively address issues, such as bullying, harassment, and discrimination, they will foster a culture of respect and trust. FRS leaders must provide clear guidance on values, ensure staff members are performance managed, developed and promoted fairly, and challenge inappropriate behaviours to promote a healthy, high-performing workplace.

Content

Standards, Frameworks and Intellectual Property

The programme and content will need to align to and be measured against pre-existing standards and frameworks including:

Fire Standard Leading the Service	Essential
Fire Standard Leading and Developing People	Essential
Fire Standard Code of Ethics	Essential
The NFCC Leadership Framework (Note: this is scheduled for a review in 2025/26. Any changes will need to be incorporated accordingly by the supplier)	Essential
The NFCC Organisational Culture Statement	Essential
The Core Code of Ethics	Essential
The NFCC will own the Intellectual Property of the Programme	Essential
The Programme must be agile enough to allow for changes to reflect current themes and enhancements to our existing Standards and Frameworks	Essential

It is important to note that NFCC periodically reviews and refreshes existing products/tools. New products and tools are also produced in response to the needs and priorities of the sector, and these may be relevant to the programme structure and content.

We are open to hearing about different ideas on content, delivery methods and learning outcomes for students. Subjects which we would typically expect to see included are:

- Developing self-awareness
- Strategic thinking and effective decision-making
- Political acumen
- Equality, Diversity and Inclusion.
- Cultivating a safe, inclusive culture
- Systems leadership/systems thinking

Existing Programme overview

The existing Executive Leadership Programme (ELP) provides personal, professional and sector-wide development delivered through Warwick Business School and the National Fire Chiefs Council.

The programme comprises of five modules, each creating an experience focusing on the future direction of the Fire and Rescue Sector.

- Module 1 – Learning Leaders
- Module 2 – Developing Learning Leaders
- Module 3 – Thinking about Leadership
- Module 4 – Leading Strategic Change
- Module 5 – Leadership in the UK Public Sector

Embedded throughout the programme are three threads:

- Diversity
- Political Acuity
- Self-Awareness

These drive the content and approach of the modules and are continually referenced across all elements of the programme.

The ELP includes opportunities for critical reflection, examining leadership behaviors and strategies aligned with modern public service demands. Participants engage in activities like case studies, action learning sets, and scenario-based exercises.

Completion of the programme, alongside its assignments, awards a Postgraduate Certificate in Strategic Leadership. Access to the programme requires approval from the Chief Fire Officer and successful performance at an NFCC Gateway event, which assesses readiness for this advanced leadership learning environment.

A summary of the current ELP can be found in Annex B.

Delivery Method

Our existing programme is fully face-to-face and residential and whilst we fully recognise the benefits of social learning, we would welcome the opportunity to make the programme more accessible for all, including blended learning options.

Combination of blended delivery methods, such as online, face to face (single days or residential), action learning and interactive online sessions via Teams*.	Essential
Accessible learning materials and delivery methods to enable reasonable adjustments for those with additional needs	Essential
Considerations for recognising Accredited Prior Learning (APL) and suggested adaptations to learning approach	Desirable
Any learning platform will need to be compatible with UK FRS IT requirement equipment and software standards	Essential
Suggestions for Programme and learner readiness ahead of commencement e.g. possible 360 feedback/evaluation?	Desirable

*Costs may be variable depending on learning method, but we would expect the quality and outcomes to remain the same

Onward learning and networks/Post course CPD

We have expectations around alumni engagement, particularly on how suppliers will connect and extend our cohorts' network into other sectors and countries to support their ongoing professional development.

Feedback has shown that our participants value access to the extended alumni networks, and we are keen for this to continue and to explore ways that this can be extended and enhanced.

Opportunities for alumni to maintain and enhance their professional knowledge and skills through Continuing Professional Development (CPD) and follow-up events.	Essential
Mechanisms to ensure the latest industry trends and leadership practices are shared, and how these initiatives foster long-term connections that benefit both the individual and the wider network	Desirable

Evaluation

Using the four levels of the Kirkpatrick Model, we anticipate an increase in learning (knowledge, skills, attitude and confidence), changes in behaviours and improved culture and performance.

We would also like any programme to measure Return on Investment (ROI).

Details of evaluation measures and metrics (both short and long-term)	Essential
Methods for data gathering	Essential
Suggestions for analysis of evaluation data and reporting	Desirable
Methods of capturing and reporting on ROI	Essential

Annex B – Current ELP Overview

NFCC Executive Leadership Programme

The Executive Leadership Programme (ELP) provides personal, professional and sector-wide development delivered through Warwick Business School and the National Fire Chiefs Council. The programme is composed of five modules, each creating an experience focusing on the future direction of the Fire and Rescue Sector.

Designed to create a ‘laboratory’ of learning that is highly experiential, over five residential modules you will be given a variety of opportunities to explore your leadership thinking, interrogate the challenges Services currently face, and identify behaviours congruent with the establishment of an effective development agenda for the Fire and Rescue Service in the 21st century.

Successful completion of the programme and assignments will result in the awarding of a Post Graduate Certificate in Strategic Leadership from the University of Warwick. The ELP is intended to enhance your leadership capabilities, allowing you to explore and address key strategic issues confronting the Fire and Rescue Service. The programme is designed so that your learning from the classroom will provide sustained and applied benefit for you to confront current and future challenges. These challenges can be personal and organisational in nature.

You will be given a variety of opportunities through which to develop your leadership thinking, your leadership behaviours, and your leadership practice. The programme will challenge you to redefine the scope, breadth, and potential of your role.

This agenda will be met through a variety of approaches and methods designed to integrate ideas and perspectives on leadership, with conceptual material on the changing nature of public sector leadership, and the essential behavioural pre-requisites designed to facilitate that integration. Aligned with the leadership focus will be key modules on culture, innovation, decision making and learning.

Learning sets will be developed within the cohort and will provide a platform for learning within the taught modules as well as an opportunity to use these for continued development outside of the programme.

Embedded within the programme are three “golden threads”:

⇒ Diversity ⇒ Political Acuity ⇒ Self-Awareness

These will drive the content and approach of the modules, and they will be continually referenced across all elements of the programme.

A key aspect of the programme is the formation of a learning contract that will enable you to derive the maximum benefit from your on-programme experiences.

Part of that learning contract will be the exploration of issues such as:

- The distinction between training and development
- The problematic and disputed nature of leadership as a concept
- The importance of learning to make sense out of experience

- The possibility of the need to unlearn
- Looking at what we do not know
- The notion of ‘inverse learning’ in which followers teach leaders how to lead
- The value of collaborative and collective learning
- The importance of challenge and the need for support
- The links between personal change and personal learning
- The importance of the emotional dimensions to learning and change
- The assumption that you will want to engage in critical reflection about yourselves, your practice, your organisation, and your sector.

Access to the ELP requires support from your CFO and successful attendance at a an NFCC Gateway designed to ensure you are ready for the learning environment. The NFCC Gateway is not a strategic assessment centre but designed to expose you to similar situations to the learning environment on the ELP, to ensure your readiness.

Module 1: Learning Leadership (4 days residential)

The focus of this first module is to enhance your understanding of the 3 “golden threads” of the ELP, (diversity, political acuity, and self-awareness), and develop opportunities for them to be embedded into your leadership practice.

We will explore the value of *embracing diversity and valuing difference* across a range of organizational contexts and challenges including decision making, teamwork, and organizational learning.

Political acuity will be examined at a micro level as well as the macro level: influencing, speaking truth to power, networking and your own political awareness and behaviour will be explored as well as the “big picture” issues of power, agendas and mistakes, that provide a rich picture of the political terrain.

We look at *self-awareness* as a pre-requisite for effective leadership and an important output from leadership development. We want you to examine your identities, your values, and your sense of self within the context of your leadership practice.

The intention is to ensure that these three threads can be revisited with ease across the rest of the ELP and further insights gained by threading this learning into what follows. Finally, we will seek to encourage you to establish a learning culture within the ELP cohort, by exploring approaches and behaviours that can enable you to best exploit the opportunities that the programme provides.

Objectives

1. To develop expectations for learning
2. To recognize the value of learning about both self and leadership
3. To assess your own style of leadership through an analysis of the congruency between your values and actions
4. To establish the importance of growing diversity for organizational effectiveness
5. To provide a broad portfolio of contexts for the development of political acuity

6. To ensure a rigorous examination of self-awareness in relation to enhanced leadership practice

Indicative Content

- Activity: discovering self
- The political and emotional dimensions to decision making and inclusivity
- The ethical nature of leadership and speaking truth to power
- Looking at individual values
- Learning to learn

Module 2: Developing Learning Leaders (4 days residential)

This module draws on the issues raised for FRS leaders in Module 1 and takes as its main focus the challenges inherent in addressing toxic cultures. A variety of case studies are employed to demonstrate a range of phenomena that can contribute to organizational failure. Themes such as hubris, the normalisation of deviance, “club cultures,” speaking truth to power, and toxic masculinity are examined and pursued through a lens of critical inquiry. In addition, High Reliability Organizations, Paradoxical Leadership and ethnography as a research tool to heighten cultural awareness, are offered as vehicles through which progress can be made.

Objectives

1. To examine the nature of organizational cultures and sub-cultures
2. To identify barriers to organizational and cultural change
3. To explore methodologies to address toxic cultures
4. To understand the psychological and emotional dimensions that inhibit propensity to change
5. To experiment with approaches designed to enhance change capability
6. To identify behaviours and strategies that may improve organization cultures

Indicative Content

- Ethnography: ideas and practice
- The nature of prejudice and the purposes it serves
- Successful and unsuccessful strategies employed to address toxic cultures
- Learning from failure
- The importance of storytelling
- Mindfulness and High Reliability Organizations
- Appreciative Inquiry
- Dialogue
- Immunity to change
- Activity: examining prejudice and assumptions

Module 3: Thinking about Leadership (4 days residential)

This module will grapple with some hard-practical questions about what leaders need to do and not do to enable the FRS to lead real change and improvement in the quality of service offered to the public. Ideas associated with public leadership will be explored at some length, with the writing of Ron Heifetz and his notion of Adaptive Leadership and Keith Grint's work on Tame and Wicked Problems featuring significantly. These ideas and approaches will be

applied to FRS problems and issues, and they will be extensively illustrated with case studies from outside the FRS.

Objectives

1. To understand the current challenges underpinning public sector leadership
2. To examine approaches to public sector leadership
3. To develop an awareness of the links between leadership effectiveness and improvement and innovation within public services
4. To apply Adaptive Leadership across a range of public sector contexts.

Indicative Content

- Tame, Wicked & Critical problems
- Management, Leadership & Command
- Adaptive Leadership
- Followership
- Operating in a V.U.C.A. context
- Case Studies

Module 4: Leading Strategic Change (4 days residential)

In this module we shall be pulling together the themes of the entire programme through a lens of delivering strategic change within a context of volatility, uncertainty, complexity, and ambiguity, (V.U.C.A.). This will involve an examination of the political nature of change, the development of strategic thinking and scenario building, the drivers and inhibitions to organizational innovation, and the machinery of effective decision making.

Emphasis will also be placed on the personal dimension of change for change agents such as yourselves: are you able to “read” how powerful/powerless you may be in specific situations?; what interpretations are you placing on the agendas of others?; what personal challenges face you in exercising influencing and persuasion skills?; how do you respond to innovation and innovative ideas?; how much reflection have you undertaken around how and when you make decisions?; what subsequent analysis do you undertake of their progress, or not?; what further development do you need to ensure that you are engaged proactively in wrestling with the challenges that the FRS environment and context is presenting?

We will be examining the importance of thinking creatively, being comfortable with ambiguity and establishing the courage to deal with uncertainty and the challenges of developing strategic thinking that can adequately embrace a V.U.C.A. context. All of this will be examined at both individual and corporate level to surface intellectual and emotional responses to these phenomena. There will also be opportunities to examine the data derived from the Action Learning Sets, Learning Journals, reading, assignments and the progress on topics identified in Assignment 1.

Objectives

1. To develop an understanding of the nature of leading strategically.
2. To explore complexity and ambiguity in the political environment.
3. To construct personal strategies to increase influence and improve relationships across the political spectrum.
4. To appreciate the value of strategic thinking within a climate of networks and

adaptive leadership.

5. To develop the capacity to work more effectively through the national context.
6. To enhance individual and organisational decision-making capability.

Indicative Content

- Leadership, management, and organizational structure for the 21st century
- Innovation in Organizations
- Decision Making
- Learning Organizations

Module 5: Leadership in the UK Public Sector (4 days residential)

A key issue for the ELP is its value, relevance and application to the sector context. We want to ensure that positive change can be derived from the programme and applied back in Service. There is a need to develop increased resilience for those who complete the programme as they return to work with colleagues who, perhaps, have not been exposed to the programme. There is always a danger in these circumstances of the organization seeking to discount the outcomes that graduates from a development programme bring back in order to maintain current thinking and status quo. This final module seeks to address that by inviting ELP alumni to attend some sessions to discuss the challenges they have encountered since completing the programme and construct collaborative and supportive communities of practice.

The agenda here is about promoting ongoing learning and how it might be introduced, consolidated and sustained back in the workplace. A significant amount of attention will be given to exploring the complexities of both learning and unlearning and why it is so difficult, as well as revisiting the barriers that inhibit progress on a personal, team and organizational level.

You will be encouraged to review with others your progress through the ELP and lay down some aspirations for further achievement in the future. You will also be invited to establish learning contracts with each other which are designed to hold yourselves to account for the learning commitments you have undertaken.

A range of activities will be used to raise key issues and enhance learning.

Objectives

1. Examine the landscape of collaboration and partnership working.
2. Develop the capacity to commit to implementing agreed initiatives
3. Identify the inherent difficulties around learning at individual, team and organizational level
4. Examine how to develop strategic responses to turbulence and uncertainty.

Indicative Content

- Activity: Exploring strategic thinking and action
- Activity: Exploring the nature of group decision making
- Activity: Exploring the elusive nature of organizational learning
- Expert witnesses: guest visitors as resources for learning
- Learning and Unlearning