

# SFJHF19 - SQA Unit Code F338 04

## Develop proposals to meet external tendering requirements



---

### Overview

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

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

### Performance criteria

- You must be able to:*
- P1 analyse the invitation to tender and identify the aims and objectives of the commissioning organisation
  - P2 clarify the requirements of the tender with the commissioning organisation
  - P3 analyse and review the services that own organisation can provide and evaluate them against the tender requirements
  - P4 analyse the resources required to deliver the required services efficiently, cost effectively and meet quality requirements and agree whether to proceed with the proposal
  - P5 consult with internal stakeholders and agree any need for involving other partners in the tendering process to ensure the effective provision of services
  - P6 negotiate with external stakeholders and partners to agree their contribution to the proposal
  - P7 clarify and agree roles and responsibilities for service delivery including the nature and conditions of any service level agreements with partner organisations
  - P8 ensure that due diligence is observed if appropriate to the tender before proceeding with the proposal
  - P9 develop a proposal which meets the tender requirements and clearly identifies the business case for appointing the organisation/partnership to provide the required services
  - P10 consult with internal and external stakeholders and partners and review and agree the proposal content and format
  - P11 ensure that the final proposal meets all the tender requirements including any requirements for presentation, clarity of how the services will be provided, the cost effectiveness of service provision and the business case for appointing the organisation/partnership including any added value that you bring

### Knowledge and understanding

*You need to know and understand:*

- K1 national and organisational procedures for tendering, including contestability
- K2 how to analyse tender documents to identify aims and objectives
- K3 how to analyse the resources required to provide required services including physical environments, personnel and finances
- K4 how to analyse the services that you can provide
- K5 why it is important to ensure due diligence in relevant situations
- K6 how to develop a business case for the provision of services and what needs to be included in the business case
- K7 when it might be appropriate to negotiate with potential partners and how to do this
- K8 how to develop service level agreements with partners and why this is important
- K9 why it is important to ensure the capability of partner organisations
- K10 why it is important to demonstrate the added value that your organisation/partnership can bring to the proposal and what the added value might be

### Additional Information

#### Behaviours

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

#### Skills

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

#### Links to other NOS

This unit is stand alone but may be linked to unitHF18: Specify, commission and manage external contracts and agreements

## SFJHF19 - SQA Unit Code F338 04

### Develop proposals to meet external tendering requirements

---

**Developed by** Skills for Justice

---

**Version number** 1

---

**Date approved** September 2006

---

**Indicative review date** April 2011

---

**Validity** Current

---

**Status** Original

---

**Originating organisation** Skills for Justice

---

**Original URN** SfJ HF19

---

**Relevant occupations** senior managers in Justice sector services

---

**Suite** Managing Justice Sector Services

---

**Key words** develop proposals, external tendering requirements

---