**Market Sounding Questionnaire:**

**Coaching Services as part of TfL’s Leadership Foundation**

1. Introduction
	1. This Market Sounding Questionnaire (MSQ) is issued by Transport for London (TfL)); it seeks to obtain market feedback in relation to the design, delivery and project management of coaching services as part of the Authority’s Leadership Foundation over the next three years. The primary focus of the MSQ is to better understand market/supplier appetite, capacity and capability, as well as perceived risks and opportunities.
2. Feedback Request
	1. Feedback is requested in relation to the proposals described within this document. Your feedback is important as it will allow views from the market to inform the development and finalisation of the procurement strategy.
	2. TfL would greatly appreciate your feedback in the form of a response to the questionnaire in Section 4. Please send your responses to:

**Name:** Mayank Vyas

**E-mail:** MayankVyas@TfL.gov.uk

**Email Subject Title:** Coaching Services from [Insert Name of Your Organisation]

* 1. The feedback that we receive will be reviewed, analysed and will be taken into account in finalising the procurement of Coaching Services. Responses will be treated confidentially and will not be shared externally outside of TfL and GLA.
	2. For your feedback to be taken into account, **your completed MSQ must be received by 12:00 on Thursday 18th July 2019**
1. Proposals for Consideration and Feedback

Background to the project

1.

3.1 **Scope:** TFL’s Leadership Foundation is the Authority’s ambitious approach to move beyond traditional leadership development programmes to more experiential development, peer learning and coaching to focus on solving real business priorities. A Leadership Foundation will professionalise leadership, providing a framework of programmes and expertise to develop leaders and offering programmes for every level of leadership responsibility. There will be a menu of activities which would be tailored to an individual’s journey. Underpinning all journeys would be; ‘Building our Leadership Capability’ (assessments and strength mapping) and Coaching or Mentoring, which will forge vital links between learning, reflection and practice.

Coaching provision will cover:

* 1:1 coaching for senior leaders (Lot1)
* Group coaching (Lot 1)
* Enhance leader’s capability to have compelling conversations with their teams (Lot 1&2)
* Strategies for integrating coaching into the business through the development of an in-house cadre of qualified coaches

3.2. **Overview Information:**

* This will be a framework provision with multiple lots, however the following 2 lots are known off:
* **Lot 1** covers provision of coaching services for senior, middle and junior level leaders as part of the Leadership Foundation for approximately 2,000 people over 3 years aiming to start December 2019. This will be a mixture of 1:1 and group coaching
* **Lot 2** covers the provision of selection and development of in-house qualified coaches over 2 years likely to start 2020. At present looking at 12 in-house coaches per annum
* **Lot 1&2**- there is a need toimprove the culture and capability of leaders to have compelling conversations with their employees through their coaching and development
* There will be an option for organisations that report into the Greater London Authority (GLA) to also draw down on this contract. Details below are for TfL work only however.

3.3. **Interfaces**:

* There will be a need to coordinate design and elements of service delivery with other external providers, namely those providing 360° feedback tools as well as those providing Development Apps for recording and tracking progress
* Internal interfaces will be with key individuals in the Organisational Development team within TfL HR

3.4. **Proposed Programme (subject to change):**

|  |  |  |
| --- | --- | --- |
| **Indicative****Timeframes** | **Project Phase** | **Key Deliverables**  |
| Nov 2019 | Tender | Contract Awarded |
| Nov 2019-Jan 2020 | Approach Development | Work with other providers to develop approach to coaching programme Inc.:* Allocation of coaches
* Coach induction
* Coach booking and goal progression systems & processes
* Evaluation and monitoring strategy developed
 |
| Jan-March 2020 | Pilot | Deliver first 1:1 coaching session to up to 25 Experienced leaders (senior) and ranging from 20-25 Aspiring Leaders (mid level) receive a mix of individual and group coaching  |
| March 19 – March 2020 | Year 1 | Deliver approximately a further 70-75 Experienced leader 1:1 coaching sessions and 170-180 Aspiring Leader mix of 1:1 and group coaching |
| April 2020- March 2021 | Year 2  | Deliver further 70-80 Experienced leader 1:1 coaching sessions and 170-180 Aspiring Leader mix of 1:1 and group coaching |
| April 2020-April 2021 | Year 2  | Train 10-15 in-house coaches  |
| April 2021- March 2022 | Year 3  | Deliver further 70-80 Experienced leader 1:1 coaching sessions and 170-180 Aspiring Leader mix of 1:1 and group coaching |
| April 2021-March 2022 | Year 3  | Train 10-15 in-house coaches |

**Please note: All numbers mentioned above are approximates and are subject to change.**

3.5. **Form of Contract:**

* The contract will be between TfL and supplier(s) for coaching related services
* Suppliers can apply for one or both Lots

3.6. Proposed tender timeline

The proposed dates for the tender process are shown in the table below, which are subject to change:

|  |  |
| --- | --- |
| **Activity** | **Duration / Dates** |
| Deadline for Response to this PIN & MSQ | 18/07/2019 |
| MSQ questionnaires sent by return of PIN | 04/07/2019 – 18/07/2019 |
| MSQs returned no later than | 18/07/2019 |
| Consider findings from MSQ | 18/07/2019 – 01/08/2019 |
| OJEU contract notice published  | 01/08/2019 |
| Issue Expressions of Interest to the Standard Selection Questionnaire (SQ) | 05/08/2019  |
| Deadline for SQ submission | 05/09/2019 |
|  |  |
| Invitation to Tender (ITT) notifications to shortlisted Suppliers | 19/09/2019 |
| Deadline for Tender Submissions | 21/10/2019 |
| Shortlisted presentations  | w/c 04/11/2019 |
| Standstill period | 18/11/2019 – 28/11/2019 |
| Contract Awarded | w/c 02/12/2019 |
| Start-up meeting | w/c 09/12/2019 |

1. Questionnaire
	1. TfL wishes to seek your views on the extent of your capability, capacity and appetite for designing and delivering coaching services within TfL as part of its Leadership Foundation
	2. The feedback from this questionnaire will help inform decisions on the final procurement plan for coaching services and will work alongside any other option appraisal work undertaken.
	3. TfL would appreciate your feedback in the form of a response to the following questionnaire, with the specific questions to be answered in the blank tables/boxes provided. Should you consider a question as not applicable to your organisation, please state “not applicable” in the tables/boxes provided.
	4. Please note responses to the questionnaire do not form part of any formal procurement process.

Coaching Services to Transport for London (TfL): Market Sounding Questionnaire

Please complete:

|  |  |
| --- | --- |
| Organisation Name |  |
| Company Registration Number |  |
| Key Contact Name |  |
| Email Address |  |
| Telephone Number |  |

This exercise does not form part of any formal procurement process. All responses will be carefully considered but will not bind TfL/GLA to any particular approach to the procurement, nor will responses be treated as conveying any promise or commitment on the part of the respondent.

*Please limit answers to no more than 500 words per question.*

Interest

1. a) Please specify whether you are interested in delivering the Coaching Services as part of TfL’s Leadership Foundation? Y/ N

|  |
| --- |
|  |

b) If you answered yes to the above please indicate with an ‘x’ which Lot you are interested in?

|  |
| --- |
| Lot 1. [ ]  Lot 2. [ ] Lot 1 & 2. [ ]  |

b) If you are **not** interested in delivering coaching services, please let us know why below (e.g. risk of project, capacity or complexity of project etc).

|  |
| --- |
|  |

**Delivery**

1. a) Based on the proposed tender timeline in Section 3.4, please advise on whether you think this is both realistic and achievable? Yes / No, if No please explain why and how TfL could improve the proposed timeline.

|  |
| --- |
|  |

b) Please tell us if you have evidence/good practice in the following areas(Y/N):

|  |  |
| --- | --- |
| GDPR policy and robust systems to ensure security and handling of personal data |  |
| Robust quality control systems for effective administration & project management of coaching assignments |  |
| Equality, Diversity & Inclusion policies |  |
| Performance management of coaches & employees  |  |
| Critical reflection on coaching practice for all coaches (Supervision)  |  |
| A track record of high performance delivery to senior & middle manager level at scale |  |

Please provide comments on any of the above if you feel we require further information

|  |
| --- |
|  |

c) As the requirements involve delivering a complex and multi-level coaching provision can you provide information on what project management and administration provision you have to manage effective delivery?

|  |
| --- |
|  |

d) Based on the project delivery information outlined in the preliminary section of this document, please complete the table below indicating your organisations capability to deliver the activities detailed below and whether you would intend to subcontract any of the activities mentioned.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Activity**  | **Entirely self deliver Yes/No** | **Will you be subcontracting Yes/No** | **Please list any subcontractors that you may intend to work with, if not known at this stage please leave blank** | **If yes please list the % split between work carried out by your self and the works subcontracted** |
| 1 | Meeting the design phase time frame and deliverables  |  |  |  |  |
| 2 | Delivery of 1:1 coaching at capacity |  |  |  |  |
| 3 | Delivery of group coaching |  |  |  |  |
| 4 | Provide a route to qualification  |  |  |  |  |

1. **Risk Management**

What does your organisation consider to be the top risks (up to 3 in order of criticality) to the successful delivery of coaching services as part of TfL’s Leadership Foundation? How can the identified risks be mitigated?

|  |  |  |  |
| --- | --- | --- | --- |
| **Rank** | **Risk and description (up to 3)** | **Mitigation** | **Who is best placed to manage this Risk (GLA or supplier. etc)** |
| 1 |  |  |  |
| 2 |  |  |  |
| 3 |  |  |  |

1. If from your current or previous experience, you have any observations or innovations that you are willing to contribute to improve the delivery of this project please explain below.

|  |
| --- |
|   |

1. What would incentivise you to participate in the tender process for this project? Similarly, are there any critical factors that would deter you from the opportunity? Please list and explain 3 factors for each.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **What incentives would encourage you to tender for requirement, and why?** |  | **Critical factors that would deter you from tendering for requirement, and why?** |
| 1 |  | 1 |  |
| 2 |  | 2 |  |
| 3 |  | 3 |  |

**Commercial**

1. Please indicate the number of similar contracts (i.e. delivery of coaching at scale in large, complex organisations) you have delivered in the last 5 years.

|  |  |  |  |
| --- | --- | --- | --- |
| Total No. of similar works carried out | 1:1 for Leaders and Managers | Group Coaching | Coaching Qualification programme |
| Example | 3 | 2 | 1 |
| 2017 - 2018 |  |  |  |
| 2016 – 2017 |  |  |  |
| 2015 – 2016 |  |  |  |
| 2014 – 2015 |  |  |  |
| 2013 - 2014 |  |  |  |

1. Please provide details on the top 3 KPI’s and SLA’s you would expect to see for this type of service including how these could be measured. TfL name KPI’s as variable measures whereas SLA’s are 100% within the control of the service provider.

|  |  |
| --- | --- |
| **Top 3 KPI’s** | **Measurement**  |
| 1. |  |
| 2. |  |
| 3. |  |
| **Top 3 SLA’s** | **Measurement**  |
| 1. |  |
| 2. |  |
| 3. |  |

1. The intention is for TfL to have ownership of in the form of Intellectual Property Rights (IPR) based on the agreed design of the coaching element. Please indicate your willingness to accept this arrangement as part of this contract? Y/N. If no, please explain why?

|  |
| --- |
|  |

1. Do you have any other comments regarding the proposals set out in this coaching engagement questionnaire and/or how TfL can conduct this procurement to get best value result?

|  |
| --- |
|  |

We would like to thank you for taking the time to respond to this questionnaire.

**TfL**

To reconfirm, please send your responses to:

Name: Mayank Vyas

E-mail: MayankVyas@TfL.gov.uk

Email Subject Title: Coaching Services from [Insert Name of Your Organisation]

Deadline: 18th July 2019

**END OF QUESTIONNAIRE**