

**Tenderer clarification questions - responses**

**Tender Process: Documentation & Submissions**

**Can the document be forwarded in word for ease of completion?**

The ITT is in word format on the Government Contracts Finder website - <https://www.contractsfinder.service.gov.uk/Notice/c441a2fc-5443-426a-8108-68e9929d9441>

**Are we able to submit more than one application (e.g. two approaches)?**

Given high volumes of interest in this tender, we are only able to accept one tender per provider, but please feel free to indicate possible delivery methods within your submission.

**Insurance Certification – please can you confirm that you would still need these documents completed by our insurers, signed and returned even if we are able to provide suitable certification to demonstrate that we have the required levels of cover?**

**&**

**The requirement for physical copies of confirmation of our insurance cover from our insurance brokers with their stamp is not something we have ever been asked for previously (in over 10 years of tendering). Normally we would provide the policy details, and these would be checked with a phone call should we be successful. I only ask because with the current COVID situation, getting physical copies may be problematic.**

At this stage, we would ask that any relevant or suitable certification is submitted but we will seek further verification of insurance (stamp etc) from those who we shortlist to presentation so we are able to ascertain our required level of verification before a successful contract is awarded. Ability to present will be conditional upon successful receipt of this information.

**We assume that the draft contract and the relating annexes are provided for information only at this stage and do not require completion unless a contract was awarded – please could you confirm that this is correct and that it does not require submission as part of the tender documentation.**

Yes, this is included to indicate our standard terms and would be completed on contract award.

**Does the checklist provided require submission as part of our response or is this just for guidance? Also, there is mention of a 'statement of good standing' – this does not appear to be referenced elsewhere within the ITT documentation please can further guidance be provided as to what is required.**

Yes, the checklist is for guidance only. No, the statement of good standing is not a separate document but rather the completion and acceptance of all the other forms in Appendix 2.

**Are there any documents, other than the invitation to tender, that we need in order to submit the tender?**

Please submit the relevant forms as highlighted in the ITT along with your tender submission (design, delivery etc) in word or pdf format.

**Do you require physical copies of the tender documents or are electronic copies acceptable (to your email address).**

Tenders documents should only be sent electronically to the HR inbox ([hr@uksport.gov.uk](mailto:hr@uksport.gov.uk)) and not to our London Office as we are currently not able to collect them from this location.

**Is it possible to tender in partnership with another organisation to deliver the services?**

Yes, if there isn't an increased administrative or co-ordination burden to the contract process or development of the programme.

**By HR Inbox, do you mean this email address?**

Yes – [HR@UKSport.gov.uk](mailto:HR@UKSport.gov.uk)

**The 1000-word limit is applied across all the responses, but some of them (eg price-related) will not need anywhere near this, whereas others may benefit from the ability to provide more information. How strict is the 1000-word limit per question?**

We require Tenderers to keep to the 1000-word limit on all areas.

**Can you supply a copy of the UKS Staff survey and/or culture check that is referred to?**

For the purposes of the tender process, we do not feel this is necessary to share at this stage. However, we would share applicable information with the awarded contractors.

**Programme Format**

**Cohort Size**

- **Are you happy for the supplier to recommend suitable smaller cohorts or do you wish for all 40 delegates to remain as a single cohort for the programme?**
- **Can the cohort be divided into subgroups for the purpose of the programme?**
- **For the 40 delegates, are you expecting them to go through the programme in a group of 40, or can we look at dividing them up for different types of learning activity?**
  - i. **E.g. Smaller cohort groups for socially distanced face to face learning from Q1 2021**
  - ii. **Larger groups for synchronous and asynchronous learning over the 6 months Oct 2020 – March 2021**

Given the size of the cohort, we had envisaged that sub-groups/ repeat workshops would be an effective means of delivery, however, we are open to Tenderers suggestions around this.

**Please can you clarify if UK Sport would be interested in a complete online / e-learning offer for this cohort of training?**

Yes, given current context, we would consider fully online/e-learning offerings.

**Can you confirm the training will be inhouse at your London HQ? Do you have available training rooms we can utilise to deliver training?**

We have several meeting rooms available at 21B, however it is unlikely that we will be able to accommodate in-house facilitation until at least January 2021 but cannot guarantee the ability to use this location presently.

**What is the maximum number of delegates you can allow to attend this training at any given time?**

Online, there is no restriction, however given COVID uncertainties, it is hard for us to quantify the max physical numbers allowed in 2021. Given our meeting room sizes, we would envisage no more than 12 delegates in a physical capacity.

**Do we need to consider any special needs? - we usually use projector and active discussion with breakout exercises during delivery this involves white boards flip charts tabletop exercises. What is the maximum number of delegates you can allow to attend this training at any given time?**

We would discuss individual needs as part of the programme development, but the set up as described above (other than COVID restrictions) does not pose an immediate concern.

**We note that this work, entitled Manager Essentials, will fall under the scope of Leading Others in the Leadership Framework. It will also incorporate aspects of Leading Self. Can you confirm whether the remaining aspects in the Framework - Leading Leaders and Leading the Organisation - are being dealt with separately, and if so, how it is envisaged that this programme will align to the rest of the Framework?**

Whilst some of our proposed modules fall within the scope of 'leading self' the programme will mainly align to 'leading others'. At this moment in time, we are focusing on the 'leading others' for internal purposes and the other areas of the framework will be aligned in the future dependant on internal or external need.

**We use a lot of 3<sup>rd</sup> party material, as well as videos, exercises and questionnaires which we pay a licence fee for from third parties e.g. Belbin. It would not therefore be possible to give you the IP rights for these as we do not own them. Would this exclude us from the tender?**

We understand we would not be able to attain IP rights in 3<sup>rd</sup> party materials, but are looking for ways in which IP could be built in terms of delivery method so in the future we would be able to re-use the format for internal purposes/deliver this in-house.

**Can you confirm that, in effect, the programme is to be delivered entirely virtually - as face to face activity is not going to happen before January 2021, and the programme of work is to be concluded by the end of the financial year?**

Given current uncertainties, it is hard for us at present to determine whether face-face will be possible and therefore online delivery methods will be needed. We are open to extending the work slightly into the new financial year given these restrictions and time constraints.

**Will you consider Zoom as a platform for programme delivery?**

As an organisation, we use Microsoft Teams. Due to IT Security restrictions, staff are unable to use zoom.

**Who do you require to host the online platform for programme delivery - the supplier or UK Sport?**

In terms of online facilitation, we would be looking to use Microsoft teams (accessible by all UK Sport staff) or having access to virtual webinar platforms set-up by the supplier, should this satisfy our security requirements.

**Will attendance at Management Essentials be mandatory for the cohort of 40?**

We envisage that all managers will partake in most of the modules.

**Do UK Sport have preferred self-analysis or self-assessment tools, or would you like to be introduced and advised on options? Do UK Sport have a preferred communication analysis tool, or would you like to be introduced and advised on options?**

We do not have any preferred analysis tool but would want to discuss suitability of proposed tools as part of the programme development.

**Is UK Sport flexible on when you will run your own additional internal modules? e.g. D&I for Managers, GROW and Mental Health training.**

We would work in conjunction with the successful tenderer to ascertain when best to deliver the managers essential programme alongside our existing workshops.

**Have you developed any detailed behavioural/competency/leadership frameworks for leaders which describe the organisation's expectations of what high performance looks like?**

We have developed an internal Leadership framework, which we would share with the chosen contractor for context as part of the programme development. However, given the focus on core management skills for this programme, the absence of this information should not impact on the tender process.

**We recognise that the cohort of staff you wish to aim the Manager Essentials programme at have varying levels of experience - has any specific work been done with this group to benchmark their existing level of skill/capability and/or resultant development needs?**

No. Given the breadth of the modules to cover, we envisage that a foundation level of learning should be targeted, but that the way in which the programme is delivered will enable stretch or ability to role-model.

**Does the £40k Budget include programme design and consultation?**

Yes, the budget would need to address design, development and facilitation.

**Is the pre and post- delivery work for participants that you mention on top of the 5/6 learning days? If YES, how much time do you think the group can spare (e.g. 1 -2 hours before a module?)**

We would propose no more than 1 hr per module (not included in the 5/6 days).

**We assume that the programme does not need to be credit bearing (additional time / resources would be required) – is this correct?**

No, at this stage we are not looking to accredit the programme.

**Will this tender also cover the EIS (English Institute of Sport)?**

Not currently. However, we work closely with our colleagues at EIS and always look for opportunities to partner and share resources in order to create efficiencies where possible. In the future, EIS may want to run a similar style programme of which we would want to explore how we can avoid duplication of design costs.