

**SE1151 Creating a Leadership Community – Supplier Engagement Q&A Transcript**

#	Question	Sport England Response
Supplier Engagement Session 1 (2 <sup>nd</sup> February 2024) Focus on Coaching & Mentoring		
1	How did you evaluate the success of the 2 programmes named?	Both programmes have had evaluations, our Leading for Renewal programme run for two years, with 2 years of evaluation. Leadership Essentials has been running for longer and has greater depth to it. Both have had evaluation reports and set of data. The successful supplier will have access to some of this data but we are also currently looking at what we can publicly share with Tender so that everyone can see the work.
2	Is cybersecurity essentials or cybersecurity essentials plus a requirement?	Where a contract involves processing of personal data, we require suppliers to hold Cyber Insurance or <a href="#">Cyber Essentials</a> at the point the work starts.
3	Are you looking for a single supplier for this Lot or multiple suppliers?	Bids from individual organisation that feel they can deliver the requirements as a single organisation are welcome. There is no benefit or penalty to being a single supplier or in a consortium. Each bid will be evaluated on the content of what they are able to deliver.
4	Do you welcome a consortium approach?	We absolutely welcome consortium bids, if you feel coming together with other organisations is going to strengthen your offer and see the value of consortium contracts, bringing together different skill sets. Each bid will be evaluated on the content of what they are able to deliver.
5	What is your current technology, learning & knowledge architecture? Is the proposal to include & price technology?	<p>We are expecting the 'Knowledge Hub' supplier to have some form of digital presence to allow sign-ups to newsletters, events, webinars, plus host articles/blogs, case studies.</p> <p>We are expecting suppliers to consider their plans for digital and comms to ensure an appropriate landing page and journey for users. These will be developed in consultation with Sport England digital colleagues and will be hosted on either sportengland.org or a separate site. We are not expecting the budget to cover building a new learning management system. User research has told us that clear, easy to find information and ability to navigate to an appropriate offer is important.</p>
6	For consortium bids what would Sport England like to see in terms of how much history of having collaborated such as; governance history of collaboration	<p>If you haven't come together in a consortium before and it's the first time your organisations have worked together you will need to draw on examples of working collaboratively with other organisations / on other projects. We are not expecting well-established consortia, we are very open to how bids come together. There will be an expectation that organisations draw on their past experience and if there are multiple organisations as part of your bid you will need to think about drawing from each of your experiences and how they complement each other to deliver the requirements.</p> <p>We will want to see the following clearly set out:</p> <ul style="list-style-type: none"> <li>• The name of the group/consortium.</li> <li>• The proposed structure of the group/consortium.</li> <li>• The name of the lead member in the group/consortium.</li> <li>• The approximate % of work assigned to each member.</li> </ul>
7	Is the mentoring and coaching open to middle managers also, or is the preference that it is specific to SMT and Board members?	It is open to all. In our previous programme Leading for Renewal, we defined the audience was those who worked with our system partners or national partners. We believe that is going to be the same. When we talk about leaders we take a broad view of those who through their work, or as Board members, are acting to tackle inequalities.

8	Does a consortium need to come fully formed or will you want to be involved in "fitting it all together"?	We have facilitated matchmaking on other contracts but did not anticipate doing so for this contract. If there is interest from organisations who feel they would benefit from matchmaking opportunities, we will re-evaluate following the call.
9	Are there any stipulations on the number of lots a single organisation can bid or partner for?	We are open to any supplier or consortium of suppliers for bidding for any number of lots. This will be assessed individually.
10	What is the anticipated scope in terms of likely numbers of people/teams who will request coaching or mentoring through this tender?	Sport England currently has c.130 system partners, varied from small to large partners. So the audience is large. Please note, this is not a like for like programme from previous investments and the budget is slightly larger than previous programme. For example: previous year and slightly smaller budget led to 160 people received 1-1 coaching, spread over almost 1000 coaching sessions 10 organisations received team coaching and @ 60 individuals received mentoring support – (between 4/6 coaching session per individual). Within that there is a balance for this budget range this is the type of number of individuals we would expect to be reached through this type of formular sessions. However, we believe that supplier organisations are the experts, which is why we have engaged the market early, and in the relationship we will work together collaboratively to get the best possible offer and support for those in our sector. For the ITT we will provide a 'straw-model' of what the offer could look like but are open to different or innovative approaches.
11	How many leaders do you hope to reach with the programme of coaching and mentoring?	See above
12	Can you give a sense of the geographical scale and structure of the programme?	The Place-based offer will be in 80-100 places across England, the coaching, mentoring and 'universal' elements are likely to be online.
13	Will the tenders be based on defrayed expenses? when you need to provide receipts for every item of activity. ie what is the evidence needed from a procurement point of view, as this can significantly ramp up admin costs for a supplier	As standard (unless there is an Audit) we do not typically ask suppliers to evidence every item / detail of spend made. However, we do expect a clear budget and breakdown for each lot as to how and where the money is going to be spent. With appropriate reporting.
14	Would you welcome and even facilitate partnerships between suppliers. And would you prefer a single supplier (group) across lots, particularly 1a, 2b, and 3c?	We expect there to be either one supplier, or one consortium, per Lot. Each Lot will be evaluated independently. We had not planned to do any supplier match-making, however please let us know if this is of interest to you and we will see the appetite for it.
15	Would you expect the partner to have experience of holding a Sport England contract	No, there is no requirement to have worked with Sport England before. It would be helpful when you complete your proposal, to draw on examples from organisations you have engaged with that may be similar to Sport England or who have similar aims & objectives.  Top Tips Where we ask for examples of previous work in the tender, be specific about: <ul style="list-style-type: none"> <li>• what the situation was</li> <li>• the work your organisation did</li> <li>• what the results were</li> </ul>
16	Is there any qualification criteria for suppliers? in terms of experience, turnover etc?	Yes, there will be a requirement(s) which will be proportionate to the Lot(s) scope of work and requirements. This will be set out in the Tender pack

17	There appears to be overlap between the coaching and mentoring and knowledge hub, how this be managed between suppliers	<p>Yes, we imagine there will be overlap between all the elements, we really want to work collaboratively, and we have previously had great successes on other work, such as our partnership within Buddle and Leading for Renewal where there were 5 separate partners working on the it.</p> <p>This time we will double-down on the data permission so that the flow between elements feels much easier for the user.</p> <p>The relationship management is crucial between the programme and a natural rhythm to meetings where suppliers come together regularly. There will be an expectation of working collaboratively between different suppliers .</p>
18	you mentioned the need for Cyber essentials, is there anything else from a contractual PoV that could rule organisations out - so for example levels of insurance etc?	<p>Yes, there are standard insurance requirements for public liability, professional indemnity and Cyber (provided below). However, you do not need to hold these at the point that you bid but will need to make a commitment that you will have these in place when the work starts.</p> <p>Financial Health – we require suppliers to be profitable, however we do consider mitigating factors where this is not always the case and have flexibility around SMEs.</p> <p><b>Insurance</b></p> <p>Suppliers will need to confirm whether they already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated below:</p> <p>Employer’s (Compulsory) Liability Insurance = £5,000,000</p> <p>Public Liability Insurance = £5,000,000</p> <p>Professional Indemnity Insurance = £5,000,000</p> <p>Cyber Insurance = £1,000,000 Or Cyber Essentials</p> <p>*There is a legal requirement for certain employers to hold Employer’s (Compulsory) Liability Insurance of £5 million as a minimum. See the Health and Safety Executive website for more information: <a href="http://www.hse.gov.uk/pubns/hse39.pdf">http://www.hse.gov.uk/pubns/hse39.pdf</a></p>
19	Do you anticipate stating a preferred balance between in-person / virtual learning in any tender documentation - bearing in mind emphasis on inclusivity/accessibility	<p>The Place-based offer will be in 80-100 communities across England, the coaching, mentoring and ‘universal’ elements are likely to be online. We will work with all suppliers and the co-design group to ensure we are being as accessible and inclusive as possible.</p>
20	Will each lot be evaluated separately or if a supplier is bidding across multiple lots will it be look at all bids in the round	<p>Each lot will be evaluated separately and independently. There may be a slightly different evaluation panel for each lot based on the skills and experience of evaluators.</p>
21	If the consortium is newly formed for this contract, how would you expect this to be described in the bid?	<p>We would be looking for evidence of robustness; we don’t expect all consortia to be well established but would expect to see you drawing upon your past experiences and how you complement each other.</p> <p>We will want to see the following clearly set out:</p> <ul style="list-style-type: none"> <li>• The name of the group/consortium.</li> <li>• The proposed structure of the group/consortium.</li> <li>• The name of the lead member in the group/consortium.</li> </ul>

		<ul style="list-style-type: none"> <li>The approximate % of work assigned to each member.</li> </ul>
Supplier Engagement – Session 2 (5 <sup>th</sup> February 2024) Focus on Place-based Offer		
22	Will the slides be sent to those who have registered?	Yes, we will send the slides to everyone that has registered for these sessions
23	In each location – any thoughts on the number of participants to be supported	We do not want to be too prescriptive, but initial expectation would be circa 20-25 in each Place, a good representation of different organisations, services/system partners and communities that exist within the local Place.
24	Is the budget inclusive or excluding Travel & Expenses, venue costs with 70-80 locations?	<p>The budget must include all travel expenses. i.e. the cost of delivery and the programme itself.</p> <p>The Place Partner will cover the venue cost in locations. We are looking for local leadership programmes to be delivered in community settings, reflecting the areas we're seeking to work. Preference to avoid hotels or overly corporate settings, which don't feel entirely reflective of the work/impact we are trying to achieve.</p> <p>The booking and cost of local venues is something the Place Partner will be responsible for, and this will be clearly outlined in the ITT.</p>
25	Can you clarify if you are looking to appoint one provider (organisation or consortia) per lot, or multiple providers per lot?	There will be one provider per Lot, this can be a single supplier or a group of suppliers coming together in a consortium bid.
26	Are you anticipating any pre-qualification organisational requirements (number of years trading/revenue levels), or would this be open to new start ups or new joint venture orgs?	<p>There will be some any pre-qualification requirements, typically we do have some financial standing requirements, normally we will ask suppliers to evidence 2 years' worth of accounts so that they are profitable or have mitigating circumstances that demonstrate that they will be financially stable in the future.</p> <p>We also know that for new consortia it may be slightly different, and we will set out the criteria in the ITT, however typically we will assess all the organisations that are part of the consortia. We have clear Crown Commercial Service (CCS) guidelines that stipulate what is and is not acceptable and is proportionate to the level of contract and spend.</p> <p>These guidelines are publicly available here, if you want to gain a better understanding of the process:  <a href="https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1163542/EFS_Guidance_Note.pdf">https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1163542/EFS_Guidance_Note.pdf</a></p>
27	Are the 80+ places able to look for development outside of this offer, or will it be 'mandated' to them?	Currently we don't plan to mandate Place Partners to participate in our local leadership programme. However, they will be strongly encouraged to take advantage of what we hope will be a fantastic, shared learning experience offer.
28	Is budget ex VAT?	No, the budget is inclusive of VAT. The ITT will include both Inc and Exc. VAT amounts
29	How many delivery days per programme / place	We are not stipulating a set model. However without being too prescriptive, our test & learns delivered 2 full programme days in the Place and completed follow up sessions up at 3 and 6 months. However you do not need to adhere to this model, there is certainly flexibility, and we are keen to see and understand innovative approaches to delivering the programme
30	Are the local programmes intensive or spaced out over time?	We expect them to be phased, with different Place Partners coming on at different times and being ready to host their local programmes at different stages. We anticipate regularly with delivery but equally expect there would be quieter times e.g. peak school holidays periods with increased demand in September, October etc.
31	Is there scope for ongoing design to be part of the budget? Conscious that if it's going to be built alongside the communities each time, we	Yes, we would be open to ongoing design being part of the budget, whilst ensuring there is a link to the co-design group which will be administered and managed through the Knowledge Hub.

	will need to use learnings but make these bespoke	We are aware that how the programme is delivered in year 4 may look different to year 1, particularly when there is evidence that sits behind this iteration and adaptations are made on account of changing local Place and community need. Equally we'd anticipate the learning and evaluation that emerges to be filtered into ongoing design work.
32	What's your view on how the current LDP's might get involved?	Learning that has emerged from our Local Delivery Partners (LDP) has identified and highlighted the importance of leadership in Place- . <a href="https://www.sportengland.org/funds-and-campaigns/place-partnerships?section=learning_and_resources">https://www.sportengland.org/funds-and-campaigns/place-partnerships?section=learning_and_resources</a> You are welcome to acknowledge in your application any work of LDPs (they have a wealth of experience and valuable learning) and how this is informing your approach.
33	Who is the existing provider and are they able to submit for re-engagement?	We are working with the Local Government Association and yes, they will be eligible. To date, with them we have undertaken test and learn place-based leadership programmes and will be building this out further in 2024 as part of our current provision. Thus far, this is a relatively small delivery portfolio, meaning we don't have external insight and research reports to share, but will look into what can be made available when the ITT is issued.
34	Will the programmes include thinking about targeting wider audiences? (for example, wider influencers?)	The focus for this is the local Place. However important to consider is local services, systems, organisations, communities that have a wider influence/remit on that Place and the people within it, particularly in the context of tackling inequalities and access to physical activity opportunities.
35	Do you have local groups already identified who want to collaborate on this? I know the Active partnerships & those already involved in social prescribing etc. will, but will it be the responsibility of the supplier/organisation to find local community orgs that are more inclusive/reflective of the local area?	This is a dual effort, for the supplier to work alongside and with local Places. The key contacts from a Place Partner will be working with you but it's your responsibility as a supplier to advise and inform them on the importance of including local organisations, who are inclusive/reflective of that Place, within their local leadership programme. Interested to hear ideas on how you'd go about this.
36	Is there an anticipation of number of "sessions/ workshops/ courses" per place?	We are open to ideas but would envisage a core session/foundation piece (this could be over 2 successive days for example) that would be the flagship element of local programmes with follow up sessions built in to sustain momentum and offer opportunities to evaluate learning and impact.
37	Will the 'new' to market companies just referenced, take into account that true marginalized communities and facilitators may be new to market, versus traditional suppliers?	Yes, this opportunity is open to new organisations as well as those long established, as long as you can evidence your ability to deliver. We do have more flexibility when we receive bids from SMEs voluntary, community, and social enterprises as we are permitted to flex our minimum requirements if a bid has been received from these types of organisations whilst keeping a fair and level playing field. It will all be set out in the ITT, including the minimum standards suppliers need to meet as well as potential mitigations if you don't meet them
38	With the total budget, does the current approach allow for costs increasing over the contract period? (and similarly, money being worth less in 4 years than in year 1)?	The budget figure is the total budget over the 4.5 years. The planning is that the budget is evenly spread over years 2 to 4 with the view that there will be some set up cost in year 1 but we welcome feedback and suppliers' views.
39	Will there be an expectation of national as well as local programmes? and is there an expectation of holding the local programmes within a national feedback loop to SE	The primary remit will be around the delivery of local leadership programmes for Sport England Place Partners but we're looking for this to contribute a Place Universal Offer, enabling there to be something for Places who aren't formally identified through the Sport England Place Expansion programme. This would need to be worked up alongside the Knowledge Hub component/supplier to ensure it complements the networks/communities of learning they are creating.

40	Place teams over evolve and change, do you envisage an iterative offer, that can 'refresh' leaders over the 4+ years?	<p>We are realistic and appreciate there is turnover of people/staff/leaders within Places and local organisations. And we want to build in a level of resilience around this, creating strong local networks with shared outcomes that can withstand changes in personnel, minimising any potential negative impact. We believe the local leadership programmes can play a key role in this.</p> <p>A reminder the Place will be working as a funded Sport England Place Partner during this period. Thus, the local leadership programme is one element of the support they will receive.</p> <p>Also an opportunity to explore (again with the 'Knowledge Hub') how key leaders within a Place continue to be supported after the local leadership programme has been delivered in their Place.</p>
41	Will the ITT specify clear outcomes expected, beyond delivery of the programmes?	<p>Yes, that is what we anticipate clarifying in the coming weeks, before we publish the ITT. Feel free to make suggestions through our feedback mechanism following the session.</p>
42	How do you see the need to offer common learning nationally, with the need to flex programmes to the needs of local places?	<p>Again open to ideas and don't wish to be prescriptive but could be a set of core fundamental content that goes in each local leadership programme. However, building in the mechanism to tailor and adjust it based on the locality and the needs, existing structures, priorities etc... of that Place.</p> <p>One of the key learnings that has come through our work with LDPs in that the communities, people and the needs within each Place are unique. Building in flexibility to adapt and be empathetic is important.</p>
43	A wider question on how this lot and the coaching lot may work together to support leaders e.g ongoing coaching after the leadership devt	<p>This is a consolidation of some of our existing work, some of the things we are taking through in this first thread of is a different audience group.</p> <p>The place-based offer is focused on our Place Expansion Partners; our mentoring and coaching offer is currently going to be ring fenced for those working in our national partner organisation or system partners.</p> <p>In the main they will be separate audiences, but this is based on some of our current learning and feedback, however we are open to really understanding what it means to change that behavior and tackle inequalities.</p>
Supplier Engagement - Session 3 (6 <sup>th</sup> February 2024) Focusing on the Knowledge Hub and Evaluation		
44	What are the examples of those interventions and support that have taken place?	<p>The two previous programmes were; 1) Leadership Essentials, a national leadership development programme developed in collaboration with the Local Government Association.</p> <p>Initially aimed at Councilors but expanded to an Officer programme in 2018, aimed at leaders/aspiring leaders from local authorities, leisure trusts and Active Partnerships. This brought together leaders from across the country (to a combination of in-person residentials and virtual meetings) to support leaders challenge their thinking, practices and create change.</p> <p>More recently, through this partnership with the Local Government Association we have piloted a small number of place-based leadership programmes as we begin to evolve our thinking and work in this space.</p> <p>2) Leading for Renewal is the other previous programme. It supported our national partners, for those in a leadership role. Previously we had an offer of 4-6 coaching session for particular challenges; there is a consideration that there may be a 6 month follow up session. We also had mentoring offer for both reciprocal mentoring and peer group mentoring for colleagues of more diverse backgrounds. In addition, we had a series of webinars for key topics, unlocking wider discuss in tackling inequality.</p> <p>We also have other partners that offer support to different areas of leadership development, such as Sport England's relationship with the Sports Governance Academy and the online support they offer the sector.</p>

45	The Knowledge Hub, Place-Based Offer, and Coaching & Mentoring offers seem operationally integral to each other. How do you see that working in practice? Would you welcome organisations bidding across Lots and, if so, how can we make clear the synergies and efficiencies of doing so?	<p>To make this work in practice, Sport England values must be at the heart of the programme. It is about synergy, working and sharing together. We would like to see the 4 roles to be interconnected and the knowledge hub coordinating regular meetings for those important conversations.</p> <p>Technicalities: Suppliers will be able to bid for any 1 of the for lots and up to 4 lots, however each lot will be evaluated separately and independently. There may be a slightly different evaluation panel for each lot based on the skills and experience of evaluators. Should the outcome be that the same supplier is awarded more than 1 lot we would have a post-award conversation with the supplier to establish most efficient ways of working.</p>
46	With respect to the Knowledge Hub... does this service need to play a role in sign posting to things outside of this complete offer - ie, development that is available elsewhere, the universal offer you mentioned the other day, etc...	<p>To clarify what is meant by universal offer, this is the working title that Sport England has given to our work and commitment to sharing learning, tools resources and support.</p> <p>Knowledge Hub: Yes, however it would be for that partner to understand what fits within the remit and what is practical. All of Sport England's funded partners have the responsibility of developing their own people. However, the whole sector is interconnected and committed into supporting and helping people development. We would expect the Knowledge Hub to have a level of awareness what else is out there, particularly things that Sport England invest in. E.g Sports Governance Academy and the online support they offer the sector.</p>
47	Noting that exec coaching "session content" is confidential in order to be effective (and ethical), how do you anticipate this particular feedback loop working with the knowledge hub supplier? (ie feedback into the hub, rather than outwards from it)	<p>Yes, this is correct around the confidentiality of the individual conversations. We certainly need to think with the partners and be really clear about what feedback can and cannot be shared, when it is appropriate to ask if someone is happy to share the feedback and also listening to wider feedback and sector engagement. There may be themes of feedback that does not jeopardize the individual confidentiality. For example, previously we were made aware through a number of different routes that new CEOs would welcome additional support and so we ring-fenced specific number of opportunities for this.</p>
48	What is the scope of the content for the hub - is it leadership focused, or should it go into other areas that leaders might want help with e.g. safeguarding, M&E, community engagement, EDI? Will there need to be some 'out of scope' defined to prevent it becoming and repository of everything.	<p>We do not want it to become a repository of everything.</p> <p>Yes, it will be focused on leadership, but within that it will be on tackling inequalities in the work. The scope will be specific to Leading the Movement and where signposting outwards where it's clear the ongoing journey goes to.</p>
49	What are your expectations around the tech side of the offer for the knowledge hub? What capabilities would it need to have?	<p>We welcome thoughts and feedback in this area.</p> <p>We do not believe this is a significant learning management system or a high-spec investment. However we believe our audience are likely to want to see connection between social media and comms and excellent customer service.</p> <p>We are in discussion with Sport England digital colleagues to establish if this could be hosted on sportengland.org or sign posted to/from it.</p>
50	Will the hub be supported by the SE comms team, or, will it have to follow any Sport England brand expectations?	<p>Yes, it will be supported by the comms team. Leading the Movement will have its own branding/logo to give it a sense of clarity of what it is and its boundaries, this will be developed by the Knowledge Hub and used by all suppliers in their work. SE will have requirements about accessibility of comms (and data permissions).</p>

51	Is the co-design group focused on the Hub specifically, Leading the Movement as a whole, or the coherent leadership offer for the sector?	Whilst the co-design group will be hosted in the hub it will be working with Sport England and all the suppliers for all Leading the Movement. This is part of our commitment to tackle inequalities in our work.
52	Who do you see the co design team being?	It needs to be developed inclusively. We have had a positive response to this element, and we would expect the Hub to work with the sector to develop this inclusively.
53	Can you let us know a little more about how you see the co creation team working across all 3 lots?	Whilst they will be hosted by the hub supplier (first point of call) the hub supplier will coordinate meetings where they are involved. Based on our values and collaboration the expectation all the suppliers would carry a role in attending the meetings, involvement in conversations and responding to questions. We are committed to listening to feedback, understanding challenges and working collaboratively to improve, and the co-design group is crucial to this.
54	Are there any in person elements to any of the lots or 100% online?	Our place-based work is expected to be in person, with follow ups sessions potentially online. Leadership & mentoring has previously online, however feedback suggests that in person alumnis would be beneficial. We expect for suppliers to think and respond to what is the best format forum for the support elements.
55	You talk about the knowledge hub as being very interactive and responsive providing communication, marketing and co-ordination - do you see this as a system or a team of people...? I heard the point about it not being a LMS.	There will be an element of systemic work through Q&As, sign posting and pointing, automated follow ups.  However, we would also welcome thoughts and ideas about how we ensure high levels of customer service and understand when there is a need to chat through learning needs with someone.
56	How do we give feedback?	We will share a feedback form with the slides to everyone that has participated in these sessions and also for people that weren't able to attend the sessions who can pick up the material at a later date.
57	Do Sport England have a view on an organisation being part of different bids for the same lot?	An organisation can be in different consortiums for different lots but can only be in one consortium per lot.