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# PURPOSE

## His Majesty's Treasury (HMT), the Authority, is seeking to contract with a Supplier to deliver the Authority’s aims of achieving a significant improvement in the capacity of the public sector and partner organisations to create best value spending proposals and maintaining and growing that capability over time.

## The Better Business Cases Programme (BBCP) supports achieving this by facilitating accredited training in HM Treasury’s Business Case Guidance, which is based on the 5 case model. It also achieves these objectives by facilitating examinations to those who go on to undertake accredited training, so those individuals can be come accredited in HM Treasury’s guidance. There is good demand for this training, and the Authority would like to see continued growth.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## HMT is the UK Government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy and working to achieve strong and sustainable economic growth.

# Background to requirement/OVERVIEW of requirement

## In 2013, HMT launched a pilot programme to test the appetite of the external market to provide facilitation services for the creation, promotion and support of a market based on the accreditation and approval of training organisations and individual trainers and the administration of an examination and accreditation scheme for individual candidates.

## The objective being the creation of an external market that would deliver the training required by HMT. The programme’s core focus has been on the UK, where most exams are undertaken, but exams are also available internationally, such as in New Zealand. The Authority wishes to continue to maintain this focus, while providing strong support for the continuing international training market based on interest in adoption of the HMT Business Case Guidance on which this scheme is based.

## The guidance in the Green Book and Business Case guidance (for projects and programmes) can be found at the following link <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent>

## The existing supplier is contracted until March 2023 and a new contract for this service is expected to be in place in December 2022. This is to allow a transition period of approximately 3 months. During this time, the existing supplier, APMG International, will continue to deliver these accreditation services, during the 3 month period the new supplier will be required to develop and set up their systems and processes to meet the requirements stated in this document. At the end of the transition period, any new supplier will then be the sole Supplier delivering these services and the Authority is keen to ensure complete continuity in provision.

## The new contract has a provisional duration of 3 years with an optional 2 x 2-year extensions (4 potential additional years total) with the extension being entirely at the discretion of the Authority. If the Authority deems that the supplier is not meeting requirements set out in this document, then the Authority may terminate the contract.

## The current supplier has accredited capable training organisations able to deliver the required training and to administer the accompanying examinations.

## The number of independent ATOs is growing in the UK in and around the world. There are currently approximately 43, of which 25 are in the UK that meet the required training standards and have gained ATO accreditation. In addition, individual trainers associated with these ATOs are individually examined and accredited to train candidates based on the Authority’s training syllabus.

## The Authority takes a percentage of income generation from the examination fees. Under this new contract, the percentage of income the Authority wishes to take is 25%. The current examination fees charged within the UK are:

### Foundation exams - £111

### Practitioner exams - £140

## Exams are also offered internationally. The pricing structure for these international exams are to be agreed with the Authority post contract award, but are currently smaller in number, and many are charged lower fees than UK exams.

## During the life of this contract, any changes to these examination fees must be agreed with the Authority.

## The Authority has a memorandum of understanding (MOU) with the Welsh Government for sharing a percentage of the royalties generated for the Authority.

## There is also an agreement in place for the New Zealand Treasury to retain the share in examination revenue from examinations taking place within its territories.

## [The Treasury’s Green Book](https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent), which feeds into the Business Case Guidance, was relaunched in 2020 and refreshed in March 2022.

## There is international potential for growth in the provision of accreditation and training and there are already organisations advocating its use abroad. The Authority would like to see the Better Business Case Programme continue to develop and grow both at a national and international level through this contract.

## The number of examinations undertaken by the market fluctuate from time to time – in 2021/22, approximately 3,000 exams were undertaken internationally of which approximately 2,700 were in the UK.

# definitions

|  |  |
| --- | --- |
| **Expression or Acronym** | **Definition** |
| ATOs | Accredited Training Organisations |
| BBCP | Better Business Case Programme |
| IP | Intellectual Property |
| ISO | International Organisation for Standards |

# scope of requirement

## The BBCP seeks:

## The uninterrupted delivery of the current market for the Authority’s specific training services based on the Authority’s owned and controlled guidance materials (the IP belonging to the Authority) including the Authority controlled standards. This will involve;

### increasing the number of accredited trainers and ATOs.

### maintaining the service for existing ATOs and individual trainers.

## The owned and controlled guidance is the Business Case Guidance, the syllabus requirements and specification of vanilla training material. The Supplier will be responsible for further developing the examination materials, the examination syllabuses, the examination questions and supporting notes for trainers. For the avoidance of doubt the Intellectual Property Rights associated with these shall belong and remain the property of the Authority, along with the Business Case Guidance and the Green Book and all associated content and supplementary guidance. The chosen supplier may be required to update any examination material and the Authority reserves the right to quality assure any examination materials produced to ensure these are of an adequate standard.

## The continued development of standards and examination and training products and the promotion of and support for continued growth in the market for accreditation and training in the BBC methods.

## Continued provision of the associated examination standards and inspection services and their continuing growth without interruption are to be provided for the term of the contract.

## Continued support and facilitation for the use of both the methodology and the training, accreditation and examination scheme, within the UK, New Zealand and internationally.

## HM Treasury, Welsh Government and New Zealand Treasury have formally adopted use of the scheme to improve the creation of business cases. But other organisations in public and private sector, UK and globally are encouraged to use the training accreditation.

## Support for use of the scheme to facilitate international work of the Cabinet Office Infrastructure and Projects Authority and the Foreign and Commonwealth Office in assisting foreign governments.

# The requirement

## Develop and establish an accreditation and examination system to administrate and mark examinations for individuals and issue accreditations to a professional standard. This should include: developing, establishing and maintaining a central bank of examination questions during the life of the contract, but at the outset of contract award the existing bank of examination questions can be used, and providing suitable governance arrangements that assure the fairness and impartiality of your examination and accreditation services.

## Examination questions and syllabuses are to be based on HMT Business Case Guidance and syllabus requirements for a basic introductory course known as Foundation level and a more advanced course known as Practitioner level.

## An associated accreditation system for training organisations and for individual trainers with an online register of approved training organisations and trainers; delivering effective provision of electronic accreditation certificates and digital credentials. This should minimise burdens to users as much as possible while maintaining quality.

## A model for presenting accredited training providers online on a single website, including developing a system to transparently display quality ratings and prices to support individuals and companies in selecting training organisations. Quality ratings will be provided by the supplier developing a survey of training organisations, and individuals undertaking exams and training – frequency, questions, and format of the survey will be developed by the supplier and agreed with the Authority. The Authority also requires the supplier to summarise the findings of the survey at regular intervals as new data becomes available to allow more effective consumer choice online and provide analysis of results to the Authority to provide on-going learnings and development. This survey and associated survey responses shall be known as the ‘Quality Survey’.

## Monitoring to ensure presentation of prices and quality ratings remain up to date.

## A system for issuing certificates of accreditation.

## A register/database of accredited individuals that have passed examinations and an online verification service to test accreditation claims, including examinator scores.

## Active marketing and promotion of the scheme to training organisations, trainers, consultants and prospective individual training candidates.

## Support the protection of intellectual property and trademarks belonging to HMT that is associated with the scheme including the Business Case Guidance.

## Proactive quality control systems for examination administration and invigilation and the quality of training.

## An online system that allows potential users to identify training organisations and obtain their contact details.

## An online examination system with facilities for individual candidates to sit examinations online, allows them to be contacted by the Authority for the purposes of maintaining their continuous development and provides basic insight to the Authority on attendees (such as location, type of work, price paid).

## Revisions to the guidance requiring changes to syllabuses and examination questions may occur occasionally which the supplier is required to accommodate

## Continuing work with the Authority to maintain, develop and improve the quality of both the training and the examinations.

## Work with the Authority to seek participant feedback to understand how the qualification is used, including a subsequent feedback survey for participants to fill out after training courses and centrally recorded as outlined in 6.4.

## The supplier is to hold the fund containing exam fee royalties (‘The Programme Fund’), and organise expenditure from this fund on behalf of and overseen by a joint HMT-Welsh Government board.

## In addition, the Authority itself delivers a small number of training courses in HMT’s Business Case Guidance directly to officials (approximately one per month) who also undertake the associated foundation examination. A fee is sometimes charged for this by the Authority and the supplier is required to receive these fees and hold them in the Programme Fund.

## Extensions to the examination syllabus (‘Foundation’ and ‘Practitioner’) are not currently planned but if they are introduced, they would likely generate additional revenue earning opportunities for the Supplier and those active in the training market. The supplier must facilitate changes such as these as they occur from time to time.

# key milestones and Deliverables

## The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| **Milestone/Deliverable** | **Description** | **Timeframe or Delivery Date** |
| 1 | The continued delivery of all requirements outlined in Section 6, and detailed in 6.1 – 6.18 | On-going until contract end |
| 2 | Provide and execute an implementation plan meeting the requirements of Annex 6, of Attachment 10 Terms and Conditions. | Within 3 months of contract award |
| 3 | Full co-operation in any transition to a new supplier at the end of this contract, including but not limited to:The intellectual property, which belongs and is the property of the Authority. Intellectual property, owned by the Authority includes and is not limited to the examination materials and syllabuses for foundation and practitioner level, shall be transferred to the new supplier.Transfer of details of accredited training organisations and trainers, their examination status, and details of previously accredited providers and trainers (i.e. the register) where this information is available, and then holding this information securely, ensuring it is up to date and reportable to the Authority at the Authority’s request.1. Transfer details of any process, standards and approach, for current quality control system developed specifically and exclusively for the Better Business Cases programme and relating to the performance of the Better Business Cases qualification.

And all other reasonable steps requested by the Authority in order to ensure an efficient and timely handover to the new supplier (in the event of a new supplier being appointed) to ensure continuity in service delivery with no interruption to users. | During the transition period |

#

# MANAGEMENT INFORMATION/reporting

## As well as the survey of users and training organisations described in 6.4, the Supplier must provide regular quarterly reports on:

## ATO’s with analysis by country and analysis of joiners and leavers, and the current pipeline of requests for accreditation.

## Individual trainers by ATO with analysis by country and by examinations completed and with analysis of joiners and leavers and pipeline of requests for.

## Examination results monthly and in total with analysis by country and analysis of totals over time.

## Financial reports showing the Supplier’s income from the scheme in total and by source for the quarter and the year and over the period of the contract.

## Financial reports showing the Supplier’s costs in running the scheme in total and by source for the quarter and the year and over the period of the contract.

## Financial reports showing the Supplier’s net profit or loss arising from the scheme in total and by source for the quarter and the year and over the period of the contract.

## Financial reports showing income to the Authority’s programme fund arising from income generated by the scheme in total and by source for the quarter and the year and over the period of the contract.

## Financial reports showing costs charged to the Authority’s programme fund arising from the scheme in total and by source for the quarter and the year and over the period of the contract.

## Financial reports showing the net balance in the Authority’s programme fund arising from the scheme for the quarter and the year and over the period of the contract.

## Any other reports or amendments to these reports that are requested by the Authority at the quarterly joint management meetings (overseen by the Joint Management Board - JMB, membership of this board determined by the Authority) between the Authority and Supplier.

## The format of these reports are to be proposed by the supplier and agreed with the Authority post contract award.

# continuous improvement

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

## The Supplier should present proposals to the Authority during quarterly contract review meetings.

## 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.

# Sustainability

## There are no major sustainability requirements for this project, however where possible the Contracting Authority seeks to promote sustainable practise. This includes, but is not limited to, moving to paperless practise, reducing travel needs, conducting meetings using virtual or telephony methods.

# quality

## The Supplier shall perform each of the following services detailed below throughout the term of the contract with respect to all relevant elements of the Better Business Cases Programme.

## They will be accredited by the following body (or have a plan in place to become accredited by UKAS after Contract Award):

## United Kingdom Accreditation Service (UKAS)

## UKAS will assess if they meet the following international standards of skills:

## ISO/IEC 17024:2012 – people;

## BS ISO/IEC 17065:2012 – product/process

# PRICE

## There is no value in terms of spend for the Contracting Authority. This requirement will generate revenue for the Contracting Authority and the Supplier. The % share of examination revenue is fixed (25% to the Authority 75% to the Supplier), and the overall £ income generated depends on the market demand for the training.

# STAFF AND CUSTOMER SERVICE

## The Authority requires the successful Supplier to provide a sufficient level of resources throughout the duration of the Agreement in order to consistently deliver a satisfactory quality of service to all Parties.

## Supplier’s staff assigned to Agreement shall have the relevant competence and experience to deliver the contract.

## The Supplier shall ensure that staff understand the Authority’s vision requirements and objectives and will provide excellent customer service to the Authority throughout the duration of the Agreement.

# service levels and performance

## The Authority will measure the quality of the Supplier’s delivery by:

|  |  |  |
| --- | --- | --- |
|  | Service Level Performance Criterion | Service Level Performance Measure |
| 1 | Quality Survey | The results of customer satisfaction surveys from both individual candidates and training organisations. Targets to be agreed by JMB. |
| 2 | Delivery of accreditation | Significant growth in the numbers of courses and accreditations are expected in the UK and Internationally. The target to be agreed by the Supplier and the Authority at the meetings of the JMB. |
| 3 | Delivery of examinations | Number of examinations quarterly. |
| 4 | Accredited people | % of candidates trained quarterly. |
| 5 | Providing open quarterly reports | Within two weeks prior to meetings of the JMB. |
| 6 | Frequency of updates/communication | Quarterly Joint Management Board meetings and provide such other communication and information to the Authority as may reasonably be required from time to time to support the management of the contract and the Better Business Cases Programme. |

# Security and CONFIDENTIALITY requirements

## The Supplier must ensure that the relevant security standards are met.

# payment AND INVOICING

## As there is no cost to the Contracting Authority for this requirement, there is no immediate need for a payment and invoicing system to be in place.

## The Contracting Authority won’t be charged or invoiced for this requirement; however, they will accrue revenue from the requirement. This process will be overseen by the JMB and the payment of this revenue will be agreed by both the Contracting Authority and the Supplier.

# CONTRACT MANAGEMENT

## There will be quarterly Contract Management meetings between the Contracting Authority and the Supplier. These will generally be held virtually or via telephony methods.

## Where face to face attendance at Contract Review meetings is necessary this shall be at the Supplier’s own expense.

# Location

## The Supplier must have capacity to provide any of the deliverables under this contract to the United Kingdom and internationally; this may be direct by the Supplier or by their Key Subcontractor(s), subject to the agreement of the Authority.

## The Supplier must have proven international reach that can be marketed to develop and support the programme globally in line with the Authority’s requirements.

## The Supplier must be prepared to provide any of the deliverables under this contract anywhere in the world with the direction of the Authority this may be direct by the Supplier or by their Key Subcontractor(s), subject to the agreement of the Authority.