

### Responses to ITT Questions

Please note that all questions are grouped in line with topic area ranging from Insurance through to Security etc

All UK responses are highlighted in red

#### Insurance Questions

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1) Do you require both public liability and employer's liability forms to be complete?

All Suppliers are required to have public liability insurance. Only employers are required to have employers' liability insurance.

2) Would you accept our insurance policy if the insurance company are not able to complete this?

3) I am chasing my insurer for them to sign the form as requested – they however are currently overwhelmed dealing with Covid related enquires and are potentially unable to provide the detail by 3 Feb – can I provide a certificate instead or what do you advise?

4) In relation to the proof of insurance, do you require the insurance broker to complete the forms as stated or are you willing to accept a signed (by broker) Certificate of insurance?

UK Sport will accept Tender submissions and evaluate them even if the insurance forms are incomplete (please provide any secondary evidence you may have e.g. insurance certificates or policies, with an explanation of their importance).

However, **please note**, UK Sport will not accept a Supplier onto the Framework until the insurance forms are completed as specified in the ITT.

5) The SQQ, Section 3, Question 3, asked if we had indemnity insurance to the required level of £2,000,000. We interpreted this as Professional Indemnity Insurance which we currently have at £1,000,000 and supplied evidence that our broker can raise this to £2,000,000 if successful with our bid. However, the ITT Forms to be returned in Appendix 2, do not mention Professional Indemnity Insurance but request £5,000,000 Employers Liability and 5,000,000 Public Liability, with Insurers to sign and stamp the forms to verify that this is the case. We can get upgraded to all the levels required if successful but to do that before the bid is awarded would mean significant additional policy costs and broker fees in advance which for an SME will be significant. Would confirmation from our Broker that we can meet these insurance levels be acceptable in place of the forms on pages 38-41 with Broker certification to follow if successful and prior to any commencement of works?

The figure in Appendix 2 is incorrect. It should be £2,000,000 Professional Indemnity Insurance for all Suppliers and £2,000,000 Employers' Liability Insurance for employer Suppliers only.

As above, confirmation from your Broker would mean that your Tender submission will be evaluated by UK Sport but we will not accept you onto the Framework until your insurance is at the required level and certified as specified in the ITT.

6) Can you clarify what level of Professional Indemnity Insurance is required?

£2,000,000

7) Are electronic signatures acceptable on Appendix 2 Forms?

Yes, these signatures are acceptable

#### **Tender Format Questions**

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8) Do you have a preferred format for the tender response? At the moment, the forms are embedded within the instruction document.

The formatting requirement is set out in 16.2.1 of the ITT: Answers must be on A4 paper with a minimum font size 11. The paper layout can either be landscape or portrait. A3 paper can be used where use of diagrams, graphs etc. is required.

However, although it is not prescribed, UK sport would also recommend two documents for the submission

1. First document to contain all operational company level details pertaining to the requested Legal, Insurance and appropriate certificates etc
2. Second document to contain individual submissions for relevant Lots – outlining how the tender specification is met, which includes the CV and Case studies and costs

9) Is there a specific format for the tender that you require? i.e. would you like us to use the quality of service table to input our information and case studies or would you prefer us to use a fresh piece of paper and our own format?

Either is acceptable and very much up to you in how you wish to present your information as long as you answer the questions sufficiently.

10) There are documents which need to be signed as part of the submission eg: the Form of Tender and the Tendering Certificate. These seem to be pre date for 2020, are we simply to amend? Answer /Format

Yes, please amend as appropriate.

#### **Case studies and criteria questions**

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11) Assume it is okay to use (and expand on) the same examples that were submitted in the selection questionnaire as the case studies?

Yes, this is acceptable

12) Do you require a separate case study to answer Service Quality criteria 1 and 2? We are struggling to see the difference between a case study that answers

- How have you successfully developed C Suite Individuals in Business and/or in High performance environments from either sport or other Industries? and one that answers - How would you describe your approach? without significant duplication.
- Can we each provide up to 3 case studies that address both 1 and 2 together? Or use the one client example across both answers with a different emphasis in each case study? If not, please help us understand what you are looking for in the separate case studies.

You should give examples that will show your work in the best way possible. The choice of how you present this is flexible.

Service quality criteria 1 is looking for you to provide examples of your work and evidence of clients at the appropriate level, dates you carried out your work in recent times including a summary of how you worked with the individuals and in particular, goals /outcomes you achieved, obviously in a confidential and considered manner.

Service quality criteria 2 relates to you personally, outlining your approach. We would expect to see a strong rationale and way of operating. You may alter your approach dependant on the client you have referenced and stated in the case studies in criteria 1. This is an opportunity to use different examples or expand on the same case study. If you use the same case study as evidence, please ensure this case study shows the two distinct elements as above. Alternatively, a number can be used (6 in total).

We appreciate that not all work is successful despite using a sound approach so again we hope that this provides you scope for being able to have additional case studies to represent your work and approach if you need.

13) Do you require different case studies for criteria 1 and 2 for Lots 3 and 4, i.e. a maximum of 6 for each Lot?

You should give examples that will show your work in the best way possible. Different case studies should be used for different Lots; however, the same case study may be used within the same Lot to respond to criteria 1 and 2 as long as you draw out different information – see question 12.

14) Case studies - is making a submission on behalf of a number of coaches and team development experts – for previous successful Framework submissions to UK Sport we have submitted a number of case studies on behalf of the organisation rather than individual coaches, please can you confirm whether this continues to be an acceptable approach or whether case studies for each individual coach are required in this instance?

This is a new process and does create work up front. UK Sport will be assessing individuals for the framework rather than companies. Therefore, any individual that is named in a company submission must provide case studies and CV's etc. per Lot

15) Lot 1 section 2 requests up to 3 case studies, with up to 400 words each; lots 2 and 3 section 2 request up to 3 case studies and up to a total of 400 words (not 400 words each case study) – is this correct?

There is an error in the document it should read 400 words per case study up to a maximum of 3 cases studies. These are guidelines and we would leave you to submit what is appropriate to meet the person spec for each Lot.

16) Please confirm that in our response to all three criteria questions under Quality of service provision for Lot 1 that you either:

- a. Require up to 3 case studies per submitting organisation, or
- b. Require up to 3 case studies per individual being submitted as part of an organisation response.

Per individual

17) Criteria No 2 under Quality of service provision for Lot 1 asks the following

*How would you describe your approach to:*

- *Understanding the context*
- *Identification of needs*
- *Design and delivery of the individual support*
- *Evaluating and reviewing*

*In particular we are interested to understand how the coach developer can tailor their approach to the specific needs of the individual coach or team of coaches*

Please can you confirm if you require 400 word case studies (up to three) to answer this question in full or if our response could be up to 1200 words in total demonstrating through some case study examples how we have tailored our approach to the 4 bullet points listed?

Up to 3 case studies of up to 400 words

### Lot questions

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18) Lot 3 – Accredited Executive Coach p.24. – Please clarify how the requirements set out on page 24, in the first section before ‘Accountabilities’, relate to the specification for Lot 3.

In this section, we are trying to outline the context for how we expect the executive coaching services to operate in the sports landscape.

19) There is a common confusion between the terms, executive coaching and mentoring; especially concerning given the differences in expected pay rates. For example, the European Mentoring and Coaching Council list identical competencies for both roles. Could you please clarify your understanding and expectations of these two roles, especially against the differences in scope, expectation and pay?

Like the EMCC, (along with many other organisations that have set standards for Mentoring and Coaching), we each have our own interpretation and associated standards based on our own context. In regards to scope and expectations, UK Sport has set its own definitions for the terms mentoring and executive coaching and how we see these roles in the high-performance sport landscape. This is informed by 8 years of operating our own mentoring programmes with Ashridge Business school and running assessment centres and endorsement around Mentoring skills, aligned to EMCC standards, as well as contracting and deploying many experienced Executive Coaches. The specifications in Lot's 2 and 3 reflect our thoughts and learnings in this regard. We have considered terminology behind these roles and the interchange between the term coaching, especially in the sports related context. As highlighted between the SQ and ITT, there are specific executive coaching qualifications and level of qualification/accreditation we are seeking that starts to identify the difference for us between an Executive Coach and Mentor and there are also significant differences associated with quality assurance such as coaching specific supervision which is reflected in the difference in pay scales. We are also expecting executive coaches to have a significant track record in Business as well as sport.

20) Against these overlaps, could we please clarify your expectations of case studies in submissions against Lots 2 and 3:

a. Pending your response to question 1 above, should we present different case studies for Lots 2 and 3.

We expect separate case studies in line with the specifications presented for each lot

21) Within each Lot, should the case studies presented against criteria 2 and 3 refer to different cases or the same?

The case studies need to meet criteria 1 and 2 and the CV needs to meet criteria 3 for each Lot

22) We are concerned about the confidentiality of our clients. We will clearly ask their permission before submission but is it recognised that some detail will be avoided to protect in particular cases?

In accordance with paragraph 11.3 of the ITT, UK Sport will hold information contained in a Tenderer's Tender in confidence except where it is required to disclose to comply with UK Sport's legal duties.

UK Sport understands the importance of the confidentiality of your clients, but we require you to be as specific as possible in your case studies so that we can evaluate you appropriately.

23) In the ITT, Lot 3, you invite 3 case studies under criteria 1 ('How have you successfully developed C Suite Individuals in Business and/or in High performance environments from either sport or other Industries?') and 3 case studies under criteria 2 ('How would you describe your approach?'). Are you looking for the two sets of case studies to correspond with each other, since they could be regarded as complementing each other (i.e. to cover 3 coaching programmes over the 6 total case studies), or – as you say elsewhere that you do not want examples to be repeated - are you looking for 6 distinct case studies?

Case studies would outline how you meet the specification for the lot. It is up to you whether these case studies correspond to each other or are completely different – See question 12

#### CV/Bio questions

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24) Section 3 in each lot requests a Bio/CV, of 500 words maximum – can you confirm that this is in addition to the request below - ie you require both a 500 word CV/Bio and a 1-2 page CV to be submitted?

*In addition to other supporting information the tenderer wishes to provide, the tender documentation should include a short biography and outline of the Coach developer and their approach. Usually this would be 1-2 pages to summarise their skills, experience, ways of working and how it would feel for someone working with you and being developed by you.*

These are guidelines and UK Sport would want to provide you with opportunities to meet the specification, so have tried to provide you with suitable and multiple opportunity to do this. If you can provide all of the required information in a single CV /Bio, this is also acceptable.

25) Please confirm that in our response to Criteria No 3 under Quality of service provision for Lot 1 that you either:

- Require 500-word CVs from each individual being submitted by the organisation - demonstrating the added value and expertise each would bring to these projects, outlining experience and qualifications

- Require a 500-word response that outlines how the organisation demonstrates added value and expertise by outlining the collective individual experiences and qualifications?

A CV is required for each individual

26) Shall I submit one biog, to cover the requirements for all the Lots I am tendering for, or would you prefer me to submit a tailored biog for each individual Lot? I am happy to do either, and am asking in order to respond as best I can to your needs to assess my responses.

A tailored biog to meet the needs of the lot would be most appropriate however, we are very much leaving it up to each individual to consider how they best show themselves in meeting the criteria.

### Appendices Questions

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27) Appendix 3 – is this for information only at this point. I.e no need to complete anything in Appendix 3 at this point?

- Information only

### Annex Questions

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28) Appendix 2 – yellow highlighted notes on Annex 2, 3, and 4 – I think these are background notes for UK Sport purposes only? I understand I need to submit information about my fees and cost model. Apart from the costs, I want to double check there are no other requirements for me to respond to within Annex 2, 3, & 4 specifically? I understand the requirement to provide information about my example projects, experience, skills, and biog.

Correct. The Agreement is illustrative of the contract that will be signed between UK Sport and the Supplier if selected onto the Framework. You do not need to insert anything at the present time.

### Tender Requirement Questions

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29) Tender Requirements – The list of requirements 16.2.1 to 16.2.5 don't appear to fully align with the specification for this specific tender.

In particular:

- How does 16.2.5 relate to the specification for Lots 3 and 4?

UK Sport maintains that paragraphs 16.2.1-16.2.5 fully align with the specification for the Tender. For an explanation of paragraph 16.2.5 in the context of this Framework, please see question 13 above.

30) Is 16.2.2 evaluated, how is it assessed and what are you looking for?

16.2.2 is illustrative but not assessed and does not count towards any word count.

### Reference questions

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31) References – what type of value are you requesting in the 'Approximate value' box in the references table?

Approximate value is the broad monetary value of the work that the Supplier completed for the Reference.

32) Please can you confirm whether it is acceptable to submit two references for the organisation overall or whether two references for each coach / development expert being proposed is required?

In the instance of a company completing the tender it is acceptable that References can be supplied on behalf of the company and not the individual.

33) Can I approach UK Sport staff to act as a referee if I am already working for UK Sport? And I have previously and currently deliver on UK Sport funded people development projects, can relevant UK Sport personnel be used as a reference?

You are allowed to approach a UK sport staff member to act as a referee if the work was carried out with UK sport and procured by us directly, or alternatively you work in a contracted or part time nature with us. UK Sport pays strict attention to effective governance and would therefore like to reassure you that there will be no conflict of interest - anyone referenced would not be allowed to review your tender application

#### **Dates for the close of the tender**

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34) Point 12.4 in the ITT document states: Tenders must be delivered by no later than 12pm Monday 3rd February 2021 – please could you confirm that the date of submission is actually Wednesday 3rd February not Monday?

Wednesday 3<sup>rd</sup> February is the date at 12 Noon.

#### **Qualifications Certification**

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35) Please clarify whether you require certificates/evidence of qualifications to be submitted with the tender application as additional documents?

Yes, please submit evidence of relevant qualifications.

#### **Fee Clarification**

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36) What is the reason the fee will need to be VAT inclusive?

The prices stated reflect the amount that we have budgeted for this type of work. We want to be up front and make you aware of the levels we can pay to inform your decision to apply. The allocated fees we are looking to utilise are stated within the documentation within each specification and all fees are inclusive of VAT. As a reminder:

Lot 1 500 per day inclusive of VAT \* Day Rate

Lot 2 500 per session inclusive of VAT \* 2 hours

Lot 3 700 per session inclusive of VAT \* 2 hours

Lot 4 1500.00 per day inclusive of VAT \* Day rate

37) Do you have a likely estimate of the total amount of work per lot that is available?

No, we do not at this stage in the cycle. Successful admittance onto the UK Sport Framework is NOT a guarantee of work. However, in comparison to our approach in previous cycles, we have decided to have a much smaller and dynamic pool of individuals that can be drawn upon and deployed to meet the needs of individuals as the relevant work arises in the Paris Cycle. The Paris Cycle for this pool of individuals, refers to the 4-year period that spans 2021-2025. The UK Sport people team see the roles outlined in each Lot as being critical in support of individuals and teams in the next cycle in delivering both Individual and team-based learning programmes in line with our people strategy and being a priority area of support.

38) What would you consider as added value for lot 3 and lot 4?

Added value is not just the session that is being delivered. Added value looks at elements you can provide in addition to the session/day that you are contracted to deliver. Examples may include:

- Access to research
- Additional team members supporting a Triage of a People development challenge
- Working with key stakeholders in setting up the process appropriately
- Regular progress updates and reports
- Impact assessment of work
- Attending a particular programme community of practice
- Integrated profiling built into the work
- Sharing of Literature

The above are just some examples that we have experienced over previous cycles.

### **Freedom of Information**

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39) Freedom of information: what kinds of things would you expect in this table? (Fee, materials?)

This table must be provided to all Suppliers providing services to a public body. It is possible that there may be no sensitive commercial information that Suppliers wish to add to the table.

### **Security**

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40) I'm also curious about what levels of security you are expecting from self-employed individuals?

The Questionnaire for Prospective Data Processors on page 47 of the ITT should be completed by all Tenderers to ensure that prospective contractors processing personal data and/or confidential information on behalf of UK Sport are doing so with an appropriate level of data security and in accordance with statutory requirements.