



Crown
Commercial
Service

Bid Pack

Attachment 3 – Statement of Requirements

Contract Reference: CCCO19A48

National Leadership Centre's Public Leaders' Collaboration
Community (Design and Facilitation)

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1. PURPOSE

- 1.1 This Statement of Requirements is for the design and delivery of a Collaboration Community for UK Public Sector Leaders, including the facilitation of regional collaboration events and online collaboration sessions.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 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 the productivity and outcomes across public services.
- 2.2 World-class public services have a direct and lasting impact on people's lives. Measuring and improving productivity of these services, however, is not straightforward.
- 2.3 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.
- 2.4 The Taskforce sought to understand the challenges faced by the most senior leaders across public services.
- 2.5 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 service.
- 2.6 Herein, the National Leadership Centre shall be referred to as the 'Customer'.
- 2.7 The Customer currently sits within the Cabinet Office, and is a joint venture between the Cabinet Office and HM Treasury.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The Customer exists to help leaders work together to improve public services.
- 3.2 The achieve this, the Customer's first three years of operation will be a pilot phase focusing on the following activities:
 - 3.2.1 A core leadership programme delivered to up to 100 of the most senior public sector leaders each year. Content to be co-designed with leading experts, with the first phase exploring topics such as state-of-the-art technology, ethical responsibilities, and sustainability.
 - 3.2.2 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.

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- 3.2.3 Original research and experimental pilots aiming to build the evidence base around leadership and its impact on public services.
- 3.3 The Customer will work 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.
- 3.4 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.
- 3.5 The Customer's focus is on the most senior leaders of public services (CEO or equivalent). Our initial user research indicates that this audience feels isolated at this level of seniority, which the Customer has been tasked with addressing in the Public Service Leadership Taskforce report. This user research finding forms the basis of the following requirement.

4. SCOPE OF REQUIREMENT

- 4.1 The design and delivery of this Collaboration Community must bring together approximately 60 of the most senior public leaders (chief executive or equivalent). The Collaboration Community must enable this audience to share their experience and public sector challenges with a view to resolving them collectively.
- 4.2 The Collaboration Community must also enable this audience to increase their existing professional network, develop new skills, and ultimately have an impact on their organisation's performance and productivity.
- 4.3 The Collaboration Community should bring this audience together both physically and digitally, with a combination of face-to-face events and online collaboration sessions. The Customer is looking for a Supplier that can facilitate these events and online collaboration sessions, and the Supplier must be able to demonstrate how it can resource this.
- 4.4 The Supplier will also deliver team training to the Customer's Staff, specifically focussing on how to facilitate events and online sessions of this nature.
- 4.5 The above requirements (5.4 and 5.5) are the mandatory requirements of this work, however the Customer welcomes any additional ideas on how to best meet our objectives.

5. THE REQUIREMENT

- 5.1 Within the above scope of requirement, the Customer expects the following to be delivered across a year-long timeline as part of any Contract with the Supplier:

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- 5.2 The 60 public sector leaders are to be divided into six collaboration groups of a maximum of 10 people. Each collaboration group of 10 people will require five collaboration events each, meaning a total of 30 events to be delivered for the Customer to the total audience of 60 public sector leaders.
- 5.2.1 Each event should enable attendees to collaborate on public sector challenges specific to this audience. There should be two challenges presented at each event, enabling all attendees the opportunity to present one of their challenges across the five events for their group in the year-long timeline. These challenges should be put forward in advance of the event, and facilitated by the Supplier on the day.
 - 5.2.2 The events can be in a full day, half days or spread across the year - to be agreed in consultation with the Customer and the public sector leaders.
 - 5.2.3 The events should be followed up with documentation of the discussion that the attendees can take with them and use. This should contain practical, usable information and guidance to support them in collaborating in the future.
 - 5.2.4 The events will consider all necessary accessibility and inclusion requirements to enable maximum attendance in person.
 - 5.2.5 Each event should also be followed up by an evaluation, so that the Customer can review its success and consider next steps.
 - 5.2.6 The supplier shall provide an appropriate venue and refreshments for each event.
 - 5.2.7 Refreshments should be appropriate to the time of day that the event is held to include one food break. The Supplier should consider and cater for various food intolerances, Vegetarian and Vegan options.
- 5.3 Online Collaboration Sessions:
- 5.3.1 Dependent on the requirements of the public sector leaders, some of the events can be delivered online. Unless specifically requested by the public sector leaders in the groups, this should be a maximum of two online sessions. It may be that all five events for a group are requested to be in person.
 - 5.3.2 If requested, the Supplier should facilitate online collaboration sessions for the attendees of the event to enable them to continue collaborating on the public sector challenges.
 - 5.3.3 These sessions should be completed via video conference, with teleconference as a secondary option.
 - 5.3.4 These sessions will consider all necessary accessibility and inclusion requirements to enable maximum attendance at the sessions. This is inclusive of confirming that all attendees have technology that will allow them to access the video conference.

5.4 Customer Team Training:

- 5.4.1 The Supplier will deliver training to to-be-agreed members of the Customer's Staff, to enable them to facilitate collaboration events and online sessions in the future.
- 5.4.2 The Customer Team Training will specifically focus on facilitation and coaching skills, and will also equip attendees with a practical manual to support their continuous development after the training is complete.
- 5.4.3 The Supplier will also allow the Customer's Staff who are receiving the training to attend and shadow both the collaboration events and online sessions to enable "on the job" learning.

6. KEY MILESTONES AND DELIVERABLES

6.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Workshop with the Customer to formulate and agree the event delivery	Within week 2 of Contract Award
2	Five events for each group of a maximum of 10 public sector leaders, with a total of 30 events delivered for the total 60 leaders	Over the duration of the contract
3	Documentation of each event for the practical use of the public sector leaders	Within one week of each event

7. MANAGEMENT INFORMATION/REPORTING

- 7.1 During the initial design principle workshops, the Supplier and the Customer shall also agree an approach to identifying, escalating and resolving risks and blockers to progressing the collaboration community, events, and online sessions.
- 7.2 During the initial design principles workshop, the Customer and Supplier shall lighter-touch progress updates on a regular basis, in addition to formal weekly progress meetings, to ensure progress on the building blocks of the collaboration community are shared in a timely way.
- 7.3 The Successful Supplier shall attend:
- 7.4 A kick-off meeting with the Customer, which shall ideally be face-to-face.

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- 7.5 A workshop with the Customer's Network and Communities team to discuss design principles, methodology and delivery process, which shall ideally be face-to-face.
- 7.6 A weekly check-in with the Customer's Head of Network and Communities (during design-phase only) in addition to weekly progress meetings. These can be via teleconference.
- 7.7 Weekly progress meetings, which shall ideally be face-to-face, though teleconferencing is available where necessary.
- 7.8 The Supplier shall send weekly progress reports to the Customer at least twenty-four hours in advance of weekly review meetings.
- 7.9 Additional 'Light-touch' meetings as needed, on an ad-hoc basis. These can be via teleconference.
- 7.10 Quarterly contract review meetings, which can be via teleconference
- 7.11 A 'show-and-tell' of the findings uncovered by the Supplier from their user research (with key stakeholders from the Customer) presented by the Supplier to the Customer. Ideally to be face-to-face.

8. VOLUMES

- 8.1 Provision of service to 60 public sector leaders (Chief Executive level) from the Customer's database. This 60 will be divided into six groups of a maximum of 10 people.
- 8.2 Five events will be provided to each of the six groups of 10 people over the course of the year, equalling a total of 30 events delivered. There should be two challenges presented at each event, enabling all attendees the opportunity to present one of their challenges across the five events for their group.

9. CONTINUOUS IMPROVEMENT

- 9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 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.

10. SUSTAINABILITY

- 10.1 Suppliers should demonstrate how they plan to maximise the sustainability of the collaboration community, including the sustainability of the collaboration events and online sessions. Suppliers should also demonstrate how

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knowledge transfer can take place at the end of the Contract to ensure the service continues, and is obliged to do so at the end of the Contract.

- 10.2 The Supplier should demonstrate the scalability of the Service so that the Customer has the option to scale this up beyond the initial 60 public service leaders in the future. The Customer has a complete network of approximately

11. QUALITY

- 11.1 The design and delivery must have a demonstrably positive impact on the collaboration and connectivity of the audience. The Collaboration Community events and online sessions should also be evaluated by the Supplier to demonstrate the impact on the audience.
- 11.2 The Customer expects bids to include information about the Supplier's quality assurance procedures, and any arrangements for sub-contracting parts of this Service.
- 11.3 The Customer expects the Supplier to be responsible for the service quality irrespective of any sub-contracting that is required to fulfil the Customer's aims.

12. PRICE

- 12.1 The maximum budget for this piece of work is £95,000 (Ex VAT).
- 12.2 The Customer would welcome solutions that keep costs below this threshold.
- 12.3 Like all public sector organisations we must provide detailed justification of discretionary spending. We shall be looking for suggestions on how we achieve our aims while keeping costs in check. Price shall be one of the criteria for judging bids.
- 12.4 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.

13. STAFF AND CUSTOMER SERVICE

- 13.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 13.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 13.3 The Supplier shall inform the Customer of a single point of contact, and who has responsibility and oversight of the evaluation – and shall notify the Customer of any change to these arrangements.
- 13.4 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.

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- 13.5 The Supplier shall inform the Customer of a single point of contact, and who has responsibility and oversight of the evaluation – and shall notify the Customer of any change to these arrangements.

14. SERVICE LEVELS AND PERFORMANCE

- 14.1 The Authority will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Engagement	Quality of events shall be sufficient to ensure continued attendance of 80% of leaders in a group	80% of attendees
2	Delivery	Documentation of session to be sent to leaders within a week of each event	100%
3	Delivery	Arrangements for each event to be provided to public sector leaders two weeks in advance of event	100%
4	Delivery	Calendar of events to be agreed with Customer and public leaders and dates of events to be communicated a month in advance	100%
5	Customer Engagement	Contact with the Customer will be responded to on or by the next working day	100%

- 14.2 For the purposes of Contract monitoring, representatives of the Supplier shall routinely report to the Designated Officer on the performance of the contract.
- 14.3 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.
- 14.4 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

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Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.

- 14.5 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.
- 14.6 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 in accordance with the procedures set out in Attachment 5 - Contract Terms.
- 14.7 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.
- 14.8 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.

15. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 15.1 The Supplier shall be compliant with the Customer's GDPR policy for the handling of the details of the public sector leaders that they provide the service to.
- 15.2 The Supplier shall ensure that the content of the public sector leaders discussions are treated confidentially. No information shared in these discussion shall be repeated outside of these discussions. This explicitly prohibits the use of any information for commercial or political means.

16. PAYMENT AND INVOICING

- 16.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 16.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 16.3 Invoices should be submitted by post to: 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ and by email. Contact details will be provided to the Supplier upon Contract Award.

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16.4 Payment will be scheduled as follows:

16.4.1 £31,667 + VAT (one third of total budget) upon contract award

16.4.2 £31,667 + VAT (one third of total budget) at the contract's halfway point, subject to the satisfactory delivery of pre-agreed certified products and deliverables.

16.4.3 £31,666 + VAT (one third of total budget) at the contract's completion, subject to the satisfactory delivery of pre-agreed certified products and deliverables.

17. CONTRACT MANAGEMENT

17.1 Attendance at quarterly Contract Review meetings shall be at the Supplier's own expense.

18. LOCATION

18.1 The location of the Services will be carried out across the country as part of a regional service to the Public Sector Leaders. The Supplier will work alongside the Customer to agree on these locations prior to implementing any services.

18.2 While the Customer is based at 1 Horse Guards Road, Whitehall, Westminster, SW1A 2HQ, most meetings between the Customer and the Supplier can be done via teleconference where face-to-face is not possible. Likewise, the Supplier can work remotely.

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