Invitation to Tender for:

Leadership Development Programme Review

Practice & Development

Chartered Society of Physiotherapy  
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# Brief to Tender for Reviewing the Chartered Society of Physiotherapy’s Leadership Development Programme

**1. Submission Process**

The CSP invites interested parties to submit a proposal for this commission by emailing [ldp@csp.org.uk](mailto:ldp@csp.org.uk) by 23:59 on the 14 August, 2022.

Return to the following: Email: ldp@csp.org.uk

Following shortlisting, successful teams will be asked to attend an interview via Zoom

Interviews are expected to take place from August 18 – 23, 2022.

**2. Tender specification**

**2.1 Background**

The Chartered Society of Physiotherapy is the UK’s professional, educational and trade union body. We have more than 60,000 members, including chartered physiotherapists, physiotherapy students and support workers.

The Leadership Development Programme (LDP) has been going since 2017. So far, 186 people have completed the programme, funded by the CSP, with an additional 65 starting in 2022.

The LDP sits within the [CSP’s Strategic Aim D](https://www.csp.org.uk/about-csp/our-strategy-2020-22), Supporting members in their professional and working lives and is part of Workstream 15, Developing Leaders, where we provide a route for members to develop leadership skills and support them to acquire senior roles across health and care.

The aim of the Leadership Development Programme is to develop leadership capability and capacity through:

* Developing leaders with a critical understanding of leadership styles and business awareness applied to their service.
* Establishing leadership development for AHPs that adds value to their personal development and their service contribution and is applicable to healthcare systems across the UK.
* Enabling those taking part to influence and make a positive, lasting change within their work environment.
* Promoting the importance of leadership behaviours and roles in Physiotherapy and other AHPs.
* Demonstrating the CSP’s commitment to not only improving the leadership capacity and ability of the Physiotherapy profession, but also other AHPs, for the benefit of service provision.

The LDP has been funded by the Chartered Society of Physiotherapy Charitable Trust and funding comes to an end in 2022. It is important to understand the impact of the programme over the duration that it has been running and to explore the impact alternative methods or programmes could have.

**2.2 Objectives**

1. Using a mixed methods approach, establish the impact of the LDP on alumni, their careers and the wider physiotherapy profession.
2. To analyse the cost-effectiveness of the current programme.
3. To carry out a scoping review to establish what cost-effective alternative activities could meet the LDP aims and CSP’s strategic aims, including broadening out accessibility to associate members and people with protected characteristics.

**2.3 Deliverables**

This is not an exhaustive list. All deliverables can be collated into one report and presentation with the evidence that combine all objectives. The report(s) and presentation(s) should detail what has been considered for each objective, what is recommended and what evidence led to the recommendations.

* Objective 1 – A report and presentation outlining the impact of the LDP on the alumni, their careers and the wider physiotherapy profession.
* Objective 2 - A report and presentation outlining the cost-effectiveness of the current programme.
* Objective 3 – A report and presentation outlining cost-effective alternative activities that meet the LDP aims and CSP’s strategic aims while broadening out accessibility.

**2.4 Outcomes**

The CSP will have a better understanding of the impact of the LDP course, alternative activities that could meet the strategic aim and the cost-effectiveness of a range of options including a consideration on the quality of activities. This will allow the CSP’s leadership team to make a decision on the future direction of the LDP for the organisation, CSP members and the physiotherapy community.

**2.5 Timescales**

Project length estimated 2 months, depending on the hours dedicated to the project each week. If more hours are spent on this per week, the project will be shorter.

**2.6 Costs**

Up to £16,000 inclusive of any VAT

The CSP will put arrangements in place to ensure both due governance of the project and input to the progression of activity which is summarised in 3.3. Governance.

**2.7 Links and Dependencies**

This work links with multiple CSP strategic work streams:

* Work to develop equality, diversity and belonging in physiotherapy
* Workforce reform transformation

**2.8 Risks to successful implementation of project**

* Lack of engagement from alumni due to COVID/ service demands. Will utilise multiple communication methods for engagement and be explicit about time needed to participate in the review Medium risk
* Another wave of COVID lockdown has the potential to reduce focus on the project Medium risk
* Unable to access membership data Low Risk
* Lack of engagement from HEI partners or other course providers due to worry of contract not being renewed Low Risk

**2.9 Staff Resources**

A CSP project coordinator will support overall project delivery. The successful contractor will meet with CSP on a fortnightly basis, approximately.

**2.10 Key Stakeholders**

This is an indicative and not exhaustive list.

External:

* Partner HEIs currently delivering courses
* Course providers who provided courses in the past
* CSP Leadership Development Programme Alumni
* CSP Leadership Development Programme current students

Internal:

* CSP departments; workforce & education team, practice & development
* CSP lead for the leadership strategic aim – Nina Paterson

**3. Tender Specifics**

**3.1 Programme Timescale**

|  |  |
| --- | --- |
| Timescales | 14 August 2022 – deadline for bid proposal  17 August – 23 August 2022 Interview/ confirmation of successful contractor  Project duration: August - October 2022 |
| Delivery | Phases of project to be agreed on successful award of tender. |
| Reporting | Ongoing – fortnightly meeting with CSP project coordinator  Full report and presentation by 14 October 2022 |

**3.2. Governance**

The CSP will put arrangements in place to ensure both due governance of the project and input to the progression of activity. Summarised as follows:

An assistant director of Practice & Development will ensure the project stays aligned with objectives and ensure projects interact appropriately to avoid omissions or duplication.

The LDP project coordinator will support the project, whose principal roles will be as follows:

* To manage the contract for the commissioned work, including remuneration arrangements against completion of activities to schedule
* To manage day-to-day contact with the contractor, including reviews of progress, providing feedback on draft materials, and clarifying arrangements for reporting and presentations to relevant CSP groups /other member and stakeholder groups
* To co-ordinate the supply of background information/related guidance to the contractor to facilitate the progression of activity
* To promote the project and its outcomes and outputs

The CSP will not provide the following to the contractor:

* Direct administrative support
* Literature-searching and supply
* Technical support or the provision of resources
* Remuneration of any other costs

**3.3 Contract Duration**

The contract will be for awarded for approximately two months subject to satisfactory performance and agreement of fees.

**3.4 Other Requirements**

None of the tender document formats and wording may be altered by the Tenderer. Any modification that the Tenderer may consider necessary is to be detailed in a separate covering letter accompanying the tender.

Tenderers are responsible for ensuring that they have completed the tender fully and accurately and that prices quoted are arithmetically correct. Any amendments/corrections made by the Tenderer on their bid should be initialled by them.

**3.5 Receipt of Tenders**

The bids must be received by the CSP, at the address shown above, no later than

14 August at 23:59. Please ensure that your tender is delivered no later than the appointed time on the due date as bids submitted after this time will not be considered.

**3.6 Acceptance of Tenders**

By issuing this invitation, the CSP does not bind itself to accept any tender. It also reserves the right not to award a contract or to offer more than one contract.

**3.7 Costs of Bidding**

Tenderers shall bear all their own costs and expenses incurred in the preparation and submission of their bids and the CSP bears no responsibility or liability for those costs, regardless of the outcome in relation to individual bids.

**3.8 Bid Prices**

The CSP expects that the prices/rates quoted for the services shall be fixed for the duration of the contract and not subject to any variation unless such is called for in the tender documents.

**3.9 Conflict of Interest**

Bidders for any service where a conflict of interest may exist or arise must inform the CSP and submit proposals for avoiding such conflicts. This is particularly important where the conflict is likely to result in bias in the execution of the service.

**3.10 Documentation**

The Tenderer is expected to examine all instructions, forms, terms and specifications in the Invitation to Tender documents and check they are complete in all respects. Tenderers are requested to answer all the questions raised in the tender document and in the order laid out.

**3.11 Agreement**

You are further advised that nothing herein or in any other communication made between the CSP and any other party, or any part thereof, shall be taken as constituting a contract, agreement or representation between the CSP and any other party (save for a formal award of contract made in writing) nor shall they be taken as constituting a contract, agreement or representation that a contract shall be offered in accordance herewith or not at all.

**3.12 Confidentiality**

The Tenderer shall treat these documents and the information contained within as private and confidential. You must not disclose your bid prices, or even an approximation, prior to the deadline for receipt of the bids except in confidence to an insurance company or broker requiring such in connection with the bid. You must not try to obtain any information about competitors’ bids or proposed bids nor make any arrangement with anyone else about whether or not they should bid.

**4 Tender Proposal**

In submitting your tender, we are looking for details as to how you will deliver the contract, and you will need to provide sufficient detail for us to understand how your proposal will work and specifically how you would achieve the stated aims and objectives within this specification.

**4.1 Details**

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| --- |
| Full name/ name of company |
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| Trading Name (if different from above) |
|  |
| Postal Address |
|  |
| Contact in respect of this tender |
|  |
| Telephone number and email address |
|  |

**4.2 Expertise, Experience and Suitability**

The selected contractor will need to demonstrate:

* Knowledge and understanding of health and/ or education sectors
* Understanding of leadership among AHPs
* Experience of using qualitative and quantitative research methodologies

**4.3 Format and Content of Proposal**

Those wishing to undertake this work for the CSP should submit a tender that includes the following:

* A cover statement on who they are and what experiences and expertise they would bring to the project
* How their approach would lead to the objectives and outputs of the project
* How they would consider equity, diversity and belonging
* How they would plan, manage and complete this project within the outlined timescale.

The document should be no more than 2000 words plus appendices, if they want to attach a CV.

The tender should be submitted in an electronic format, and sent to the following email address by the deadline of 23.59 on 14 August 2022: [ldp@csp.org.uk](mailto:ldp@csp.org.uk).

**4.4 Next steps**

The contract will be awarded to the contractor that is best able to meet the CSP’s needs and aims as defined in this document and can demonstrate that their proposal is best value.

Following the receipt of bids and an initial evaluation, those short-listed will be invited to meet with CSP representatives to present and discuss their proposed approach.

The successful contractor will be required to enter into a formal contract with the CSP to develop and deliver the specified project