

## Annex - Bidders Response [To be completed]

Please respond to all NAO questions stated below in the format requested. There are word limits; we would appreciate ITT responses being clear, concise and succinct. Bidders should familiarise themselves with the detailed scoring guidance for each question section.

Bidders should also note that only information requested in the ITT response document below will be evaluated. Please note that additional documentation i.e. marketing information, annexes, appendices or links to websites will not be viewed.

**Please familiarise yourself with the detailed scoring guidance for each question**

### Mandatory Question – Pass / Fail

This section contains NAO's mandatory requirements. Please read these mandatory requirements and if you can fulfil them continue further with your ITT response, if not then do not proceed any further. Mandatory questions will be marked pass / fail. You must pass all the questions to proceed and for your bid to be considered further.

Question	References
Q1	<p>Provide three references (using Annex F) with examples of similar work that is relevant to NAO's requirements, more specifically covering the core competencies of cultural intelligence, collaboration, courage and creating psychological safety, setting out the standard of performance achieved, and the benefit of the work to the client's business. At least two of your examples should be for public sector clients.</p> <p>Pass/Fail</p> <p><b>Response: (500 words for each reference)</b>  <b>Please use Annex F for your response.</b></p>

### ITT Questions – Quality (weighting 80%)

Question	Service Delivery (40%)
Q2	<p>Provide a detailed proposal for 1) developing and 2) delivering the learning offer, including how you will deliver the services in accordance with the requirements in the Specification (Annex C). Your response should consider, but not be limited to, the bullet points below:</p> <ul style="list-style-type: none"> <li>• the scope of the requirements, standards and other requirement of the services referred to in the Specification.</li> <li>• the process and steps taken to develop the learning offer</li> <li>• pre-workshop activities and reflections</li> <li>• learner workshops and interactions</li> <li>• follow up and post-working activities</li> <li>• the measures that can be taken and reported on in respect of the impact of the learning offer i.e. how to identify and define a successful outcome in</li> </ul>

terms of creating an impact or change in inclusive leadership competencies at the NAO.

**Response:**

In Diverse Company (IDC) is excited to bid for the National Audit Office's Inclusive Leadership Learning Offer. We're a data-driven Diversity, Equity, and Inclusion consultancy that leverages a unique blend of psychology, analytics, and behavioural science to design bespoke interventions that impactfully meet our clients' specific needs.

For this programme, we will deploy our 3DE (Discover, Design, Deliver, Evaluate) methodology, a cornerstone of our exceptional service delivery.

**Phase 1: Discovery (February – March 2024)**

In this phase, IDC team members will engage with key stakeholders at NAO (e.g., your D&I team and L&D colleagues) to better understand your unique context and create better alignment about project requirements and deliverables between the two teams.

This phase will also be fundamental in establishing responsibilities, roles, plans, and protocols for successful project delivery.

We will also elicit any information necessary to ensure the programme's success. For instance, identifying which leadership competencies are more pertinent to the NAO, or deriving insights from past learning endeavours. This will enable us to tailor our approach and build on the work you have already done rather than replicating it.

**Phase 2: Design (March 2024)**

In this phase, we will utilise the insights gathered in Phase 1 to design the programme's content.

We propose constituting a "design working group" of relevant stakeholders from NAO (e.g. NAO's staff network colleagues, members from your D&I team) to guide IDC's content development process (e.g. integrate NAO examples and case studies), as well as to review and sign-off the final programme content.

We propose the programme contain the following components:

1. Group Coaching Sessions (10 leaders per session)

Our team of trained leadership coaches will help leaders assess their communication, behaviours, attitudes, and beliefs when it comes to inclusion. This component invites leaders to self-reflect and identify where they are in their inclusive leadership journey and also receive feedback from their peers and gain coaching from us. This will also help us with the design phase of the programme.

2. Learning Session

We envision this component to be a 3.5-hour, in-person, interactive learning session. To ensure learners stay engaged, we can include the following elements:

- Videos
- Reflective exercises
- Group discussions
- Experiential activities
- Polling
- Stories and case studies

For the content of the session, we tentatively propose the following topics based on other inclusive leadership programmes we have successfully delivered in the past:

- Inclusive decision making
- Enhancing cross-cultural competence
- Fostering Empathy
- Inclusive Communication
- Courage, Authenticity, Vulnerability, and their role in enhancing leadership
- Self-awareness in leadership
- Psychological Safety
- Understanding and Managing Bias
- Exclusionary Communication to Avoid
- Being an Inclusion and Anti-Racism Ally
- Fostering Inclusive Collaboration in Teams
- Strategies to Manage Interpersonal & Inter-Team Conflicts
- Inclusive recruitment and retention

(Please note that these topics are only indicative and can be amended based on our discussions during the Discovery Phase.)

To ensure learning is embedded, a core element of our approach is our emphasis on habits. Research in behavioural science indicates that sustained behaviour change is rooted in small, measurable actions we engage in on a day-to-day basis (i.e., habits). As part of the learning session, we will expand on this concept and invite each learner to commit to a habit for the duration of the programme.

### 3. Resource Pack / Activity Book

To support continuous and sustained learning in this programme, we will provide an interactive digital resource pack/activity book containing pre-session and post-session resources and activities. This will get learners in the right mindset before attending the learning session and provide them with additional learning on topics covered within the session.

### 4. Reflection Session

In addition to the learning session, we propose having a reflection session a set period (usually six weeks) after the learning session to consolidate learning. These discussion-based sessions allow participants to reflect on their learnings and discuss their progress on their habits with other learners, to process and explore solutions to challenges & difficulties, and to make commitments for the future.

### **Phase 2.5: Pilot (March, 2024)**

In this phase, we will pilot the learning offer and evaluate the learners' experiences to refine the final programme further. Once these changes are made to the programme content, we aim for the design working group to give it a final sign-off.

### **Phase 3: Delivery (April 2024 – February 2025)**

In this phase, the programme will be rolled out to NAO's team of 260 leaders.

- Group coaching sessions will be 1 hour each for 10 leaders per group.
- As per your requirement to deliver the learning session to small groups of 15-20, we envision having approximately 15 learning sessions and 15 reflection sessions.

- We follow these principles when it comes to session delivery:
  - Dual-Facilitator Model: As EDI-based conversations can be challenging, we encourage all sessions have two facilitators to ensure a supportive experience. This also helps ensure a diverse mix of facilitators representing those in the room, encouraging authentic, open and honest dialogues and conversations.
  - Constructive challenging and safe spaces: We place a high value on constructive challenging in our sessions, which involves respectful, open-minded questioning of ideas and assumptions and fosters an environment of collective curiosity, growth, understanding, and empathy. We facilitate an open, inclusive, psychologically safe environment where people feel encouraged to share their opinions without repercussions or judgment.

This plan can be amended based on discussions in the Discovery phase.

**Phase 4: Evaluation (April 2024 – March 2025)**

As part of IDC’s evaluation process, participants in both sessions can be asked for feedback on training material, facilitation, and design/structure of the training sessions in the form of an online survey. The feedback gathered will be regularly reviewed and incorporated into the proceeding sessions to ensure the training sessions' high impact, effectiveness, and relevance.

At the conclusion of the programme, IDC can provide the NAO with a report detailing these results, along with any key themes or trends that emerged.

**Your response must be limited to 1000 words, size 11, Arial font, single line spaced and 2.54cm margins.**

Question	Skills and Expertise (30%)
Q3.	<p>Provide details of your expertise and track record in meeting the requirements outlined in the Specification, including details of the members of the team (e.g., trainers) who will be delivering the work, along with summary curriculum vitae and explaining why you consider the skills mix and expertise in your proposed team would support the effective delivery of the work.</p> <ul style="list-style-type: none"> <li>• provide details of the relevant team member’s experience in delivering training similar to the NAO’s requirements</li> <li>• include any experience of working with a similar target audience such as senior leaders and executive teams from public sector bodies and other organisations.</li> <li>• include details of any other expertise you feel relevant to the assignment.</li> </ul> <p><b>Response:</b></p> <p>In Diverse Company (IDC) is an ED&amp;I consultancy specialising in delivering sustainable outcomes for organisations through a combined approach of psychology, data analytics and behavioural change. Our vision to support organisations in growing through inclusion motivates us to develop and deliver individualised solutions that consider a nuanced understanding of our client’s specific needs enabling us to deliver the best value and impact.</p> <p>IDC has extensive experience in designing and delivering leadership development initiatives such as leadership programmes, mentoring schemes, coaching programmes, research projects and training modules focused on ensuring that diverse leaders feel</p>

equipped to flourish.

We are well-positioned and well-equipped to partner with The National Audit Office to positively impact the Executive Team, Directors, Senior Audit Managers by understanding and resolving barriers to cultural reciprocity.

Our team has backgrounds in HR, Leadership Development, Psychology, Education, Business, Research and more. We are a global team with international work experience, and we know how to engage with diverse groups when designing, delivering, or evaluating interventions. We have direct, hands-on experience working with senior executives in both public and private sector organisations. Our expertise has been directly used to inform strategic business decisions, better understand employees, and attract and retain diverse talent.

Our CEO, xxxxxxxx, has 20+ years of experience in global HR leadership. She has a track record of working with senior executives from various industries and backgrounds and helping them get the most by leveraging their diversity of perspectives.

Our team also has a suite of coaches and leadership experts who have been involved in projects that have helped increase the representation and development of people from diverse backgrounds such as women, ethnic minorities, and people with disabilities.

xxxxxx IDC's Head of Content, is an Applied Psychology expert and a qualified counsellor. He has developed and delivered numerous workshops, webinars, and interventions for top global corporations on ED&I-related topics. He specialises in psychological principles in understanding and driving behaviour change by considering cognitive, emotional, and social factors. He has developed programmes such as Empathetic Leadership, Mentoring and Inclusive Leadership.

xxxxxxxxxx is a seasoned professional in Education Leadership, boasting over 15 years of experience. Her proficiency lies in galvanising diverse stakeholders to meet organisational objectives, excelling in strategic change, policy development, and stakeholder engagement within established legislative frameworks. xxxxxxxx unique approach integrates an intersectional lens, leveraging lived experiences and data, to deliver impactful training, fostering a rich, inclusive educational environment.

xxxxxxxxxxxxxxxx Senior Consultant, has 15 years of experience in education, leadership, coaching, and L&D. She offers business development strategies rooted in psychological concepts to help organisations thrive. She has successfully supported leaders to engage entire organisation in EDI efforts, namely ethnic inclusion, anti-racism, and cultural intelligence competencies.

xxxxxxxxxx stands out as a dynamic Multimedia Designer with a rich background in the Digital Media industry and Higher Education sector. xxxxxxxx harbours a deep-seated passion for Diversity and Inclusion. He firmly believes in the power of videos and animations as tools for driving engagement and fostering real behavioural change. His role is key to crafting materials for the effective delivery and marketing of our programmes.



xxxxxxx is IDC's Head of Strategy and Communications and comes with solid experience in DEI, with a particular focus on marketing communications and content creation. She primarily supports our clients with inclusive communications to ensure that the stakeholders and target participants are engaged with the agenda and that the project achieves its objectives.

xxxxxxxxxxxx is our highly effective and experienced Global HR Director with a passion for delivering results through effective people and transformation strategies. Focused on enhancing organisational capability to drive shareholder and employee value.

CV's for all staff attached.

**Your response must be limited to 500 words, size 11, Arial font, single line spaced and 2.54cm margins (the word limit does not apply to summary CVs).**

Question	Availability and Timescales (10%)
Q4.	<p>How will you ensure that sufficient resources are put in place to deliver the work in line with the Specification and the indicative timetable (including the need for NAO engagement) and what measures would you put in place to effectively manage that timetable to prevent slippage? Your response should consider, but not be limited to, the bullet points below:</p> <ul style="list-style-type: none"> <li>•timescales for activities including start and end dates and who is responsible for each activity. Our preference is to get the development work and if possible the pilot(s) completed by the end of March.</li> <li>•how you will ensure communication with NAO contract manager and administrators</li> <li>•the critical path should be identified along with details and examples of how you will manage any deviations from it, and the contingency arrangements that you will put in place</li> <li>•Resources and key individuals leading on implementation including escalation paths.</li> </ul>
	<p><b>Response:</b></p> <p>A flexible yet focused approach to resource allocation is necessary to achieve the ambitious goals of NAO and successfully implement EDI. This includes effective project management, including timetable management. Our team at IDC has a wealth of experience in meeting tight deadlines. As a result, we have developed a strategy that we believe will ensure success.</p> <p>IDC will implement a three-stage approach within the NAO's critical path: design process, delivery, and formal evaluation. This process has been meticulously developed and perfected, ensuring minimal risk of deviations. Nevertheless, we understand that unexpected obstacles can occur. With our expertise in EDI consulting, we can adapt to changing circumstances swiftly, ensuring that critical tasks are given priority and resources are adjusted accordingly, all while meeting deadlines. An experienced Project Management Officer (PMO) will collaborate closely with you to ensure task prioritisation, obstacle resolution, and consistent progress. Your expertise and guidance are essential for maintaining flexibility and driving efficient progress.</p> <p>As an expert consultant, the PMO will effectively communicate by coordinating with the NAO contract manager, administrators, and other project stakeholders to provide regular updates and ongoing support. This will be accomplished by utilising a mutually agreed upon set of key performance indicators (KPIs) and maintaining effective communication throughout the project to attain the programme's desired outcomes. A designated PMO who is the primary point of contact throughout the project is crucial, as effective and transparent communication is paramount. With our extensive knowledge and experience, we ensure that our expertise is readily available to you. We value our open-door policy,</p>

which promotes immediate knowledge access while encouraging regular meetings to foster a collaborative environment. This approach helps us stay on track and aligned with the project goals. It is vital to have a clear understanding of the critical path and the sequence of activities that are necessary for timely completion. The project plan will emphasise this path, and dedicated resources will closely track its progress. We at IDC are highly experienced in identifying potential deviations through regular risk assessments and are skilled in implementing contingency plans for foreseeable obstacles. Our expertise safeguards efficient project management, preventing unnecessary delays and maintaining smooth workflow. Once the impact type and severity and root cause of a risk has been established, the incident is escalated to the appropriate audience. Escalation ensures the team leads for the project are promptly made aware, enabling them to make risk-based and timely decisions.

- ‘Minor’ Impact: does not require escalation outside of the conversations with the project manager
- ‘Moderate’ Impact: notify the Head of Content within 48 hours of discovery.
- ‘Significant’ Impact: notify CEO on the day of discovery. Head of Operations/Quality Controller will also escalate to the executive team.

Phase & task	2024														
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
<b>Discover</b>															
Kick-off meeting with project management team															
Gathering information															
<b>Design</b>															
Design Working Group 1															
Programme design															
Design Working Group 2															
Finalisation of Programme design															
Pilot															
<b>Delivery</b>															
Leadership - Group coaching sessions (26 x 1 hour)															
Learning Session (15 sessions x 3.5 hours)															
Resource Pack															
Reflection sessions (15 sessions x 1 hour)															
<b>Evaluation and Conclusion</b>															
Post-programme Anonymised Feedback Collection															
Reporting and Presentation															

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