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## Wales and Borders Rail Service and South Wales Metro

Invitation to Submit Final Tender

Volume II: Staffing, Employment and Organisation

Issue Date 30 November 2017

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## **1. Introduction**

- 1.1 The Authority expects the ODP to be led by a highly experienced leadership team that is demonstrably able to meet the requirements of the Rail Services. The ODP leadership team should be capable of ensuring that the ODP establishes and maintains a highly collaborative and effective relationship with the Authority that recognises the role, needs and nature of the Authority.
- 1.2 The Authority expects the relationship between the Authority and the ODP to be underpinned by the full provision of information by the ODP that meets the Authority's needs including both periodic and real-time information and a commitment to full transparency and a proactive approach to dialogue.
- 1.3 The Authority is interested in exploring how staff can be more engaged with the business. Workers' representatives could sit on boards, or staff incentives could be linked to revenue growth – a revenue share, for instance, for each member of staff in addition to basic pay, if revenue forecasts are exceeded.

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## **2. Collaborative Working**

- 2.1 The Authority's ethos is to collaborate in everything that it does and this underpins its approach to its supply chain, its customers and its stakeholders alike. Not only does the Authority want to collaborate with the ODP, it also wishes to create sustainable collaborative working arrangements for the delivery of the CVL Transformation and the delivery of the wider Wales and Cross-Borders Line Services. This creates two obvious but distinctly different relationships (referred to in this Volume II as the "Alliances")<sup>1</sup>:
  - a) A short-term Infrastructure Delivery Alliance to carry out the [redacted] transformation of the CVL. This will include the Authority, the ODP and a number of IDPs.
  - b) A long-term Wales-wide Operating Alliance including the Authority, the ODP and Network Rail Wales. The aspiration is to have alliance collaboration where all partners are focused on the same customers, where collectively we set new benchmarks for excellent public transport services and where, when things go wrong, we have a united front determined to do whatever is best for the customers. This also aligns with Network Rail Wales' ambitions to collaborate with all relevant train and freight operators across the Wales routes.
- 2.2 The Authority is committed to establishing collaborative relationships with and between all the partners of the Alliances. This will create truly integrated ways of working that will focus upon the achievement of successful outcomes and agreed common objectives. A central feature of collaborative working is the establishment of shared incentivisation mechanisms rewarding partners for

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<sup>1</sup> The term "Alliances" denotes a collaborative way of working and is not intended to convey any legal meaning or imply any particular legal relationship. Nor does it detract from the ODP's obligations under the ODP Grant Agreement.

working together, sharing and managing commercial risk together. Such mechanisms will be geared to supporting successful outcomes and encourage efficiency, value for money, employment opportunities and skills development.

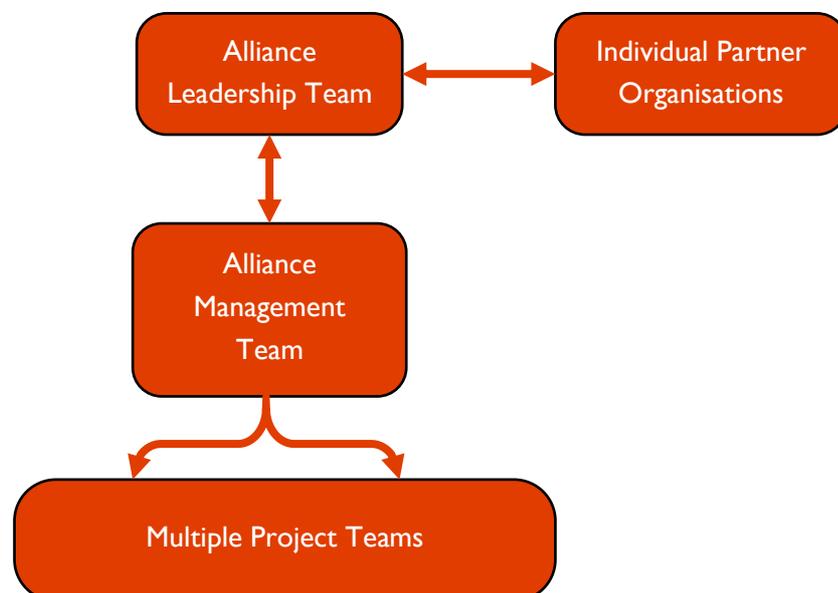
- 2.3 The Authority believes that effective collaboration is based on developing the right business relationships, founded on trust and openness. A collaborative relationship enables people to face up to real difficulties openly, encourages joint problem solving and releases the drive, energy and enthusiasm to seek the best and often more innovative solutions. It encourages positive challenge and stimulates ideas, facilitating continuous improvement. However, the right relationship alone will not produce all that is needed. In addition the culture, the processes and the structure have to support collaborative working.
- 2.4 The Authority and its future partners<sup>2</sup> in the Alliances will need to ensure that:
- a) There is a common understanding across all partners of what collaborative working is about;
  - b) All the people understand the principles of collaborative working;
  - c) All people are committed to achieving the benefits of collaborative working;
  - d) The leadership develops and supports the strategy, becoming role models and empowering their people;
  - e) All partners develop the right business and people relationships;
  - f) All partners recognise that everyone has to succeed if the ultimate goals are to be achieved (inter-dependence and equality of treatment);
  - g) Appropriate incentivisation mechanisms are jointly developed and deployed to avoid any win-lose outcomes;
  - h) There is a real understanding of each partner's needs and a commitment to helping achieve them;
  - i) The culture supports a co-operative no-blame approach enhanced by the right values;
  - j) The structure and processes are aligned to support the culture and relationship;
  - k) People constantly seek and implement improvements;
  - l) The tools and skills needed to work in this way are both developed and deployed;
  - m) Progress is regularly reviewed and measured;

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<sup>2</sup> Note that although this Volume II refers to the Infrastructure Manager and the Train Operator members of the ODP as "partners", this does not imply any particular legal relationship nor does it detract from the ODP's obligations under the ODP Grant Agreement

- n) Both the people and the processes are supported;
  - o) The leadership foster and promote collaborative working throughout the supply chain;
  - p) Everyone focuses on delivering not just the outcomes, but also the enablers;
  - q) Appropriate management tools are used to integrate all this effort into the whole;
  - r) Success is celebrated – which in turn helps build further success;
  - s) All partners recognise the need for and commit to investing in continually building the collaborative capability; and
  - t) All partners recognise and deploy senior leadership teams who protect the collaboration(s) from parent body interference/blockers.
- 2.5 The Authority and its future partners will need to work together to educate and support the teams and individuals to enable them to develop the understanding, skills and behaviours needed to work in this way. The Alliances' leadership must foster and promote collaborative working throughout the workforce involved in the Alliances, extending it down the supply chain to contractors and suppliers and, through to engagement with external stakeholders.
- 2.6 Areas where a collaborative approach will be required in both Alliances are:
- a) Procurement of materials and services and supply chain management (including SME development);
  - b) Benchmarking and best practice;
  - c) Planning and programming;
  - d) Budgetary / Financial control and reporting;
  - e) Value management / value engineering;
  - f) Innovation;
  - g) Design management including optioneering;
  - h) Risk mitigation through sharing and managing;
  - i) Determination of project target prices;
  - j) Establishing joint reporting procedures;
  - k) Managing stakeholder expectations and requirements;
  - l) Operation of KPI regime;
  - m) Continuous Improvement;
  - n) Health, Safety and Wellbeing performance;
  - o) Skills development and training;

- p) Resource management – retaining and sharing people;
  - q) Creation of a rewarding working environment; and
  - r) Adoption of best in class common processes.
- 2.7 It is anticipated that collaborative groups within, and possibly across, the Alliances will work on issues that have been jointly identified and that align with the joint goals of the partners to achieve success.
- 2.8 It is anticipated that each Alliance will be structured as shown below. The Alliance leadership teams will be made up of lead Directors from each partner. The Alliance management teams will be made up of senior management from each partner and will be appointed on the basis of collaborative and behavioural skills in addition to technical and management competence.



- 2.9 The Infrastructure Delivery Alliance will form during 2018 and be established in time for the agreement of the Final Target Price for the CVL Transformation in 2019. During the development and formation of the Alliance, it is intended to develop a Strategic Agreement, which will establish the basis of collaboration between all partners. It is anticipated that a number of terms and conditions specific to the commercial arrangements will be developed and agreed by all parties including performance measures (KPIs) and a strategic share mechanism linking out-turn cost of the entire programme to the Final Target Price.
- 2.10 The Wales-wide Operating Alliance will be a longer-term objective with development aligned to further devolution of Network Rail’s business to the regions. Through the procurement and appointment of the ODP, both the Authority and Network Rail Wales believe that there is a compelling opportunity to work more closely together to improve the delivery of rail based services in Wales, greatly enhancing passenger experience and outcomes for stakeholders. There is a range of potential collaborative working options open to the proposed partners and choosing the most

appropriate model requires consideration of the collective ambition for the depth of collaboration and the degree to which different partners should be included in any collaboration, both now and over the longer term.

- 2.11 The Authority wants to aim high: a world class operating Alliance, the envy of the market and top of UK benchmarks. The ODP Grant Agreement Term provides sufficient time to meet this aspiration and development could be usefully considered over the three Control Periods through which it will operate, e.g.
- a) CP6 – deliver quick wins and build the foundations for the future;
  - b) CP7 – breakthrough activities with joint plans and management; and
  - c) CP8 – world-class performing virtual single operating entity.

Despite the Authority's stated aim, any collaboration requires willing partners and as such the Authority is not mandating any specific type of collaboration. It would prefer to explore and develop close working relationships over time to suit the emerging circumstances, appetite to integrate and ambition of all partners.

- 2.12 Given the foregoing, and the clear importance that the Authority is placing on collaborative working, the Authority intends to carry out an assessment of (a) the understanding of collaboration and (b) collaborative behaviours as part of the tender assessment process. This will take place shortly after the tender return date. Recognising that Bidders' senior management teams for rail service delivery may not be in place during the tender assessment period, meaning that the Bidders may be unable to field sufficient named people, the focus of the collaborative and behavioural assessment will be more (but not exclusively) on the Infrastructure Delivery Alliance arrangements.
- 2.13 The collaborative and behavioural scored element of the tender assessment will comprise a workshop, interviews with Bidder Board Members and validation visits to live contracts similar in scale and type to either the Rail Services and/or the Infrastructure Works. Appendix 11.D provides a more detailed methodology.
- RII.1** Provide the details as described in Appendix 11.A: Introduction to the workshop.
- RII.2** Provide the details as described in Appendix 11.B: Introduction to interviews.
- RII.3** Provide the details as described in Appendix 11.C: Introduction to live contract visits.

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### **3. Staff and stakeholder engagement**

- 3.1 The Authority expects the ODP to have a clear vision and strategy to increase the loyalty of and advocacy from its staff. Front line railway staff are the "ambassadors" of the Welsh nation and often the first encounter that visitors experience when visiting the country by rail. A high standard of front line staff is important with knowledge, customer service ethos and ability to assist or

direct with tourist information. Similarly, it is essential that all staff understand and are recognised for the important contribution they make to delivering an efficient and effective service. The Authority requires that the ODP develops and implements a strategy to ensure that all staff are highly motivated and fully engaged with the organisation. In responding to the following requirements your attention is drawn to the Authority's Requirements concerning skills development, wellbeing of staff and other related matters set out in Part 3 of Schedule 13.3 of the ODP Grant Agreement.

- RII.4** Describe your strategy for motivating and engaging all groups of staff in the organisation, including:
- a. Developing purposeful and fulfilling roles;
  - b. Creating opportunities for skills development and career paths;
  - c. How you will engage with staff and trade unions in promoting positive relations and managing change;
  - d. Initiatives to encourage staff retention and improve motivation;
  - e. Any proposals for staff participation in the management of the organisation; and
  - f. How you will promote diversity and equality across the workforce.
- RII.5** Describe how you will actively monitor and manage the attitudes, values and satisfaction of your staff, including:
- a. Survey methods;
  - b. Measures and metrics;
  - c. How findings will be communicated and acted upon; and
  - d. How you will comply with the requirements concerning the "Customer, Staff and Stakeholder Engagement Strategy" set out in paragraphs 15 and 16 of Schedule 7.2 of the ODP Grant Agreement.
- 3.2 The Authority has developed a number of key principles which it expects the ODP to take account of in its industrial relations strategy. These key principles will also be likely to underpin any future engagement with trade unions. When describing details of your industrial relations strategy you should reference how you will address each of the following key principles:
- a) Safety – a commitment to continue and enhance current industry safety standards;
  - b) Skills – maintain and develop a full training and skills programme in line with Authority and industry established practice;
  - c) Staff Representation and Partnership Working – recognise staff representative bodies and trade unions (including but not limited to ASLEF, RMT, TSSA and Unite), and commit to partnership working;

- d) Compulsory Redundancy – a commitment to providing proposals to avoid compulsory redundancy in accordance with paragraph 9 of Part 3 of Schedule 13.3 of the ODP Grant Agreement; and
  - e) Protected Benefits – maintain all protected employment rights.
- R11.6** Describe the key industrial relations issues that you expect the ODP to face during the ODP Grant Agreement Term along with your corresponding mitigating actions. Include details of your employee and industrial relations strategy with respect to the ODP Services.
- 3.3 Your Response to Question R11.6 will not be evaluated directly but may be taken into consideration where it is applicable and/or relevant to other aspects of your Responses.
- 3.4 The Authority recognises that the ODP will rely on a wide range of stakeholders and suppliers to support it in delivering the Rail Services throughout the ODP Grant Agreement Term. It is essential therefore that the ODP develops collaborative relationships with its stakeholders and its supply chain to ensure that the Rail Services are delivered successfully.
- R11.7** Describe how you will engage with key stakeholders (including Local Authorities, Rail User Groups, Community Groups, employers in areas served by the Rail Services, railway neighbours and others, as relevant) and suppliers to ensure successful delivery of the Rail Services, including:
- a. Commitment to shared objectives;
  - b. Communications methods; and
  - c. Any shared risk-reward arrangements.
- R11.8** Describe how you will actively monitor and manage stakeholder and supplier relations, including:
- a. Survey methods;
  - b. Measures and metrics; and
  - c. How findings will be communicated and acted upon.

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#### **4. Corporate Structure and Key Personnel**

- R11.9** Provide details about your proposed Corporate Structure, as required by Schedule 11.2 of the ODP Grant Agreement. This should include:
- a. The Key Personnel who will be required at each stage to assure that the Bidder can deliver the ODP Services including the relevant leadership skills, vision and experience to assure delivery of the ODP Services;
  - b. Details about the responsibilities and reporting lines of each of the Key Personnel, as required in paragraph 3 of Schedule 11 of the ODP Grant Agreement;

- c. Evidence that your corporate structure complies with regulatory requirements for provision of the Services and is relevant pre, during and post the transformation of the CVL Assets;
- d. Details about the partners and key sub-contractors that are included within your Solution, the responsibilities they will have and how they will be managed to deliver the ODP Services (if there are multiple members of the consortium, describe how affiliates will work together as the ODP for delivery of the required services);
- e. The interfaces to the Authority from your corporate structure; and
- f. Specification as to the numbers and functions of resources that are planned to be located at the ODP Headquarters in Pontypridd, as required by paragraph 10 at Part 3 of Schedule 13.3 of the ODP Grant Agreement.

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## 5. Resource Plan

**R11.10** Provide details about your resource plan, including, but not limited to:

- a. The key resources and key dates you propose to mobilise your organisation:
  - i. Prior to the Start Date;
  - ii. For the provision of Rail Services;
  - iii. For the Preliminary Design and Discovery Phase;
  - iv. For the CVL Transformation;
  - v. For the Infrastructure Manager Services;
- b. The resourcing numbers and skills you propose:
  - a. To deliver the Rail Services;
    - i. To deliver the CVL Transformation;
    - ii. To deliver the Infrastructure Manager Services;
    - iii. To meet all other ODP Services and your proposed Solution;
  - c. Any ODP Group level resources;
  - d. CVs for all key leadership and management roles or, where CVs are not available, job descriptions;
  - e. Your resourcing strategy including recruitment plans; and
  - f. Key resourcing risks and mitigation plans.
- 5.1 You may cross reference between your Responses in R11.10 and R11.16 subject to:
  - a) The reference being precise to a section or paragraph numbering within the Response; and

- b) The referenced content being specifically relevant to the matter of the Response

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## 6. South Wales Valleys Employment

- 6.1 The Authority wishes to see employment (particularly skilled employment) by the ODP, sub-contractors of the ODP and the ODP's supply chain staff in the South Wales Valleys<sup>3</sup> and in particular the Northern reaches of the area.
- 6.2 This commitment will require recording in the ODP Grant Agreement following full definition of the proposal.

**R11.11** Identify employment (roles and numbers) that the ODP will seek to provide within this area for each ODP Year. Identify proposed skilled employment roles. Describe how the ODP will support the "Better Jobs Closer to Home" approach for areas of high economic deprivation in respect of these roles.

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## 7. Working with Network Rail

- 7.1 The ODP will need to work closely with the Authority and Network Rail to provide a high-quality train service to passengers. In Wales, there is a joint scorecard shared between Network Rail and the Previous Franchisee and in the future, the ODP, the Authority and Network Rail could jointly review wider performance measures such as passenger satisfaction, passenger time lost and crowding etc.
- 7.2 In some areas, Network Rail and the Train Operator have formed an alliance, jointly incentivised to deliver a high-quality train service. The Authority wants to understand any alliance arrangements that have been developed between Network Rail and the ODP as well as any services that the ODP is intending to procure from Network Rail in order to deliver the ODP Services.

**R11.12** Provide evidence to demonstrate how you propose to work with Network Rail to deliver the best service to passengers across the Rail Services (for the avoidance of doubt this means WCB Services and CVL Rail Services pre and post CVL Transformation), including;

- a. A description of the plans you have developed to do this. Such plans shall include as relevant and appropriate for the proposed Solution:
  - i. Alliancing proposals;
  - ii. Operational agreements;
  - iii. Shared services<sup>4</sup>;
  - iv. Timescales for agreement and implementation; and

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<sup>3</sup> Defined as the following Unitary Authorities: Merthyr Tydfil, Blaenau Gwent, Caerphilly, Rhondda Cynon Taf, Torfaen

<sup>4</sup> Shared services means those resources and / or processes that are capable of being shared between the ODP and Network Rail, thereby bringing efficiencies and /or passenger benefits.

- v. Mitigation strategies; and
  - b. The rationale for your approach. (Note: whether you propose alliancing or not will not affect your score).
- 7.3 The plans you provide will be contractualised and included in Annex C of Schedule 13.1 of the ODP Grant Agreement prior to the Start Date and subject to agreement with Network Rail.
- 7.4 The Response to Question R11.12 should conform to the Requirements set out in paragraph 9 of Schedule 13.1 of the ODP Grant Agreement.
- R11.13** You should also include any letters of support from Network Rail, and where appropriate any documents submitted to Network Rail (for the meeting with their Route Director on 29 June 2017) that support your proposed Solution. The Authority reserves the right to consult with Network Rail on the content of these documents ahead of Final Tender evaluation.
- 7.5 You may cross reference between your Responses to R11.12 and R11.13.

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## 8. Integration Alliance Board (“IAB”) Commitments

- R11.14** Set out your commitment to and proposals for integrated travel between the Rail Services and other transport modes. This should include:
- a. Commitments to existing multi modal travel schemes;
  - b. Proposals for further multi modal travel schemes;
  - c. Commitment to and proposals for alliancing with other transport stakeholders including Unitary Authorities and other Local Authorities;
  - d. Conformance to the requirements of the ODP Grant Agreement in respect of the IAB including paragraph 6.2 of Part 4 of Schedule 13.4 of the ODP Grant Agreement; and
  - e. High level participation in the IAB.

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## 9. Milestones

- 9.1 Schedule 18 of the ODP Grant Agreement contains the Authority’s Requirements concerning Milestones.
- 9.2 Milestones are categorised as:
- a) Infrastructure Services Milestones that have Milestone Payments and Milestone Delay Payments as set out in Schedules 3B and 18.4 of the ODP Grant Agreement; and
  - b) Rail Services Milestones that have no associated Milestone Payment but have Milestone Delay Payments as set out in Schedule 18.4 of the ODP Grant Agreement. Rail Service Milestones should occur no more

frequently than six month intervals and will include all Initiatives proposed by you.

- 9.3 Milestones are constituted of Milestone Deliverables. The verification or testing of these Milestone Deliverables will enable the Acceptance and Achievement of the Milestone following the processes set out in Schedules 3B and 18.2 of the ODP Grant Agreement. The Milestones should reflect the extent and planned achievement dates of your proposed Solution. The Initial Implementation Plan requested in Question R11.16 will set your plans to deliver the specified Milestones. Guidance for the definition of Milestones is contained in Appendix 3 of Schedule 18.2 of the ODP Grant Agreement.
- 9.4 The Milestones proposed should accurately reflect and include your proposed Solution and conform to the timetables for delivery expressed elsewhere in the ITSFT.

**R11.15** Specify the proposed:

- a. Milestones separated into tables for:
  - i. Infrastructure Services Milestones;
  - ii. Rail Services Milestones; and
  - iii. Infrastructure Manager Services Milestones
- b. Milestone Deliverables for each Milestone.

- 9.5 Not used.

**R11.16** Provide an Initial Implementation Plan for inclusion within Appendix I of Schedule 18.1 of the ODP Grant Agreement. This should cover the implementation of the ODP Services including:

- a. Mobilisation;
- b. The transition of the Rail Services from the Previous Franchisee to the ODP;
- c. The transformation of WCB Services;
- d. The transition of the Infrastructure Manager role for the CVL Assets from Network Rail to the ODP;
- e. The CVL Transformation; and
- f. Details regarding:
  - i. Provision of resourcing and transfer of staff from the Previous Franchisee and Network Rail (to the extent required by TUPE);
  - ii. Achievement of regulatory and other consents;
  - iii. Asset transfers;
  - iv. Rolling stock transfer and procurement;

- v. Risk and Issue management;
- vi. Project management methodology and approach;
- vii. Governance;
- viii. Change management and re-planning;
- ix. Plan and timetable;
- x. Contingency; and
- xi. Delivery of the Milestones.

9.6 Where the plan for specific areas is detailed elsewhere in Responses to this ITSFT, you may make specific reference to such Response detailing the matters which are covered in that Response.

## 10. Appendix 11.A - Collaborative and Behavioural Assessment

### Introduction to the workshop

- 10.1 The Authority is looking for organisations with people who have the right approach and behaviours to build successful collaborative arrangements.
- 10.2 The focus of the workshop will be to assess the understanding of collaboration and demonstration of collaborative behaviours by the Bidder's representatives.
- 10.3 Each workshop will take place across two days which are scheduled as follows.

Bidder	Dates	Times	Location
A	5 <sup>th</sup> /6 <sup>th</sup> March 2018	9:00 – 17:00 each day	Cardiff
B	8 <sup>th</sup> /9 <sup>th</sup> March 2018	9:00 – 17:00 each day	Cardiff
C	12 <sup>th</sup> /13 <sup>th</sup> March 2018	9:00 – 17:00 each day	Cardiff

- 10.4 Each workshop will start on the morning of day 1 and finish in the afternoon of day 2. It will include a series of tasks and discussions where the Bidder's representatives will be required to work with the Authority's representatives as further described below.
- 10.5 Observations and assessment will be confined to the workshop tasks only and will not be extended into any of the coffee or lunch breaks, none of which are assessed or marked. All breaks will involve the Authority's representatives separating from the Bidder's representatives.
- 10.6 The Bidder is responsible for identifying the appropriate individuals to attend the workshop and the paragraphs below set out further details in relation to required and permitted attendees. It is important that all attendees will be those who are proposed to be actively involved in the Alliances should the Bidder be successful. Whilst it is recognised that personnel can change from time to time, the Authority does not expect that the attendees will change and, therefore, the Bidder should have regard to this when identifying appropriate individuals.
- 10.7 The following are required to attend the workshop:
1. The proposed members of the Alliance Leadership Teams ("ALT");
  2. The proposed Alliance Manager(s); and
  3. Members of the proposed Alliance Management Teams ("AMT") sufficient to cover the following functions, as a minimum:
    - a. Programme / Project Management / General Management;
    - b. Planning / Logistics;
    - c. Commercial / Financial;
    - d. Engineering / Design;
    - e. Health, Safety, Quality, Environment;
    - f. Delivery Management / Construction Management;

- g. Facilities Management; and
  - h. Services Management.
- 10.8 The Bidder may identify additional attendees including non-AMT members, and/or key members of the proposed supply chain. The total number of attendees (the required attendees listed at paragraph 10.7 plus any additional attendees) must not exceed 12.
- 10.9 A list of attendees with their role and function must be provided to the Authority with the tender return.
- 10.10 The workshop will be facilitated by independent collaborative and behavioural consultants whose role is to manage the process but not to assess or score Bidders. The workshop will comprise a series of tasks and discussions, some of which will be undertaken in mixed groups and others will be carried out in functional teams (such as the ALT, project management and planning, commercial, engineering, etc.).
- 10.11 A briefing will be given to the attendees at the beginning of the workshop. The topics for discussions in the functional teams will be sent to the Bidder two working days before the workshop takes place.
- 10.12 At the start of the workshop, each of the Bidder's representatives will identify themselves, their organisation and their proposed role in the Alliances.
- 10.13 As highlighted above, the focus of the workshop is to assess the understanding of collaboration and demonstration of collaborative behaviours by the Bidder's representatives. The workshop is not an opportunity for the Bidder to engage with the Authority in relation to its written submission whether to discuss its contents, seek feedback, raise clarifications or otherwise. Where tasks, discussions or topics touch on issues relating to the future Alliances, these are to facilitate the assessment of the Bidder's understanding of collaboration and demonstration of collaborative behaviours. For the avoidance of doubt, only the understanding of collaboration and demonstration of collaborative behaviours by the Bidder's representatives against the criteria will be scored; any other element of the Bidder's submission will not be taken into account at the workshop.
- 10.14 Up to 12 representatives from the Authority's team will attend each workshop. At the start of each workshop, each of the Authority's representatives will identify themselves and their proposed role. The Authority's representatives will engage in all tasks and discussions at the workshop, aligning as necessary with the Bidder's representatives to allow functional based discussions.
- 10.15 The Authority's representatives will assess and record their observations of the Bidder's representatives for all the workshop tasks and discussions over the 2 days. The Authority's representatives will take notes at regular intervals throughout each day, to ensure accurate and timely recording of events and data.
- 10.16 At the end of the workshop, the observations will then be used for the assessment process as further detailed in Appendix 11.D and Volume 2.

## 11. Appendix 11.B - Collaborative and Behavioural Assessment

### Introduction to interviews with Bidder Board Members

- 11.1 The Authority is looking for organisations with people who have the right approach and behaviours to build successful Alliances. It is also critical to the success of the Alliances that the individuals leading them are appropriately empowered and authorised by, and have the necessary support of, their respective consortium companies to carry out their responsibilities.
- 11.2 The focus of the interviews will be to assess the understanding of collaborative working at a corporate level. The Bidder is responsible for identifying at least one representative from each of the proposed Bidder consortium organisations to attend the interview up to a maximum of six overall. However, it is a requirement that each interviewee has the necessary corporate authority of his/her company to delegate responsibility to and empower their respective Alliance Leadership Teams' (ALT) members. Such individuals may be Board Members or Senior Managers with direct or ultimate line management responsibility for the relevant ALT members. For the avoidance of doubt, the interviewees must not be proposed members of the ALT.
- 11.3 The timescales for the interviews are as follows:

Bidder	Dates	Times	Location
A	16 <sup>th</sup> March 2018	10.00 – 12.00	Bidder premises (UK)
B	19 <sup>th</sup> March 2018	10.00 – 12.00	Bidder premises (UK)
C	20 <sup>th</sup> March 2018	10.00 – 12.00	Bidder premises (UK)

- 11.4 Each interview will include a series of questions relevant to the criteria set out in Volume 2 which the interviewees will be required to respond to.
- 11.5 A list of interviewees with their role and function must be provided in writing to the Authority with the tender return, along with the proposed location for the interview.
- 11.6 At the start of the interview, each interviewee will identify themselves, their organisation and role, authority and lines of management responsibility.
- 11.7 The interview panel will comprise up to four Authority representatives. At the start of the interview, each Authority representative will identify themselves and their function.
- 11.8 The Authority representatives will assess and record their observations of the understanding of collaborative working by the interviewees. The Authority representatives will take notes during the interview to ensure accurate and timely recording of responses observed.
- 11.9 The Authority's behavioural consultant will also attend each interview as an observer and independent facilitator but will not be evaluating the interviews.
- 11.10 At the end of the interview, the observations will then be used for the assessment process as further detailed in Appendix 11.D and Volume 2.

## 12. Appendix 11.C - Collaborative and Behavioural Assessment

### Introduction to live contract visits

- 12.1 The Authority is looking for organisations with people who have the right approach and behaviours to build successful Alliances. It is important that the Bidder's lead organisations can back up there collaborative and behavioural credentials by demonstrating them on existing contracts.
- 12.2 The focus of the live contract visits is to enable Bidders to demonstrate collaborative working in action at all levels in the organisations involved. The Authority visit team will focus on seeking evidence of deployment of collaboration.
- 12.3 The Bidder is responsible for identifying at least two live contracts for the Authority to visit with the tender return. In selecting contracts Bidders should take account of the following, in order of preference:
1. Demonstration of collaborative working;
  2. Demonstration of alliancing;
  3. Contract involves all key member organisations of Bidder team;
  4. Contract involves one or more key member organisations of Bidder team; and
  5. Contract is delivering similar services to the ODP Grant Agreement.
- 12.4 The timescales for the live contract visits are as follows:

Bidder	Dates	Times	Location
A	23 <sup>rd</sup> March 2018	Half Day	[Bidder Contract]
B	26 <sup>th</sup> March 2018	Half Day	[Bidder Contract]
C	27 <sup>th</sup> March 2018	Half Day	[Bidder Contract]

- 12.5 Depending upon the contracts put forward by Bidders, the Authority may wish to visit one or more, with each visit being up to a half day in duration.
- 12.6 The Authority visit team will have up to six representatives who will wish to meet key people involved in contract delivery (on a collective basis). The key focus of the visit will be a meeting wherein the Bidder should include an overview of the contract and the collaboration which will lead to the Authority team asking a series of questions relevant to the criteria set out in Volume 2 and the Authority requirements set out in Volume 11. The Bidder is encouraged to include representatives from customer and supply chain partners involved in the collaboration. Only people directly involved in the contract should attend.
- 12.7 The Authority representatives will assess and record their observations of the demonstration of collaborative working during the visit. The Authority representatives will take notes during the visit to ensure accurate and timely recording of responses and behaviours observed.
- 12.8 The Authority's behavioural consultant will also attend each visit as an observer and independent facilitator but will not be evaluating the visits.

- 12.9 At the end of the visit, the observations will then be used for the assessment process as further detailed in Appendix 11.D and Volume 2.

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## 13. Appendix 11.D - Collaborative and Behavioural Assessment

### Methodology

#### Introduction

- 13.1 Given the importance that the Authority is placing on collaborative working, the selection process for the ODP will include a collaborative and behavioural (C & B) assessment, comprising of a workshop, a Board Members interview and a live contract visit for each of the Bidders. To support the Authority in this assessment TfW has appointed independent facilitators, who are experienced in managing C & B assessments and developing collaborative arrangements.
- 13.2 The role of the independent facilitator is to design and deliver a process that ensures the Authority team has the understanding and skills to assess each Bidder, that is aligned with the contracting strategy, that meets the Authority's programme for the ODP procurement and that complies with the following principles:
1. Fairness, objectivity and transparency,
  2. Repeatability (identical structure, timings, briefings)
  3. Auditability,
  4. Independently facilitated and monitored,
  5. The people who attend the assessment are the people that will be running the contract,
  6. Discovering the real people; relaxing them and helping them to be themselves; and
  7. Delivering useable outputs that can be used with the successful Bidder.
- 13.3 To do this the methodology will adopt a four-step process:
- Stage One - A series of workshops aimed at preparing the Authority's team for the assessment workshops,
  - Stage Two - Final preparation of the Authority's team and facilitation of assessment workshops (one for each Bidder),
  - Stage Three - Preparing the Authority's interview team and facilitation of interviews (one for each Bidder); and
  - Stage Four – Preparing the Authority's team and facilitation of live contract visits (one for each Bidder).
- 13.4 This Appendix describes the methodology for each stage such that the entire assessment complies with the principles identified above.

#### Stage One - Preparing the Authority's team for the assessment workshops

- 13.5 The purpose of stage one is to equip the Authority's team with an understanding of collaborative working and the behavioural skills to implement it. The understanding and skills will enable them to understand fully the criteria for the assessment and ultimately to assess the Bidders against the criteria.

To this end, the independent facilitator will design and facilitate a series of preparatory workshops which will take place during November and December 2017. The workshops will comprise a series of round table discussions, exercises and regular behavioural feedback to:

1. Develop a common understanding of the what, why and how of collaborative working, including why the Authority is adopting collaborative working as a business strategy and the benefits that can accrue from this strategy,
  2. Understand that they are embarking on a new way of working which requires a change of mind-set and approach,
  3. Develop a shared set of principles and behaviours that will be deployed throughout the assessments,
  4. Understand the challenges that will need to be managed,
  5. Identify, based on Volume 11 of the ITSFT, what they should be looking for in their partners and how they should recognise it when they are assessing each Bidder,
  6. Understand how to use behaviours effectively to promote an environment of collaboration during the assessment and to ensure fairness in their discussions with each Bidder,
  7. Deal with any potential baggage and bias against any Bidder based on current and past experience so they can assess solely on the basis of what they see and hear in the assessment workshops,
  8. Explore and understand the assessment criteria, the prompts and the marking matrix,
  9. Identify, discuss and agree topics that are key to the project for discussion at the assessment workshops,
  10. Recognise how they want to be perceived by each Bidder and therefore how they have to behave during the assessments; and
  11. Understand how the independent facilitator's behavioural tool will be used in the assessment workshops, not to score each Bidder but to ensure:
    - a. Authority behaviour is providing a fair environment for each Bidder and that fairness is consistent across all Bidders, and
    - b. As a tool to support or challenge the Authority observations of each Bidder.
- 13.6 These sessions will be mandatory for the Authority team who will carry out the actual assessments and the evaluation. However, they will also be open to the wider Authority team to develop their understanding and skills and also to give them an opportunity to contribute to the development of the assessment team.
- 13.7 The independent facilitators will create a set of guidance notes (the scoring booklet) to be used by the Authority assessment team to record their scores and the evidence supporting those scores. The scoring booklet will comprise:
1. The assessment criteria as issued to the Bidders,
  2. A scoring matrix (as supplied to the Bidders) displayed against each criterion,
  3. The prompts to aid identification of relevant evidence based on the Authority's requirements contained in the ITSFT, Volume 11, Section 2,

4. Adequate space to record the observed evidence, built up throughout the workshop, and the numerical mark for the criterion which is underpinned by the gathered evidence; and
5. A summary of how the Authority wishes to be perceived and therefore how the assessment team should behave.

## Stage Two – Final preparation of the Authority’s team and facilitation of the assessment workshops (one for each Bidder)

13.8 Stage two of the process comprises of the final preparation of the Authority’s assessment team, design and facilitation of the assessment workshops and facilitation and management of the scoring sessions.

13.9 Final Preparation of the Authority’s team

- I. A final preparatory workshop will take place (one week before the first assessment workshop) for the members of the Authority team that will be responsible for carrying out the assessment and for scoring each of the Bidders. The session will be designed and facilitated by the independent facilitators and will take the form of discussions to:
  - a. Reinforce the work done in the previous preparatory workshops,
  - b. Remind the team that the assessment is about collaboration and behaviour, not technical competence,
  - c. Reflect on how they, as a team and as individuals, want to be perceived and what this means in terms of their own behaviour,
  - d. Review the information that has been issued to the Bidders (primarily the assessment criteria and scoring matrix),
  - e. Reinforce that the Authority’s role in the workshop is to create a collaborative environment. For example, they need to avoid dominating and leading discussions,
  - f. Highlight the need to put the Bidder at ease from the outset starting with the ‘meet and greet’ to set the tone,
  - g. Familiarise the team with the scoring booklet (described above) to:
    - i. Remind everyone of the assessment criteria and the prompts,
    - ii. Reinforce the need to record observations under the heading ‘evidence’ to support the numerical score given to each criterion, noting that the booklet includes a simple process and set of prompts to help them identify evidence,
    - iii. Highlight that all their notes are legally discoverable therefore notes need to be clear and relate to the criterion in question.
  - h. Explain the marking process to:
    - i. Clarify how the assessment criteria will be scored by all members of the Authority assessment team,
    - ii. Make the Authority team aware that they will have opportunities to record their observations at lunchtime on day 1 and 2, and at the end of the workshop on day 1 and 2. Scoring will take place at the end of day 2,

- iii. Reinforce that they should not discuss their observations or marks with each other until all scoring is complete at the end of day 2 to avoid group thinking which could influence the marks,
- iv. Remind the team of the Authority's requirements; and
- v. Remind the team that the assessment will be based on what they will observe (see and hear) during the working sessions of the workshop (excluding breaks) and excluding previous experiences of the Bidder or individuals within it.

13.10 The independent facilitators will ensure that all members of the Authority's assessment team attend all preparatory sessions, unless there are exceptional circumstances, in which case individuals will be briefed by the independent facilitators on what they will have missed. That briefing will be fully recorded for audit and governance purposes.

#### 13.11 The Assessment Workshops

1. The assessment workshops will be held in late January and early February 2018,
2. The independent facilitator's role will be to manage the workshop process to ensure fairness, transparency and consistency. They will do this by:
  - a. Designing a workshop that aligns with the Authority's requirements,
  - b. Providing independent facilitation of the workshops,
  - c. Setting an agenda and making sure it is consistently followed across all Bidder workshops,
  - d. Being a focal point for any questions or queries from the Bidders and the Authority's assessment teams,
  - e. Providing behavioural observations throughout the workshops to:
    - i. Ensure that Authority behaviours enable a fair environment and are consistent across all the workshops,
    - ii. Support or challenge observations and conclusions that will be reached by the Authority's assessment team,
  - f. Collecting, collating, photographing and retaining all flip chart output generated during the workshops; and
  - g. Managing, facilitating and, where appropriate, challenging, the scoring process using the behavioural observation data (see below).

#### 13.12 Design of the Assessment Workshops

1. The aim of the assessment workshops will be to produce useable outputs, as these workshops are similar to those that would typically take place at the start of a project. Consequently, the assessment workshops, whilst allowing for some initial generic discussions to allow the teams to get to know each other, will be designed to produce and develop outputs that can subsequently be used with the successful Bidder,
2. The objective of the generic discussions will be to allow the opportunity for the teams to get to know each other and for the Bidder to relax so that the Authority's team will see how they really work and behave and not how they think they should behave; and

3. The design will also allocate time where the Authority's team can go to a separate room to record their observations to ensure they gradually build up a body of evidence for their final scoring. During these periods, the Bidders will be given the opportunity to hold their own separate debriefs.

### 13.13 Independent facilitation of the assessment workshops

1. Prior to the start of each day, of each of the workshops the independent facilitators will meet with the Authority's assessment team to address any queries or questions and to remind the team about their role and approach during the workshop,
2. The independent facilitators will begin each workshop with an initial brief, welcoming the Bidders, introducing the facilitation team, any housekeeping (fire alarms etc.) and finally telling the Bidders a little about the day. They will be reminded that they will be scored against the criteria advised to them and that it is intended to be a productive workshop and the aim is to generate a useable output. They will be encouraged to relax and be themselves and that there will be no tricks or surprises – every brief should be taken at face value. Furthermore, if they have any concerns they should raise them with the independent facilitators immediately to give the opportunity for those concerns to be addressed,
3. The workshop will comprise a series of round table discussions in cross organisational/functional groups and cross organisational/functional teams. The initial sessions in the workshop will be aimed at encouraging the Bidder to relax so that the Authority's team can see the real behaviour. For example, introductory sessions may take place in small groups and the participants will be encouraged to talk about themselves. Following the introductory sessions, the two teams will be invited to form different groups, so that they get to talk to as many different people as possible,
4. The teams will then be divided into cross organisational/functional teams to discuss the topics which will have been provided to the Bidder prior to the workshop. The independent facilitators will brief the teams with regards the topics and confirm the timings of the discussions. The independent facilitators will also remind the functional groups that they are free to liaise and communicate with other groups to avoid silo working; and
5. The functional groups typically comprise:
  - a. Alliance leadership team
  - b. Project Management / General Management
  - c. Planning / Logistics
  - d. Commercial / Financial
  - e. Engineering / Design
  - f. SHEQ
  - g. Delivery Management / Construction Management
  - h. Facilities Management; and
  - i. Services Management

Depending upon numbers, some of these groups may be merged (which will be repeated for each Bidder workshop).

### 13.14 Behavioural Observation

1. During the workshop, the independent facilitator will use trained observers to deploy their behavioural assessment tool to record how the Bidder and the Authority's teams use verbal behaviours in their discussions. The purpose of this observation is not to score the Bidder but to:
  - a. Provide the independent facilitator with an assurance tool so that they can intervene as and when appropriate and to give an objective basis to any intervention,
  - b. Ensure that consistency and fairness prevails across all Bidder workshops in terms of the Authority's team behaviours and fairness,
2. All behavioural observations will be recorded and analysed for the Authority's team and the Bidder in each workshop. During the first workshop, the timing of the observations will be recorded such that these timings can be replicated in the subsequent workshops. These observations will cover approximately 80% of each workshop (introductions and feedback sessions are not observed, for example). During each workshop, the Authority's team will be allowed access to observations of themselves only and will be given live feedback by the analyst to ensure they continue to behave in a way that is consistent and fair. The Authority's team will not see the Bidder's data to avoid influencing their own observations or scoring; and
3. During the scoring process the independent facilitator will continually check that its behavioural data is consistent with the declared Authority's team's assessment scores. When the scores are being discussed after each workshop, the independent facilitator will intervene as necessary to test the understanding of evidence being presented by members of the Authority's team and check its consistency with the independent facilitator's recorded observations of behaviour.

### 13.15 Separate Authority and Bidder sessions –

1. On up to four occasions during each workshop (e.g. lunchtime and at the end of each workshop on day 1 and 2) the Authority's team and the Bidder will be allocated separate rooms to provide the opportunity for:
  - a. The Authority's assessment team to record their observations so that they can gradually build up a body of evidence that will support their final scores. The approach of gradually building up evidence ensures that when they complete their scoring, they are able to score the whole workshop rather than be overly influenced by the last few sessions. Whilst they record their observations members of the independent facilitator's team will be in the room with them to answer any queries and to remind them:
    - i. They are observing collaboration and behaviours during the workshop, not technical competence,
    - ii. They should not discuss their observations until all notes and scoring are complete (end of day 2).

(All scoring books will be collected by the independent facilitator at the end of each session and retained by them between the sessions); and

- b. The Bidder to give any feedback to the independent facilitators and to have, if they wish, their own debrief. The independent facilitator will ask how they are feeling about the sessions and whether they have any concerns. In particular, they will be asked as to whether the Authority's team is allowing them the time and space to express their ideas and their views.

The answers to the latter will be used by the independent facilitators to guide the input from the Authority's team.

#### 13.16 Output from the workshops

1. At the end of each workshop the attendees will be asked to pass all their flip charts, with the outputs of their discussions to a member of the independent facilitator's team, who will collate, number and photograph all the flip charts and retain both the originals and the photographs. Requests from the Authority's team for copies of or access to the flip charts will be directed, by the independent facilitators, to the Authority's procurement team.

#### 13.17 Scoring session

1. At the end of day 2 of each workshop the Authority's assessment team will be given time to complete their observations prior to allocating scores to each of the assessment criteria. They will be reminded that:
  - a. They will have spent two days with the Bidder and will have had the opportunity to record their observations and that this, the final session, will be about reviewing and finalising their notes and taking the time to allocate a score to each of the criteria,
  - b. This will be the opportunity to finalise notes of their observations and to ensure that these notes are appropriate in terms of language and comments and provide justification for the score they allocate to each criterion. In particular, it will be noted that their observations may be used to complete the standstill letters sent to the Bidders and therefore may ultimately be disclosed to the Bidders,
  - c. Once the scoring is complete there will be an opportunity to share and discuss scores and observations but, ultimately, it will be about their individual score based on what they will have observed and what they could confidently stand up and justify. It will be stressed that no discussion should take place until all the scoring has been completed and shared with the wider team; and
  - d. The session will not be about consensus scoring, but about individual scoring,
2. Once the Authority's assessors have completed their scoring, the individual scores will be collected and recorded on a flip chart by the independent facilitator such that they will be visible to all members of the assessment team. The independent facilitator will then invite and facilitate discussions where there are outlying scores or inconsistencies. Members of the assessment team will be reminded of the fact that there might be an outlying score which does not, in itself, mean the score needs to change but that it may merit further review and discussion. At the end of the review and discussion the team member(s) with outlying or inconsistent scores will need to assess whether they have sufficient evidence to support their score or whether they need to change it. It is feasible that on a few occasions the review and discussions can lead to scores being changed. Where this occurs, team members will be asked to ensure they change and initial the change in their scoring booklets as well as recording the reason(s) for the change; and
3. Once this process is complete, the independent facilitator will collect the scoring booklets and pass them to a nominated representative of the Authority.

### Stage Three – Preparing the Authority interview team and facilitation of interviews with each Bidder

- 13.18 Stage three of the process comprises preparing the Authority’s interview team, facilitating and managing the process of the interviews and subsequent scoring.
- 13.19 The purpose of the interviews is to ensure that:
1. The companies in the Bidder teams are joined up and share a collaborative culture,
  2. Each company is committed to collaboration in their own organisations,
  3. They have collectively understood the meaning of collaboration; and
  4. They are prepared to empower their alliance leadership team(s).
- 13.20 Like the workshops, the process for the corporate interviews will be facilitated and managed by the independent facilitator whose role will be to ensure fairness, transparency and consistency across all Bidders.
- 13.21 The assessment scoring matrix
1. The independent facilitator will assemble a scoring booklet which will include:
    - a. The assessment criteria as issued to the Bidders,
    - b. A scoring matrix (as supplied to the Bidder) displayed against each criterion,
    - c. The agreed prompts. based on the Authority’s requirements contained in the ITSFT, Volume 11, Section 2,
    - d. A space to record the observations made during the interview; and
    - e. The interview questions in respect of each criterion as set by the Authority interview team during their preparatory session defined below.
    - f. Preparation of Authority’s interview team
  2. The interview team will comprise up to four senior representatives from the Authority who will attend a preparatory session facilitated by the independent facilitators which will cover:
    - a. A reminder of the work done at the previous sessions where they were preparing for the assessment workshops,
    - b. Reviewing the scoring booklet to get a common understanding of the assessment criteria and the scoring matrix; and
    - c. Identify what the team is looking for in respect of each of the assessment criteria and using that to develop the interview questions.
- 13.22 The Interviews
1. The interviews will take place in early February 2018, shortly after the assessment workshops; and
  2. The independent facilitator will manage the time in the interviews and make sure all questions are covered to ensure that the process is consistent and fair across all the Bidders.

### 13.23 The Marking Process

1. At the end of each interview, each member of the Authority's team will, individually, allocate a score to each of the criteria. The independent facilitator will remind the team that it is not about consensus scoring, or comparing the Bidders but about what they, as individual interviewers, will have observed. Furthermore, their observations should justify the score they allocate; and
2. The independent facilitator will collect the scores and facilitate the discussions around any outlying or inconsistent scores. The scoring booklets will be collected by the independent facilitators and handed to the Authority's nominated representative.

### Stage Four – Preparing the Authority visit team and facilitation of contract visits with each Bidder

13.24 Stage four of the process comprises preparing the Authority's visit team, facilitating and managing the process of the visits and subsequent scoring.

13.25 The purpose of the visits is to ensure that:

1. The Bidders can back up their collaboration and behaviour credentials by demonstrating them on an existing contract; and
2. The Bidders can demonstrate collaborative behaviours in action at all levels in their organisations.

13.26 Like the workshops, the process for the contract visits will be facilitated and managed by the independent facilitator whose role will be to ensure fairness, transparency and consistency across all Bidders.

13.27 The assessment scoring matrix

1. The independent facilitator will assemble a scoring booklet which will include:
  - a. The assessment criteria as issued to the Bidders,
  - b. A scoring matrix (as supplied to the Bidders) displayed against each criterion,
  - c. The agreed prompts, based on the Authority's requirements contained in the ITSFT, Volume 11, Section 2,
  - d. A space to record the observations made during the visit; and
  - e. The visit questions in respect of each criterion as set by the Authority visit team during their preparatory session defined below.

13.28 Preparation of Authority's contract visits team

1. The Authority's visits team will comprise up to six representatives from the assessment workshop team. They will attend a preparatory session facilitated by the independent facilitator which will cover:
  - a. A reminder of the work done at the previous sessions where they were preparing for the assessment workshops,
  - b. Reviewing the scoring booklet to get a common understanding of the assessment criteria and the scoring matrix; and

- c. Identify what the team is looking for in respect of each of the assessment criteria and using that to develop the visit questions.

#### 13.29 The visits

1. The contract visits will take place in mid-February 2018, shortly after the assessment workshops and interviews; and
2. The independent facilitator will manage the time on the visits and make sure all questions are covered to ensure that the process is consistent and fair across all the Bidders.

#### 13.30 The marking process

1. At the end of each visit, each member of the Authority's team will, individually, allocate a score to each of the criteria. The independent facilitator will remind the team that it is not about consensus scoring, or comparing the Bidders but about what they, as individual visitors, will have observed. Furthermore, their observations should justify the score they allocate; and
2. The independent facilitator will collect the scores and facilitate the discussions around any outlying or inconsistent scores. The scoring booklets will be collected by the independent facilitator and handed over to the Authority's nominated representative.

### Conclusion

#### 13.31 The role of the independent facilitator will be to design and deliver a collaborative and behavioural assessment process that complies with the following principles:

1. Fairness, transparency and objectivity,
2. Repeatability (identical structure, timings, briefings),
3. Auditability,
4. Independently facilitated and monitored,
5. The people who attend the sessions are the people that will be running the contract,
6. Discovering the real people; relaxing them and helping them be themselves; and
7. Delivering useful useable outputs.

#### 13.32 The independent facilitator will do this by:

1. Designing and facilitating preparatory workshops for the Authority team to enable them to carry out the assessments,
2. Designing and delivering an assessment workshop that will enable the Bidders to relax but that also produces an output from functional group discussions,
3. Making sure that that the workshop agenda, interview questions and contract site visits timings are consistent across all Bidders,
4. Providing independent facilitation in the workshops, interviews and contract site visits,
5. Being a focal point for questions from the Bidders,
6. Using their verbal behavioural tool to monitor Authority behaviour to ensure it was consistent and promotes a fair environment in the workshops and interviews,

7. Managing and facilitating the scoring sessions for the workshop, interviews and contract visits to ensure that scores are supported by a body of evidence based on observations of collaboration and behaviour at the workshops, interviews and contract visits; and
8. Recording and retaining the output from the workshops.