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1. PURPOSE

- 1.1 To provide project management support for delivery of the Grenfell Recovery programme within the Ministry of Housing, Communities and Local Government.

2. BACKGROUND TO THE AUTHORITY

- 2.1 The Ministry of Housing, Communities and Local Government's job is to create great places to live and work, and to give more power to local people to shape what happens in their area.
- 2.2 The Grenfell Recovery Unit was established in the aftermath of the Grenfell Tower fire. The focus is on supporting the Grenfell community to recover from the fire, and build a lasting legacy.
- 2.3 In August, the Ministry of Housing, Communities and Local Government announced an intention for the Government to take responsibility for Grenfell Tower. A new programme of work has been established to put this commitment into effect. This is an extremely high profile area of work dealing with complex and challenging issues of the utmost sensitivity.
- 2.4 Project management capability is required to support the initiation of this programme that will enable the Department to put in place arrangements for Government to take responsibility of Grenfell Tower with effective governance, capability and community engagement.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 Specialist support is needed to embed project management principles and methodology based on best practice with a focus on planning and risk management, and to develop the capability of internal resource to ensure that these functions are sustainable and effective in the long term.

4. DEFINITIONS AND ACRONYMS

| Expression or Acronym | Meaning |
|-----------------------|---|
| MHCLG | Ministry of Housing, Communities and Local Government |

5. THE REQUIREMENT

- 5.1 Project management specialists are required for a two month period (with scope to extend for a further two months) to establish and embed project management best practice principles and methodology as part of the initiation phase of this work. These specialists will be embedded within the policy team.
- 5.2 The objectives are to work with the policy team and facilitate discussions with the wider team to:
- 5.2.1 Develop and agree delivery plans, including mapping key decisions and critical path, and associated resourcing plans.
 - 5.2.2 Identify and agree dependencies (external and internal) for this work.
 - 5.2.3 Identify and agree risks and issues, and associated risk mitigation strategies.



- 5.2.4 Map stakeholders and develop an engagement approach.
 - 5.2.5 Develop, agree and support refreshed governance structures, including appropriate boards, approval and escalation routes.
 - 5.2.6 Develop and embed project management function, tools and methodologies to enable ongoing management of delivery plans and risks, ensuring that these tie in with the already-established programme level functions.
 - 5.2.7 Provide appropriate training or capability development to ensure that a nominated internal resource is able to maintain these functions effectively in the long term.
- 5.3 The deliverables for this work are:
- 5.3.1 A project plan setting out how the requirements in this specification will be achieved within the Contract timescale, including when deliverables will be submitted for review and the process for deliverable rejection/acceptance.
 - 5.3.2 A scope work and production of a refreshed Project Initiation Document (PID).
 - 5.3.3 Delivery and resource plans, with clear milestones, key decision points and dependencies.
 - 5.3.4 An appropriate reporting project management tool to regularly monitor and report on progress, escalate issues and decisions.
 - 5.3.5 Refreshing and developing risk registers in line with best practice Project Management principles and methodologies.
 - 5.3.6 A stakeholder map and engagement plan.
 - 5.3.7 Refreshing and developing a governance plan, including relevant boards, escalation and approval routes.
- 5.4 All deliverables will need to be produced in line with best practice and in line with departmental approach and signed off by the policy team and the Deputy Director responsible for the relevant division.

6. KEY MILESTONES

- 6.1 The Supplier should note the following project milestones that the Authority will measure the quality of delivery against:

| Milestone | Description | Timeframe |
|-----------|---|--|
| 1 | Review and approval of project plan (including scope, key deliverables, milestones and resource plan) to deliver best practice project management principals and methodology. | By end of week 2 of project after contract signature |
| 2 | Review of deliverables in line with agreed project plan. | To be agreed between the Authority and the successful supplier |



| | | |
|---|---|--|
| 3 | Review meetings to monitor progress (including status of agreed deliverables) | To be agreed between the Authority and the successful supplier |
| 4 | Submission of final, agreed deliverables | Final week of contract |

7. AUTHORITY'S RESPONSIBILITIES

7.1 There are no specific responsibilities relevant to this project.

8. REPORTING

8.1 The supplier should provide fortnightly progress updates to the Authority by email.

9. CONTINUOUS IMPROVEMENT

9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

9.2 The Supplier should present new ways of working to the Authority during Contract review meetings.

9.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

10.1 There are no sustainability considerations for this project.

11. ACCREDITATION

11.1 There is no specific accreditation required for this project.

12. STAFF AND CUSTOMER SERVICE

12.1 The Supplier's staff assigned to the Contract shall have relevant project management qualifications and experience to deliver the Contract.

13. SERVICE LEVELS AND PERFORMANCE

13.1 The Authority will measure the quality of the Supplier's delivery by:

| KPI/SLA | Service Area | KPI/SLA description | Target |
|---------|----------------------|--|--------|
| 1 | Delivery timescales | Deliverables to be submitted for review at agreed review points. | 100% |
| 2 | Response to feedback | Comments received to be addressed within 1 week. | 90% |
| 3 | Final deliverables | Final deliverables, meeting agreed expectations, to be submitted in line with agreed project plan. | 100% |



14. SECURITY REQUIREMENTS

- 14.1 To work unescorted on site, the Supplier's staff will need to demonstrate security clearance to at least CTC level.
- 14.2 The Supplier's staff will be required to adhere to the Department's information management and security requirements.

15. PAYMENT

- 15.1 Payment can only be made following satisfactory delivery of pre-agreed certified deliverables.
- 15.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

16. BASE LOCATION

- 16.1 The base location of the project will be MHCLG offices, 2 Marsham Street.