



## TENDER: Leadership Development 2016

### Responses to clarification questions – Issue 2 dated 30 August 2016

**PLEASE NOTE THAT THE RETURN DATE FOR THIS TENDER OPPORTUNITY IS  
MONDAY 12 SEPTEMBER 2016 AT 1200 HOURS (NOON)**

Clarification Question	Response from Cotswold District Council
1. In schedule 5 13.1 Method Statement, please can you clarify how many words are permitted or if there is no word limit.	No Limit – but a reasonable approach should be taken
2. Please can you clarify if this tender is to <b>just design</b> the programme or if it is to <b>design and deliver</b> the programme?	We feel our requirements are clearly outlined in section 2 of schedule 1 “deliver this support through a number of mechanisms” then in the bullet points it makes reference to support us with the delivery. We recognise that there will be an element of co-creation and we are looking for a partner to leave a legacy of sustainability.
3. Are we delivering the following extracts from Schedule 1 part 2.0 or are we explaining how we would do it? <ul style="list-style-type: none"> <li>• Advice on how we will engage / share the learning with the wider staff.</li> <li>• Evidence of how you maintain continuous improvement as a company but also how you would build and apply this to the proposal.</li> </ul>	The section and bullets points headed Cotswold District Council as lead authority, is what we require, so you will need to explain how this would be delivered. The second section and bullet points from “Therefore you will need to provide” are key factors that need to be demonstrated in the delivery.
4. Do you see us delivering this or providing the processes for the internal team to deliver this? <ul style="list-style-type: none"> <li>• An outline of how you will ensure that you transfer and embed your knowledge within the organisation</li> </ul>	This could be both, as we do recognise our current limitations and whilst an element of co-creation and delivery will be required we are restrained within our currently thinking..
5. Re: 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,	That decision would be up to you, depending on how and what the presentation includes. However reference

community etc. as well, would anyone we are gathering support from be needed to be listed at this time? Would they be expected to attend the presentation if we were lucky enough to be short-listed?	to how you would incorporate latest thinking should be outlined and evidence of how/who/what should be included.
6. Would it be acceptable for us to train the internal HR / senior managers and then they train the middle/junior managers? And then they cascade it down to the rest of the staff?	We feel our requirements are clearly outlined in section 2 of schedule 1 "deliver this support through a number of mechanisms" if your proposal is to use internal resources then this should be included. We recognise that there will be an element of co-creation and we are looking for a partner to leave a legacy of sustainability.
7. Re 6.12 in schedule 5 - the 1000 words is that in total for the section or is that per person? Am I right that the words in the CVs are in addition to the 1000 words?	1000 words combined for all consultants within 6.12 but you can attach cv's to support the application which would not be counted.
8. Public liability of £5 million for a £30k management programme does seem artificially high - is there any way this could be reviewed?	These are the standard amounts that we request cover up to. If these are too high please suggest alternatives limits in your bid for our consideration.
9. Do you envisage workshops for the managers being repeated on the different sites? Would you see the workshops being available on multiple occasions?	The partnership does have different locations, however as separate organisations we do try to minimise the travel where possible – so there could be the possibility of delivering at multiple sites.
10. May we ask for a current job description/person spec for the Strategic Leaders and Managers roles? Approximately what kind or level of management and leadership development, if any, have they completed before?	<p>Job descriptions and person specifications are not available at this stage, but can be provided to the successful tender.</p> <p>The Strategic Leaders and Managers have varying skills and knowledge, with most having at least 5 years in strategic management with the majority having 10+ years in general management.</p>

<p>11. What does this group do really well? What does each Council rely on them for? What are their top 3 greatest challenges do you think, as a group?</p>	<p>The statement of requirements and aims and objectives statement sets this out in the context, historically the partnership has worked well at sharing services and knowledge, working together to resolve issues and support each other. Each council relies on receiving a high level professional approach and advice (within field of specialism). The challenges are outlined in Schedule 1 which are supported by the Aims and Objectives Statement:</p> <ul style="list-style-type: none"> <li>• Providing innovative shared services whilst maintaining individual sovereignty.</li> <li>• Establishment of a number of companies.</li> <li>• Great organisation that people want to work for.</li> </ul>
<p>12. Is there an interest to provide an accreditation (such as the ILM or CMI)?</p>	<p>If this is an approach for your proposal please include it.</p>
<p>13. With reference to the diagram on page 13, we understand that the requirements for this ITT focus on the 2020 Partnership Strategic Leaders &amp; Managers programme and the 2020 Partnership Operational Managers programme. The diagram states that work has already been procured and will be begin in July 2016 for the Innovation Workshop and for Accountable Leadership and Learning for Growth. The diagram also presents information on the 2020 Partnership People (also currently underway). To give us a wider context/understanding are you able to provide us with further information on these?</p>	<p>Innovation Workshop - the work recently undertaken consisted of a one day and covered leadership behaviours and entrepreneurial thinking.</p> <p>Currently throughout the partnership there are employee workshops taking place as outlined in the diagram.</p>
<p>14. Do you have a Learning Management System (LMS) for the purpose of sharing materials and information to those involved and indeed the wider staff community?</p>	<p>There is a Learning Management System in place, but it is not used in the context for sharing materials, just booking courses and recording completion of annual review.</p>

15. Will you be providing a training venue and facilities or will you be expecting the supplier to present recommendations and associated costs?	No all venues and facilities will either be provided in-house or suitable venues will be secured separately when required.
16. Schedule 6 – Cost Schedule refers to ‘expenses incurred in the preparation and submission of this tender’ – how would you like expenses to be presented to you for the purposes of facilitated workshops?	<p>The Cost Schedule indicates  <i>- The tenderer shall bear all the costs, expenses and liabilities incurred in connection with the preparation and submission of their tender.</i></p> <p>However expenses incurred during the creation and delivery should be included in your price schedule. You can provide a breakdown of each element of your proposal and cost each section and include an amount for expenses. Your proposal should include how you would like to be paid throughout the contract.</p>
17. Is the ITT for a framework agreement, or is the commissioner seeking a relationship with a single provider? If it is for a framework agreement, how many providers is the commissioner seeking to work with?	Ideally we are looking for one single provider but this should not
18. The current catalogue of courses, are these provided internally? And could the commissioner please provide a full list of courses currently available?	We currently have a Learning Management System with a catalogue of blended learning on offer. Full details of course will be available to the successful tender.
19. Will the delivery be across all locations (i.e.: in premises across Forest of Dean, Cheltenham, Cotswold and West Oxfordshire)?	See question 9
20. To enable us to complete Schedule 6 (Cost Schedule) and specifically the number of days is the commissioner able to give an indication of the possible likely number of learners eligible for both the Strategic Leaders & Managers and the Operational Leaders and Managers?	<p>Approx. 30 Strategic Leaders and Managers</p> <p>Approx. 30 Operational Managers</p>
21. In relation to 'recognising and understanding my own style' is the commissioner interested in the provision of psychometrics or 360s? Is this something that the commissioner has the ability to provide internally or would they expect the provider to include?	Currently we do not use this method therefore if psychometrics are part of your proposal please include proposals and costing for delivery.

<p>22. Is the commissioner able to share the details/outcome of the work already commissioned from the organisation around ways of working?</p>	<p>The objectives of this particular workshop are outlined in the diagram under workshop 2 – Experience 2020. These workshops are currently underway and concentrate on individuals</p>
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