1. Q: Invitation to Tender; page 12; Context – states that ‘This project aims to build leadership capacity for quality improvement in practice’. Please provide details of any relevant and/or recent development initiatives for this group which have had a common or related aim.

A: The project supports macro strategic themes, drivers for change and NHS Scotland maternity policy. The background for this project is the identified need to support the development of strong leadership capacity in the midwifery workforce of NHS Scotland (‘Midwifery 2020’ 2010, ‘The Refreshed Framework for Maternity Care in Scotland’ 2011, ‘Defining the Midwifery Landscape: from vision to reality’ 2011). Scottish Government policy has a clear strong vision for the development of maternity services, in Scotland, with a focus on quality improvement (‘NHS Scotland Healthcare Quality Strategy’, Scottish Government 2010), safe, effective, patient-centred care provision by the right person, in the right place and at the right time for women and families and services contributing to the the reduction of health inequalities (‘Early Years Framework’, Scottish Government 2008, ‘Reducing Antenatal Health Inequalities’, Scottish Government 2011). Local implementation of these policies will be at different stages in different health board areas. New Care Quality indicators for maternity care are currently being finalised and these, along with the HEAT targets relating to maternity care, will set the direction for service development over the next period.

The need to develop a programme of work to support succession planning in midwifery was identified in the ‘Midwifery 2020 final report’ from 2010. NHS Education for Scotland held a stakeholders event in March 2011 to explore the implementation of Midwifery 2020 in Scotland. This event highlighted the need for work to support the development of leadership skills in the midwifery workforce. The report from this event can be found on the NES website at [http://www.nes.scot.nhs.uk/maternitycare](http://www.nes.scot.nhs.uk/maternitycare) or by following the link below:


In November 2011 NES, in conjunction with the Chief Nurse’s Office at the Scottish Government, held a leadership challenge event. Some of the cohort undertaking the ‘delivering
quality through midwifery leadership’ programme may have attended this event. The report from this event can also be found on the NES website or by following the link below:

http://www.nes.scot.nhs.uk/media/10294/Leadership%20event%202011%20report.pdf

Candidates taking part in the leadership programme will be registered midwives at different stages in their careers and will vary in the amount of education and input they have received in relation to leadership development.

2. Q: Invitation to Tender; page 13; Service to be Provided – ‘organise and co-facilitate the two national events take place in September 2012 and March 2013’; Is the tenderer expected to account for sourcing and funding provision of the venue and associated costs including catering for these events?

A: The tenderer is not expected to be responsible for the sourcing and funding of the venue or running of either of these events. The three national events are funded and booked by NES. Costs of the events are met by NES and not by the tenderer. The NMAHP midwifery and reproductive health team at NES are responsible for the overall planning and organisation of the event in terms of location, venue booking and provision of catering. The tenderer will, along with the NES project team, contribute to planning the content of the two days and in providing facilitation for the days.

3. Q: Invitation to Tender; page 13; Service to be Provided - discusses the first day of the leadership programme taking place on 30th August 2012 and the statement that ‘the successful applicant is invited to attend this event should they wish to do so’. How will this be possible given the published dates of 5th and 10th September 2012 for the supplier clarification session and notification of award respectively?

A: The successful tenderer will not be appointed in time to attend the first programme event on 30 August due to some delay in the advertising of this role. However, a written summary of the event and a briefing session will be provided to the successful tenderer.

4. Q: Invitation to Tender; page 13; Service to be Provided - has the venue for the leadership day on 30th August 2012 been decided?

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*A: The first event on 30 August is booked and will take place at the Hilton Hotel in Dundee.*

5. Q: Invitation to Tender; page 13; Tasks to be Performed and Timescales - co-facilitate the community of practice website. Is there provision for the tenderer to have access now to this website to inform the detail of the tender being submitted?

A: The new website is in the process of being developed and is not yet available. However, in order to give potential tenderers a flavour of the way in which NES operates community of practice websites, an example of a similar community of practice can be found by following the link below: [http://www.knowledge.scot.nhs.uk/spspfellows.aspx](http://www.knowledge.scot.nhs.uk/spspfellows.aspx)

6. Q: Can you confirm whether tenders will be considered if the tender form (providing notification of intention to submit a tender) is submitted following the receipt of answers to questions submitted?

A: Answers to questions submitted will be posted online on 14 August. As the tender form (notifying intention to submit a tender) is not an essential part of the tendering process, it is acceptable to submit the tender form indicating an intention to submit a tender electronically after this date. The full tender must be submitted in hard copy by 13.00 on Monday 20 August 2012.

7. Q: The tender document makes reference to provision of coaching sessions over a 7 month period. Can you confirm if there is a minimum number of coaching sessions expected, whether these will need to be face to face?

A: Individual needs of the midwives on the programme and the particular approach of the successful tenderer would determine the number of sessions. It is envisaged that, due to the geographical spread of the programme midwives across Scotland, that telephone coaching sessions would be appropriate on most occasions.
8. Q: For the coaching element of the work is telephone based coaching an acceptable approach?
   A: Yes

9. Q: For the coaching element of the work is group based coaching an acceptable approach?
   A: Yes. Again, this would be dependent on the successful tenderer’s experience and skills, the assessed needs of the midwives and the practicalities of organising face to face and group meetings.

10. Q: What are the intended outcomes and proposed approach for the event at the end of August?
    A: The first event to be held in Dundee on the 30th August is an introduction for the midwives to the programme, to the project team and to each other. The day will begin with a presentation introducing the programme and placing the programme in the context of the policy which has informed its development (see answer to question 1). There will be presentations by two national midwifery leaders about change management and quality improvement approaches in the current NHS Scotland. There will be a presentation by the national lead for the ‘Leading Better Care’ programme to introduce the maternity care clinical quality indicators. The afternoon will consist of two workshops, one by the National Leadership Unit Director, Hazel Mackenzie, providing an introduction to developing as a leader in the NHS and one to enable the cohort midwives to complete a driver diagram to plan their quality improvement projects. There will be a presentation by a member of the Knowledge Network team to ensure that all of the cohort midwives are aware how to use the programme website and the wider knowledge network.

11. Q: Section 11 requires information on ‘Financial standing including insurance’. What specific form of information would be acceptable or required?
    A: Some details about the organisational structure of the Tenderer, as well as average annual manpower and number of managerial staff over the past two years. Other evidence includes bank references, evidence of professional indemnity insurance, abridged financial accounts for the past two years. See page 17
12. Q: Section 12 requires information on ‘Compliance with legislation (H & S, DPA)’. What specific form of information is required?

A: The tenderer’s proposal should demonstrate compliance with any legislation relevant to the bid. Where appropriate, the tenderer’s policies relating to Equality and Diversity and Health and Safety are included. Where appropriate, it is a prerequisite that all NES suppliers are registered under the Data Protection Act. See page 18