



COTSWOLD
DISTRICT COUNCIL

Invitation to Tender

Leadership Development 2016

Schedules

- 1 Statement of Requirement and Instructions to Tenderers
- 2 Conditions of Contract for Consultancy Services
- 3 Certificate of Non Collusion and Non-Canvassing
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- 5 Tender Questionnaire
- 6 Cost Schedule

Schedule 1 - Part A - Statement of Requirements

1.0 Context

The 2020 Partnership has been established for a number of local authorities, Forest of Dean District Council, Cheltenham Borough Council, Cotswold District Council and West Oxfordshire District Council to become more efficient and effective by working together whilst maintaining their individual sovereignty. The partnership have been successfully sharing services for a number of years and over the last few years have been working to increase the services shared not only to achieve further savings but also to provide resilience to all of the businesses. In April 2016 the second tranche of shared services were established under the management of a joint committee (Appendix 1) and a number shared service group managers appointed (Appendix 2). The 2020 partnership is now moving into the next phase which will involve the establishment of a number of companies to deliver services to the partner organisations.

As we work towards this transition we are conscious that our approach to our structures and service delivery and the way we employ and manage our people has always been in the context of a traditional local government environment. We recognise that as the partnership moves towards a new business setup we have the opportunity to deliver not only a new model for delivering local services but also an opportunity to introduce new ways of employing and rewarding our people.

Over the past year conversations have been undertaken with staff at all levels on what the 'new world' should look like and what attributes we think our people should have to deliver our new way of working. Building upon this work we also recognise the limitations in our own leaders, managers and people to challenge our current thinking and practices. To help facilitate this we have recently commissioned some work with an organisation to help us look innovatively into the future to identify new ways of operating and challenge many of our currently held assumptions and perceived constraints about how frontline services can be both supported and delivered. This work is already underway but we recognise this just the start of our journey.

2.0 Our Requirements

The next stage will be to design/have access to a number of approaches and programmes that will help us **develop the behaviours and abilities of our strategic and operational leaders and managers** (Appendix 3) enabling them to deliver our 'new world' business structures and build the teams of people that will deliver services to both current and potential new customers.

Cotswold District Council, as lead authority for this procurement, is now seeking a strategic partner that can deliver this support through a number of mechanisms and has the ability to support us with:

- The development and delivery of a number of workshops/approaches that support our strategic and operational leaders and managers develop the required behaviours and skills.
- Latest business thinking – we are looking for a partner that has the ability to source support from a wide knowledge base which covers not only management but areas such as technology, community etc. as well.
- Delivering a range of innovative approaches that are built upon evidence that shows their effectiveness.
- Research that supports the thinking utilised in the delivery of approaches used.
- Access to a number of different courses/programmes where there may be a need for an individual approach.
- Support in updating/expanding our current catalogue of leadership/management approaches.

Therefore you will need to provide us with evidence of how you will provide us with the above support as well as providing:

- Details of how you will identify and determine our present and future key leadership development needs.
- Details of how you will develop key leadership and management skills, your approach and key deliverables.
- Advice on how we will engage / share the learning with the wider staff.

- An outline of the proposed approach / methodology that includes leadership behaviours, collaborative approaches developing shared views and longer term vision. If shortlisted the tenderer may be required to deliver a sample of a training session / approach to demonstrate their proposal.
- Evidence of how you maintain continuous improvement as a company but also how you would build and apply this to the proposal.
- An outline of your experience of developing and supporting leadership behaviours in a collaborative approach to other organisations in both the private and public sector.
- An outline of how you will ensure that you transfer and embed your knowledge within the organisation

3.0 Time and Cost

We are anticipating this project will be completed within 4/5 months and costs will be in the region of £20,000-£30,000 but we would not wish tenderers to be bound by this information in their proposals provided the increased time/budget is explained.

4.0 Supporting Documents

Appendix 1 – Joint Committee Aims & Objectives

Appendix 2 – Current Partnership Structure

Appendix 3 – Key Areas for Development

Schedule 1 - Part B - Instructions to Tenderers

4.0 – Instructions

The Council requires a tender to be submitted in response to the Statement of Requirement / Specification detailed at Schedule 1 Statement of Requirement. The contents of this tender and any of the other documentation sent to you in respect of this process are provided on the basis that they remain the property of the Council.

No Consultant will undertake any publicity activities with any part of the media in relation to the Councils or this tender without the prior written agreement of the Council, including agreement on the format and content of any publicity. This tender is made available in good faith. No warranty is given as to the accuracy or completeness of the information in it and any liability or any inaccuracy or incompleteness is therefore expressly disclaimed by the Council and its advisors.

You are deemed to understand fully the processes that the Council are required to follow under relevant European and UK legislation, particularly in relation to The Public Contracts Regulations 2015.

4.1 Contract Terms and Conditions

Please refer to Schedule 2 - Conditions of Contract for Consultancy Services.

4.2 Period of Validity

Tenderers are required to keep tenders valid for acceptance for a period of 90 days from the date of receipt of the tenders.

4.3 Clarification of Meaning of Contract

If you wish to raise further points of clarification then these matters should be submitted via email to procurement@gosharedservices.org.uk no later than **17:00 hours Monday 15 August 2016** to enable any technical questions to be answered and circulated to all tenderers. To be headed "Leadership Development 2016".

We will endeavour to acknowledge your requests for clarification by return email within 24 hours of receipt. If you do not receive an emailed acknowledgement within this time during the tender period would you please telephone 01285 623449 to confirm that it has been received and registered.

4.4 Conditions of Tender

You must comply with the following conditions; they are designed to ensure that all tenders are treated equally and fairly and to comply with all the legal requirements for public sector procurement.

4.5 Collusion, Fraud and Corruption.

All tenderers are required to complete a Certificate of Non-Collusion and Non-Canvassing (see Schedule 3).

4.6 Basis of Costs

All fixed costs quoted must be in £ sterling, exclusive of VAT at the prevailing rate or Insurance Premium Tax; but must include all costs including delivery and expenses (travel and subsistence). Each cost that you propose will be expected to be “commercially viable” i.e. sustainable over the long term and therefore form the basis of contracted costing, where applicable. The tenderer shall bear all the costs, expenses and liabilities incurred in connection with the preparation and submission of their tender.

4.7 Completion of Documents

The Council reserves the right to amend the tender documents in any respect, at any time prior to the closing date and time for the receipt of tenders.

To assist preparation, an electronic copy of the tender documents has been made available to you. Please make sure you complete and return all the documents provided as these will be used to ensure accuracy, equality and fairness of the evaluation process.

Tenderers must quote their services, prices and rates and other costs in Schedule 6 - Commercial / Price Schedule.

All documents must be completed in English.

Where the tender documentation permits submissions for parts only rather than the whole of the contract, where appropriate enter “no offer”.

A clear and easily understood tender increases the chances of success. As a general rule the order in which the information is presented should follow the pattern of the tender document itself.

Tenders which are incorrectly completed will **not** be considered for acceptance. Tenders must be submitted using the documents provided.

Correction fluid must not be used on tender documents, any alterations must be in ink and initialled by the tenderer.

Tenders must not be qualified, conditional or accompanied by statements which could be construed as rendering them equivocal and/or placed on a different footing to those of other tenders.

Should you wish to make any alternative offers, if applicable, the alternative tender **must be in addition to** the tender you submit in accordance with these documents. Alternative tenders, if submitted, must be shown separately and not on the form of tender, and must be sufficiently detailed to allow proper consideration.

4.8 Signing of documents

All documents requiring a signature must be signed:

- Where the tenderer is a Company, by two directors or by a director and the secretary of the Company, such persons being duly authorised for the purpose.
- Where the tenderer is a partnership, by a duly authorised director of each company within the partnership and indicates the lead partner for the bid.

The tenderer shall also produce forthwith upon request by the Council documentary evidence of any authorisation referred to above.

4.9 Acceptance of Tenders

The Council reserves the right not to accept any tender, in whole or in part and reserves the right to cancel this process at any time.

The Council reserves the right to disqualify any tender if:

- It is not in accordance with the consultant brief / statement of requirement and contract.
- The tenderer makes any variation to the consultant brief / statement of requirement or other documentation comprising part of the contract.
- It contains any gaps or omissions.

4.10 Financial standing

The Council will need to fully satisfy itself that the tenderer is of sound financial standing and has sufficient working capital, skilled staff, equipment and other resources available to them to provide the service. Financial checks may be undertaken as part of this process.

4.11 Returning of Tender Documents

To assist tenderers in preparation, an electronic copy of the documents have been made available to you. Please make sure you complete and return all the documents provided as these will be used to ensure accuracy, equality and fairness of the evaluation process.

When you have answered all the questions, provided all the required information, supporting documentation please submit two hard copies by the closing date and time indicated below.

You are advised to ensure that you make a complete copy, to be kept for your own reference.

Tender Documents to be returned

Schedule 3	Signed Certificate of non-collusion and non-canvassing
Schedule 4	Signed Form of Tender
Schedule 5	Tender Questionnaire
Schedule 6	Price / Commercial Schedule

Please return **2** hard copies of your tender bid by special delivery, recorded delivery or courier. Your package for the hard copies must be marked as follows:

Tender – Strictly Confidential – Leadership Development 2016

The 2 hard copies of your tender bid must be delivered in the manner described above to:-

Richard Pratley
Business Partner Procurement
Cotswold District Council
Trinity Road
Cirencester
GL7 1PX

Time / Date for tender return (2 hard copies): by 12:00 hours Monday 12 September 2016.

The closing date for the return of tenders is given above. Any tenders received after this time will **not** be considered for acceptance unless an extension of time has been granted in writing by the Council. Such late tenders will be returned to the tenderer. Tenders received ahead of the closing date will remain unopened and held in safe custody by Procurement until designated tender opening time and date.

4.12 Evaluation of Tenders

The tender process will be conducted to ensure that all tenders are treated equally and fairly and in accordance with all statutory requirements such as European Union Public Procurement Directives and Public Contracts Regulations.

Information supplied in your tender response is confidential to the Council and their advisors.

Information contained within the completed tender will, along with any subsequently provided information, be contractual information and will form part of the contract. Any errors within these documents may therefore be regarded as a breach of contract. Utmost care should be taken to ensure the accuracy of all information submitted.

Our evaluation of tenders will be based upon the information provided in your tender. Failing to provide all the information requested will put your tender at a disadvantage.

Tenders will be evaluated and award of contract, if any, will be made on the basis of the “most economically advantageous tender”, taking into account quality and cost, as stated below.

The evaluation of submissions will be based upon two stages:

- Selection criteria; and
- Award criteria

The submissions that pass the selection criteria Schedule 5 – Tender Questionnaire will then be evaluated against the award criteria below. Those deemed not to meet / pass the selection criteria requirements will not be considered further.

4.13 Award and weighting criteria

The award and weighting criteria are as follows: (Cost 20% / Quality 80%):

Cost	Schedule 6 – Cost Please return a completed Schedule 6 – Cost. This section will be scored and assessed on the basis of the most economically advantageous tender taking into account the total fixed price offered by the bidders.	Weighting 20%
Quality	Schedule 5 – Tender Questionnaire Based on responses to Section 6 relating to skills, knowledge and previous experience relevant to Part A - Statement of Requirement. Skills Knowledge Experience	Weighting 10% 10% 10%

Quality	Schedule 5 – Tender Questionnaire Method Statement Section 13	50%
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4.14 Cost scoring system

Each tender submission will be awarded a weighting based on its relationship with the lowest tender cost on the basis of the submitted total cost. The tender with the lowest total cost will be awarded the full 20% weighting available. Each of the remaining tender submissions will be awarded a weighting on a pro-rata basis according to the following calculation:

Lowest tender cost / potential contractor cost x 20% of weighting to be allocated.

For example:

Potential contractor	Total price (£)	Pro rata weighting (based on 20% being allocated to the cost criteria)
A	£10,000	20%
B	£12,000	16.66%
C	£14,500	13.79%

4.15 Quality Scoring Matrix

Each of the responses to the scored Section 6 and 13 detailed in Schedule 5 - Tender Questionnaire will be scored in accordance with the following to produce a total weighted score out of 80%:

SCORE	DESCRIPTION
5	Exceeds expectations Gives high confidence that all key aspects of the requirements will be achieved and may be relied upon without reservation. Offers added value and innovation relevant to the statement of requirement / specification
4	Meets expectations Gives confidence that all key aspects of requirements will be achieved.
3	Satisfactory Generally meets requirements, gives minor reservations about meeting some of the requirements
2	Unsatisfactory Below expectations and does not fully address the requirements and gives rise to concerns about potential reliability
1	Poor Well below expectations, response is limited or inadequate or substantially irrelevant to the requirements
0	Unacceptable Nil response, or is incomplete or irrelevant to the requirements that it is not possible to form a judgement

4.16 Abnormally Low Tenders

Where the pricing of a Tender is abnormally low, the Council reserves the right to reject the tender in accordance with the requirements for further investigation under The Public Contract Regulations 2015.

4.17 Short-listing of tenders

Tenderers should note that the Council may hold interviews, presentations or want to visit premises or reference sites as part of the process to appoint a Consultant. The purpose of this will be to explore the validity of the initial evaluation, confirm the Council understands the Tenderers' proposals and, where appropriate, to probe issues into greater depth.

No new criteria or weightings will be introduced and no separate marks are 'reserved' for award at this stage. The Council will use the interview / presentation responses or premises or reference site visits as a basis on which to 'moderate' up or down, the scores originally awarded when the tenders were evaluated.

The number of Tenderers short-listed will solely depend upon the initial evaluation of Tenderers' bids, consequently the Council cannot commit to any numbers at this stage.

Tenderers who are successful for shortlisting for interview and presentation will be notified by email to the contact identified on the submitted questionnaire, dates to be advised.

Any costs that the bidder incurs as a result of this will be deemed to be the responsibility of the bidder.

4.18 Contract Award

Contract start date is to be agreed with the winning tenderer and upon receipt of a signed written contract.

Any resulting contract will consist of the contents of the Tender Pack, the Agreed Terms and Conditions and the successful tender submission. The contract will be subject to English law and the exclusive jurisdiction of the English Courts.

Once the successful Contractor(s) is/are chosen, the Council will notify them and all unsuccessful contractors of the outcome in writing by email and provide a short de-brief to the unsuccessful tenderers including details of the successful tenderer and what their score was in comparison to your score.

4.19 Contract Start

If you are the successful Tenderer, you will be sent the contract documentation to sign **before** you start fulfilling your obligations under the contract subject to meeting and pre-conditions or checks prior to entering into the contract.

You will also need to complete any performance bonds or other documentation required as a result of this contract.

You should be ready to start on the day indicated in the contract award document (to be confirmed) and to ensure that all relevant resources are available for that start date.

4.20 Post-Contract Monitoring

The successful tenderer will be expected to collaborate with the Council over the contract period to achieve continuous improvement in the quality and delivery of the Contract in accordance with the Council obligations under Part 1 of The Local Government Act 1999. Tenderers are considered to have confirmed their willingness to participate in this activity in their tender.

4.21 Freedom of Information Act

Information in relation to this tender may be made available on demand in accordance with the requirements of the Freedom of Information Act 2000. The contractor acknowledges that, except for any information which is exempt from disclosure in accordance with the provisions of the Freedom of Information Act ('the Act') the text of the Contract and any Schedules to this Contract is not confidential information. The Council shall be responsible for determining in its absolute discretion whether any part of the Contract or its Schedules is exempt from disclosure in accordance with the provisions of the Act.

4.22 Local Government Transparency – publication of tender documents and contracts

The Government has set out the need for greater transparency across the public sector organisations to enable the public sector to hold public bodies and politicians to account. As part of this initiative Government requires local authorities to publish all expenditure exceeding £500 and the resulting

contracts. Tenderers applying for this Contract should be aware that if their tender is successful information about the resulting contract may be published and the documents made available to those requesting them.

Appendix 1

2020 JOINT COMMITTEE – AIMS AND OBJECTIVES STATEMENT

The purpose of this statement is to guide the Partnership MD and the Heads of Paid Service in the development of HR policies delegated to the Joint Committee.

It is intended that this framework will:

Enable each partner council to deliver the outcomes for their communities through the determination of their own policies and priorities; supported by expert advisors who commission outcomes and services, either externally through the private, not for profit and voluntary sectors; or by optimising the partnership's collective staffing resources for the benefit of the partnership as a whole.

Goal – Through Working together to Maximise Value for our Partner Councils and their Communities

Aims

1. To seek out and deliver the best solutions to deliver the outcomes for each partner council's residents and communities using all of the potential options available to us.
2. To work collaboratively so that when we design the Partnership Shared Services they will succeed in meeting the agreed standards required by each Council and will ensure they are delivered for the best possible value
3. For the Partnership Shared Services and each partner Council to be great organisations that people want to work for

Objectives

- Continuously seek out creative and innovative solutions to improve service delivery
- Seek to optimise income generation from selling services and/or expanding the partnership
- Invest in change and improvement for long term financial benefit
- Develop a strong performance management culture with dynamic and agile systems to ensure our services deliver the agreed standards
- Respond positively when things go wrong and work with our partners to put things right as soon as is possible
- Develop and maintain positive relationships across the partner councils and other customers, working collectively in their best interests
- Recruit and retain staff with the right approach, attitudes and values to meet our objectives
- Expect our staff to be flexible when necessary to meet service demands
- Develop our leaders to provide guidance, support and inspiration to their teams
- Maximise our productive time spent on activities which add value for our partners and customers
- Work with members to ensure that services are designed to reflect their needs at a local/community level
- Work with other key stakeholders in the design of services to ensure that they meet the needs of the communities and customers that will use them

What can staff expect?

- Excellent opportunities for personal and professional development
- Recognition and reward for the contributions they make
- Support, trust and respect in return for high expectations in terms of individual honesty and integrity
- Flexibility and choice
- To have jobs that are challenging, rewarding but manageable
- To be well informed not only about the organisation they work for but also about the people and communities they serve
- To be engaged with the design and development of services seeking as far as possible to minimise any negative impacts on individuals

Values:

These values are subject to confirmation by each Council through the adoption of a People Strategy which is being developed by the HR Shared Service.

Our People

We value our people and we encourage each other to be positive and creative in getting the job done. We trust, respect and help each other to remain resilient and personally responsible in a changing environment.

Our Customers

We do the best we can to provide great service for our customers and respect the differences and requirements that exist across our communities.

Our Approach

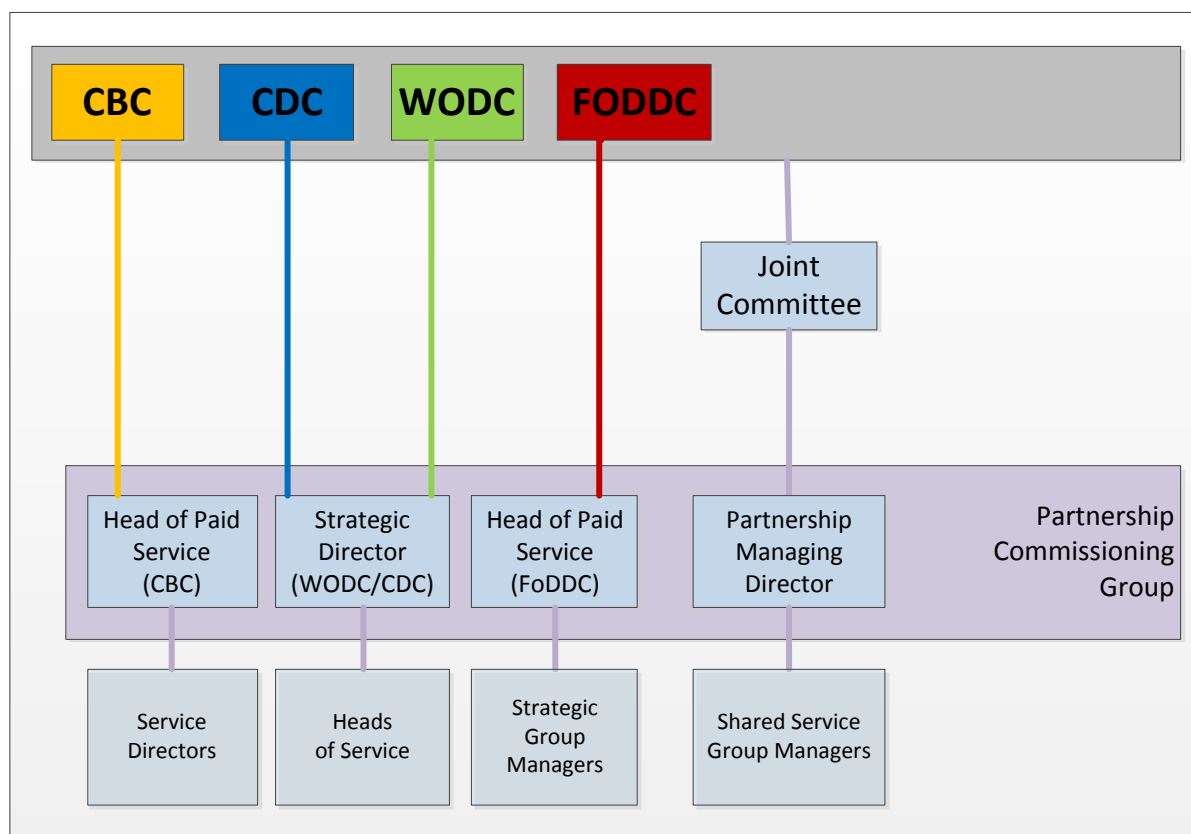
We approach what we do with dedication, commitment, honesty and integrity, and support both staff and customers as part of a forward thinking public sector environment.

Current Partnership Structure

The 2020 partnership is one of the most challenging and exciting development for each of the councils to work more closely together to deliver the best solutions for residents. The partner councils represent a bold and ambitious commitment to develop new approaches to service delivery. The 2020 vision will call upon the partnership to harness and create the opportunity for real innovation not only in order to deliver savings but in order to deliver a different model of working for the future of local government. Each council involved in the partnership has been clear about retaining their independence and sovereignty. The services shared are different for each council.

The partnership MD has now assumed the sponsorship of the 2020 Vision and is key to driving forward the programme and is accountable to the joint committee. The MD leads the Partnership Venture Commissioning Group which comprises the Heads of Paid Service for the partner councils. The Heads of Paid Service work collectively with the MD to develop the strategic direction of the partnership, and ensure the 2020 vision meets the needs of their respective councils.

The MD also manages the new Group Managers who head up a number of the shared services (for some or all of the councils). In order to shape and develop the Partnership it is now timely to bring the senior teams together from across the 4 councils to develop a shared way of working and to provide leadership and role model behaviour required in the new 'world'. Please note the structure shown below is an interim structure and may change.



Leadership and Management Development - Developing our 2020 Partnership People

