

**Bid Pack**

**Attachment 3 – Statement of Requirements**

Contract Reference: CCZP19A07 – The Provision of National Leadership Centre Programme – Module 3

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# PURPOSE

## The Statement of Requirements is for the design and delivery of Module 3 of The National Leadership Centre Programme. This is the final of three modules which up to 100 delegates will attend in summer 2020. This module will be run three times with around 30-35 delegates each time.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## In March 2018 the Public Services Leadership Taskforce, chaired by Sir Gerry Grimstone, was established to advise the Government on the role of leadership development in improving productivity and outcomes across public services.

## World-class public services have a direct and lasting impact on people’s lives. Measuring and improving the productivity of these services, however, is not straightforward.

## Moreover, senior leaders are reporting that the scale of decisions, changing technology, demands for efficiency, growing demand for better services and the pressures of an ageing population are placing these services under significant stress.

## The Taskforce sought to understand the challenges faced by the most senior leaders across public services.

## The National Leadership Centre was created as a result of the recommendations of the Taskforce, which concluded that there was a role for a new Centre to develop and support senior leaders in delivering public services.

## Herein, the National Leadership Centre shall be referred to as the ‘Customer’.

## The Customer currently sits within Cabinet Office, and is a joint venture between the Cabinet Office and HM Treasury.

## The Customer aims to support the most senior public sector leaders in delivering world-leading public services, by further understanding and demonstrating the relationship between effective leadership and the delivery of impactful, productive public services. The Customer exists to help leaders work together to improve public services.

## To achieve this, the Customer’s first three years of operation will be a pilot phase focusing on the following pillars: Programme, Network, and Research:

### Programme: The programme is delivered to up to 100 of the most senior public sector leaders each year. (This procurement relates to the delivery of this programme and further details on this can be found from point 3.1 of this document onwards).

### Network: A digitally-enabled network to build a community among the wider audience of around 1,500 senior public sector leaders, supported by a schedule of regional, national and international events. The network aims to enable knowledge-sharing across services while also helping to tackle the isolation that many senior leaders face

### Research: Original research and experimental pilots aiming to build the evidence base around leadership and its impact on public services. This pillar will also be used to evaluate the Programme and assess its value and feedback from the delegates.

# Background to requirement/OVERVIEW of requirement

## The National Leadership Centre (NLC) Programme will be broken down into 3 Modules and delivered to up to 100 of the most senior public sector leaders each year. Content is to be co-designed with leading experts, with a focus on systems leadership and successful delivery of this leadership approach. The Customer has structured the learning around the five key qualities identified in the NLC Research Paper (which can be seen in Annex 1): Adaptive, Connected, Curious & Questioning, Ethical, and Purposeful.

## The most senior leaders (CEO or equivalent), and especially those who are relatively new (within two years) to the most senior role in their public service organisation, are the Customer’s focus. They are a limited group with significant influence and ever-present opportunities to embed their learning within their organisations.

## The Customer’s ambition is to provoke behaviour change, increase skills, and develop greater resilience, confidence and capability in leading complex, productive public services.

## The Customer will be working closely with existing organisations that provide leadership development for public services, providing complementary and additional support for those in or close to the most senior roles (CEO or equivalent) to work in more collaborative, cross-sector and productive ways. It will not interrupt or duplicate the important work already underway by other organisations.

## These organisations include, but are not limited to, the Civil Service Leadership Academy, Local Government Association, College of Policing, NHS Leadership Academy, Fire Service College and the Defence Academy.

## The National Leadership Centre Programme will be made up of three modules:

### Module 1 provides the academic insight and foundation knowledge of leadership theories, adaptive and systems thinking. The customer is working with academics from leading institutions, including the University of Oxford and MIT, to co-create and deliver workshop-style sessions grounded in qualitative and quantitative data. These sessions are based around the five qualities the NLC has identified as key to public service systems leadership: adaptive, questioning, connected, purposeful and ethical.

### Module 2 will involve a ‘crisis management’ scenario, delivered by the Emergency Planning College, in which the delegates will put into practice their knowledge, learning and reflections from Module 1. This complex challenge will demand leaders work together to solve an issue. The delegates will receive live feedback from coaches throughout the day.

### Module 3 (of which this Statement of Requirements is for) will pull together the concepts of Modules 1 and 2, and continue to stretch the delegates by exposing them to the challenges and opportunities which public services will face in the future (the next 3-10 years) and how their leadership within their organisation and beyond is instrumental in addressing those challenges and opportunities. It will also be the final part of the programme to connect content and learning back to their real-world challenges. Delegates should leave with a clear sense of the challenges and opportunities they will face at both an individual and organisational level over the next decade and tangible actions regarding what they will do about that by working together across sectors.

# definitions

|  |  |
| --- | --- |
| Expression or Acronym | Definition |
| Supplier | The company/organisation awarded the tender for this Requirement. |
| NLC | National Leadership Centre |
| Customer | The National Leadership Centre (NLC), which sits within the Cabinet Office |
| The Taskforce | The Public Services Leadership Taskforce |
| MIT | Massachusetts Institute of Technology |
| L&D | Learning and Development |

# 

# scope of requirement

## Module 3 will be delivered three times, once to each cohort of delegates; May, June and July 2020. The customer will contract up to three suppliers for Module 3, it is therefore possible for a supplier to be required to deliver one to three iterations of Module 3. If the same Supplier is delivering more than one iteration, they must utilise feedback to develop and improve the next iteration delivered. Regular meetings and collaboration with the Customer is expected.

## The design and delivery of Module 3 must be timely and be suitable for the calibre of delegates attending the programme (our delegates are CEO and equivalent). The Supplier must involve the Customer throughout the design phase and the delivery phase.

## The Supplier must factor in staffing costs to design Module 3.

## The Supplier must deliver Module 3 on up to three iterations.

## The Supplier should not rely on or assume the Customer’s staff will be delivering the designed content.

## This is a National Programme, and the customer is keen to ensure the programme is delivered in regions outside London where possible. It is also important that the location of Module 3 is accessible to all our delegates, and preferably outside London. However, if there are strong reasons to deliver this in London, we are open to considering this.

## **Optional:**

### The Supplier should also include travel and accommodation costings (In Table C of the Pricing matrix). The information provided regarding travel and accommodation costings will not form part of the evaluation. It will only be considered by the Customer after the winning bid is chosen.

### It is at this point that the Customer will inform the supplier if it will take up this offer or if the Customer will procure this through a different route.

### The Customer encourages the use of immersive experiences and on the ground visits during the Module 3 residential.

### Travel and accommodation should be costed per delegate per night and there should be a capped maximum travel cost per delegate to attend additional course locations. Within Table C of the pricing matrix suppliers are also asked to supply a proposal for the logistics of travel and accommodation plans.

### 

# The requirement

## The Supplier must design and deliver up to three iterations of a 3 day residential (Module 3) for up to 100 top public service leaders (CEO and equivalent) (30-35 delegates per delivery). The focus of the Module are challenges and opportunities that are faced by the public sector in the near future (now to 10 years).

## The Supplier must provide a functional and fit for purpose design, completed by April 2020.

## Module 3 should be interactive and provide experiential learning to the delegates. The delegates should feel shocked; in awe and inspired by the upcoming challenges. Visits to relevant industries and universities are encouraged to form part of this immersive, experiential learning.

## The design and delivery must include opportunities for the delegates to reflect, both as an individual and as a group. There is flexibility with what this can involve, but it should be built into the Module purposefully. The delegates should feel supported and empowered to tackle these challenges when back in their organisation and know how they can work across their silos rather than in isolation. Whilst the customer requests suppliers to dramatically stretch delegate thinking, the Supplier must ground each case study to make it relevant to the delegates, e.g. how it can apply to their work in their current organisation.

## The Supplier should consider potential relevant speakers that would be appropriate to the content and design of Module 3. This should be incorporated into the costings as appropriate.

## The supplier should ensure that the insight into the future is used as a catalyst to deliver long term action by the participants as they work together to address the challenges and opportunities that will arise. It is vital that delegates leave with ambitious actions they are taking at a personal, organisational and cross-sector level to embed systems leadership. This is as important to the Customer as the creative and innovative insight into the future.

## The Supplier shall provide regular updates to the Customer on progress of the design. The Supplier shall work with the Customer as required to co-create the content and meet regularly to enable the Customer to add in feedback to modify the design as required.

## The Supplier shall be familiar with/have knowledge of Systems Leadership and the five qualities identified by the NLC (Customer). The Customer will supply additional information of this as a starting point to support the Supplier’s design of Module 3. This can also form part of the initial meeting with the Supplier, to ensure the Supplier and Customer are using agreed terminology.

## The Supplier should be familiar with/have knowledge of the content delivered and outcomes of Modules 1 and 2 and that will need to feed into the content and design on Module 3 to ensure a smooth transition for the delegates. This content overview can be provided by the Customer to support the Supplier with the design of Module 3. The Customer will provide information from Module 1 and 2 to the contracted suppliers.

## The following relevant links will also be of use to course designers:

### <https://www.nationalleadership.gov.uk/>

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## The Supplier will provide access to the content designed for Module 3 to the Customer.

## The Supplier will allow the Customer to use the content for their own purposes. Examples include, but are not limited to; sharing slides with delegates, using content for research, videoing for publicity. The Customer will not reproduce the content under their own name.

# key milestones and Deliverables

## The following Contract milestones/deliverables shall apply (table below). If more than one Supplier is selected to meet our requirement, the timeline will need to be adjusted to reflect the milestones/deliverables for each Supplier and their timeframe/Delivery Date.

## The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| Milestone/ Deliverable | Description | Timeframe or Delivery Date |
| 1 | Initial kick-off meeting with Supplier and Customer. | Within 2 weeks of Contract Award |
| 2 | Workshop/Meeting with Supplier and Programmes team to discuss design (and L&D) principles, logistics and delivery process. | Week commencing 20th January 2020 |
| 3 | Final design principles and proposed content (including recommended speakers), proposed delivery and recommended logistics of Module 3, and proposed delivery plan/timeline presented by the Supplier and agreed by the Customer. | Week commencing 27th January 2020 |
| 4 | Design, content and delivery presented by the Supplier and draft agreed by the Customer. | Week commencing 17th February 2020 |
| 5 | Second draft presented by the Supplier and draft agreed by the Customer. | Week commencing 9th March 2020 |
| 6 | Third draft presented by the Supplier and draft agreed by the Customer. | Week commencing 30th March 2020 |
| 7 | Weekly review and discussion meetings (via teleconference where necessary) with the Customer – light touch conversations to check in on progress and blockers. | Throughout the whole process (December 2019 to August 2020) |
| 8 | Final content, design and logistics completed by the Supplier and approved by the Customer. | 13th April 2020 |
| 9 | Delivery Module 3, Cohort 1. | 17th-20th May 2020 |
| 10 | Lessons learned exercise (with Customer and Supplier) to review and evaluate delivery of Cohort 1 and adjust design/content and delivery for Cohort 2 as required (also using feedback from the Customer). | Week commencing 1st June 2020 |
| 11 | Meeting with Customer to refine proposed changes and agree adjustments to be made. | By 3rd June 2020 |
| 12 | Final adjustments to design, content and delivery of Module 3 completed by the Supplier and approved by the Customer. | By 9th June 2020 |
| 13 | Delivery of Module 3, Cohort 2. | 14th-17th June 2020 |
| 14 | Lessons learned exercise (with Customer and Supplier) to review and evaluate delivery of Cohort 2 and adjust design/content and delivery for Cohort 3 as required (also using feedback from the Customer). | Week commencing 22nd June 2020 |
| 15 | Meeting with Customer to refine proposed changes and agree adjustments to be made. | By 1st July 2020 |
| 16 | Final adjustments to design, content and delivery of Module 3 completed by the Supplier and approved by the Customer. | By 7th July 2020 |
| 17 | Delivery of Module 3, Cohort 3. | 12th-15th July |
| 18 | Lessons learned exercise (with Customer and Supplier) to review and evaluate delivery of Cohort 3 (also using feedback from the Customer). | Week commencing 20th July |

# MANAGEMENT INFORMATION/reporting

## The customer expects the Supplier to break up the project into sprints of an appropriate length.

## During the initial design principles (incl. L&D), logistics and delivery process, the Supplier and the Customer shall also agree an approach to identifying, escalating and resolving risks and blockers to successful design and delivery of Module 3.

## During the initial design principles workshop, the Customer and Supplier shall agree lighter-touch progress updates on a regular basis, in addition to formal weekly progress meetings, to ensure progress on Module 3, including the design, logistics and delivery. The Supplier should provide access to relevant resources and ensure these are shared in a timely way.

## The Successful Supplier shall attend:

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

## A workshop with the Customer’s Programme team to discuss design (and L&D) principles, logistics, delivery process and include the delivery plan/timeline, which shall ideally be face-to-face.

## A weekly check-in with the Customer’s Head of Learning and Development (during design-phase only) in addition to weekly progress meetings. These can be via teleconference.

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

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

## The Supplier must attend the residentials themselves, which includes setting-up and any pre-Module briefing time in the days leading up to the delivery of each residential.

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

## 

# volumes

## 100 delegates will attend Module 3 in summer 2020. This module will be run three times with around 30-35 delegates each time.

# continuous improvement

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

## The Supplier should present new ways of working to the Authority during Contract review meetings.

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

# Sustainability

## Not applicable to this requirement.

# quality

## The design and content must be of the required high standard expected for delivery to top public service leaders (Director General/CEO and equivalent).

## 

# PRICE

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

## The maximum budget for this piece of work is £150,000 for the design and delivery of the residential modules. Budget is also set aside for logistical arrangements over and above this if taken up as part of the contract agreement.

## Contracts will have a capped one off Design Price and a call off Price that is capped per delivery of Module 3.

# STAFF AND CUSTOMER SERVICE

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

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

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

# service levels and performance

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

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | Service Area | KPI/SLA description | Target |
| 1 | Communication | Brief progress report/email and supporting resources (if relevant) circulated to the Customer no later than one day before weekly review meetings. This shall highlight progress on milestones, resource burn, issues and risks for escalation. | 100% |
| 2 | Communication | The Supplier shall provide a weekly progress report and maintain a flow of communication and feedback for the duration of the project, in order to fulfil the requirement and expectations laid out, and avoid project creep. | 100% |
| 3 | Design check-ins | During the design-phase of Module 3, the Supplier shall have a weekly check-in with the Customer’s Head of Learning and Development. | 100% attendance |
| 4 | Delivery timescales | All milestones completed to agreed timetable. | 100% |
| 5 | Project management | All blockers escalated and resolved to timescale agreed during design phase. | 100% |

## For the purposes of Contract monitoring, representatives of the Supplier shall routinely report to the Designated Officer on the performance of the contract.

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

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

## The Customer agrees to work with the Supplier to resolve service failure issues. However, it shall remain the Supplier’s sole responsibility to resolve any service failure issues.

## Where the Supplier fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Customer reserves the right to seek early termination of the Contract.

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

## If any sub-contractors or other agents working on behalf of the Supplier are found unsuitable by the Supplier, for whatever reason, the Supplier shall engage with the relevant sub-contractors or other agents to broker a resolution.

# Security and CONFIDENTIALITY requirements

## There are no specific security or confidentiality requirements to this contract. However the supplier is expected to keep worked examples of everyday issues or future challenges that are not part of the wider public consciousness confidential.

# payment AND INVOICING

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

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

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

# CONTRACT MANAGEMENT

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

# Location

## The location of the Services for the design phase will be carried out at the suppliers premises. However the supplier will be expected to attend key planning and design meetings at 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ. Most meetings can be done via teleconference where face-to-face is not possible.

## The location of the Course delivery will be determined based on the location suggested by the suppliers.