

Develop proposals to meet external tendering requirements

Overview

This standard is about helping managers to develop formal proposals in response to external tenders. Such managers could be in senior positions in public sector agencies responding to national or local government requirements to demonstrate 'contestability' or best value. It could also apply to managers responding to competitive tenders, either within the public sector or in private sector organisations. Senior managers in Voluntary Sector agencies applying for contracts for the provision of services or working in partnership with other agencies to bid for contracts will also find this unit helpful. It includes a consideration of the services that organisations are able to provide in their own right as well as a consideration of the potential wider service provision when working in partnership with others. Developing the business case for the proposal is a key aspect of the unit.

The standard is recommended for senior managers who have responsibility for developing proposals for the provision of services. This could be in response to Government tenders for 'contestability' or in response to competitive tenders from service commissioners.

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Performance criteria

You must be able to:

1. analyse invitations to tender and identify the aims and objectives of the commissioning organisation
2. clarify requirements of tenders with commissioning organisations
3. analyse and review the services that own organisation can provide and evaluate them against tender requirements
4. analyse resources required to deliver required services efficiently, cost effectively and meet quality requirements
5. agree whether to proceed with proposals
6. consult with internal stakeholders and agree any need for involving other partners in the tendering process to ensure the effective provision of services
7. negotiate with external stakeholders and partners to agree their contribution to proposals
8. clarify and agree roles and responsibilities for service delivery including service level agreements with partner organisations
9. check that due diligence is observed if appropriate to tenders before proceeding with proposals
10. develop proposals which meet tender requirements and identify the business case for appointing organisations or partnerships to provide required services
11. consult with internal and external stakeholders and partners and review and agree the proposal content and format
12. check that the final proposal meets all tender requirements including; 12.1 presentation, 12.2 clarity of how services will be provided, 12.3 cost effectiveness of service provision 12.4 the business case for appointing organisations or partnerships including any added value that you bring

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Knowledge and understanding

You need to know and understand:

1. national and organisational procedures for tendering, including contestability
2. how to analyse tender documents to identify aims and objectives
3. how to analyse the resources required to provide required services including physical environments, personnel and finances
4. how to analyse the services that you can provide
5. the importance of ensuring due diligence in relevant situations
6. how to develop business cases for the provision of services and what needs to be included
7. when it might be appropriate to negotiate with potential partners and how to do this
8. how to develop service level agreements with partners and why this is important
9. the importance of ensuring the capability of partner organisations
10. the importance of demonstrating the added value that your organisation or partnership can bring to the proposal and what the added value might be

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Behaviours

1. You take personal responsibility for making things happen
2. You communicate clearly and effectively with stakeholders and ensure their understanding of and commitment to the process
3. You clearly agree with others what is expected of them and hold them to account
4. You encourage external stakeholders and partners to discuss potential problems and agree constructive solutions
5. You ensure that all steps and stages in the tendering process follow good practice in terms of transparency and equality of process and ethical and legal requirements
6. You ensure that any partners involved in the tendering process are capable of delivering the services required of them

Skills

Communicating
Planning
Reviewing
Problem solving
Decision making
Prioritising
Setting objectives
Evaluating
Negotiating
Analysing
Assessing risk
Creativity
Innovation

Links to other NOS

This standard is stand-alone but may be linked to standard HF18:
Specify, commission and manage external contracts and agreements

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