

Major Projects Leadership Academy (MPLA),

Orchestrating Major Projects (OMP)

&

Optional Services

RM6223

CONTRACT TERMS AND CONDITIONS SCHEDULE 2.1 SERVICES DESCRIPTION

ANNEX 1 SPECIFICATION OF SERVICES

This Schedule specifies the Services to be provided under this Contract

This schedule includes the following annexes:

*Annex **A** – Handbook of MPLA programme*

*Annex **B** – MPLA Leadership Competencies Overview*

*Annex **C** – MPLA Brochure*

*Annex **D** – Outline of OMP programme*

*Annex **E** – OMP Brochure*

*Annex **F** – Feedback on MPLA and OMP*

*Annex **G** – Further Information Links*

*Annex **H** – MPLA Contract (2012 - 22) Exit Information*

THE SERVICES

1. INTRODUCTION

- 1.1. The Cabinet Office, represented by the Infrastructure and Projects Authority, IPA, (the “Authority”), is seeking to establish a Contract for the continued provision of the Major Projects Leadership Academy (the “MPLA”), the Orchestrating Major Projects (“OMP”) and any future optional services required under this contract.
- 1.2. This Contract has been designed as a suitable replacement for the existing Major Projects Leadership Academy (MPLA) contract (RM1631), due to expire in July 2022. The policy drivers supporting the development and procurement of this Contract are to:
 - 1.2.1. Provide the Authority with a route to market compliant with UK Law
 - 1.2.2. Bring about a step change in how the Government delivers major projects. The aim is to build a world class project delivery system, one where projects are set up for success and deliver real benefits for people and communities across the UK, consistently
 - 1.2.3. Offer an improved agreement for both the Authority and Supplier with a focus on developing effective relationships to enhance the quality of the design and delivery of learning and services provided
 - 1.2.4. Achieve value for money
- 1.3. The Senior Responsible Owner (SRO) for the reprocurement of the MPLA and OMP and the ongoing Sponsor for the programme is the Director of the Project Delivery Function, Profession and Standards in the IPA. The Supplier shall be accountable to this Director for the MPLA, OMP and any future optional services required under this contract. The Director will specify a named contact with whom the Supplier shall work on a day-to-day basis.
- 1.4. The Authority, in its sponsoring role, will provide governance, strategic and operational oversight of the Supplier’s service delivery and will have centralised responsibility for the contract and Supplier’s performance management.
- 1.5. The Contract will be awarded for an initial period of 4 years with an option to extend up to a maximum of 3 years.
- 1.6. The purpose of this Contract Terms and Conditions Schedule 2.1 Services Description, Annex 1 (Specification) is to:
 - 1.6.1. Set out the scope of the Services that the Supplier shall make available to the Authority under this Contract
 - 1.6.2. Provide a description of the Services under this Contract; and
 - 1.6.3. Set out the specific Standards and requirements applicable to the provision of Services by the Supplier.

2. THE ROLE OF THE INFRASTRUCTURE PROJECTS AUTHORITY (IPA)

- 2.1. The Infrastructure and Projects Authority (IPA), formed on 1 January 2016, is the government's centre for project delivery and reports to both HM Treasury and the Cabinet Office. We support the successful delivery of all types of infrastructure and major projects. We work with government and industry to ensure infrastructure and major projects are delivered efficiently and effectively, and to improve performance over time. We want to create the best performing projects system in the world: our aspiration is nothing less than world class delivery. To achieve that we need extraordinary people capable of delivering project and performance excellence.
- 2.2. The purpose of the IPA Function, Profession and Standards Team is to set and drive continuing improvement in functional standards of project delivery; build professional capability and capacity; deliver world class leadership and learning programmes; and provide leadership to the project delivery profession across government. The [Government Functional Standard](#) for Project Delivery sets out how projects, programmes and portfolios are expected to be delivered in government; and this, and other guidance published by the IPA, should be taken into account by the Supplier to ensure that the next version of MPLA, OMP and any future services required under this contract, are in line with the IPA's own guidance on project delivery. See Annex G for the Project Delivery Functional Standard link and other IPA guidance.
- 2.3. The IPA Function, Profession and Standards Team work closely with the Customers across government, primarily through their Heads of Profession for Project Delivery and learning and development teams. They are the key stakeholders in the development of the Profession and provide the gateway and approval point for future Participants to be nominated for the IPA leadership development programmes.
- 2.4. The [functional model](#) of Government provides strong central leadership of the 12 cross-departmental functions. These functions include many of the 28 Government professions. Project Delivery is both a function and a [profession](#) and the IPA provides functional leadership for both, as the centre of expertise for project delivery within the UK government. See Annex G for further information on the functional model and the Project Delivery Profession.
- 2.5. The Government [launched the Government Projects Academy](#) in March 2021, which will sit as a faculty on the new [Government Learning Campus](#), promoting a culture of learning and targeted training to nurture and hone the skills of civil servants. The Academy will provide a single, virtual hub for professional standards, accreditation and training for Project Delivery Professionals working across government. Along with a clear set of roles, competencies and skills, the Academy will provide professionals with a 'licence to practice' and access to a redesigned learning curriculum to support them in their roles and accreditation.
- 2.6. The IPA is responsible for leadership and management of the Academy, and is also leading the development of the new assessment and accreditation framework, and the redesign of the curriculum, to deliver these ambitions. See Annex G for further information on the Government Projects Academy and Government Learning Campus.

3. INTRODUCTION TO MPLA AND OMP

3.1. MPLA

- 3.1.1. The MPLA was created in 2012 after a major project review identified a need to build project leadership capability within the Civil Service. The aim of the Academy is to build a cadre of world class leaders capable of delivering Major Projects successfully ("Major Projects" means those projects which feature in the Government's Major Project Portfolio (GMPP)). The [Major Projects Data](#) provides information on the progress of projects in the Government Major Projects Portfolio. See Annex G for more information on the GMPP.
- 3.1.2. The first contract for the MPLA was awarded in 2012 to Oxford Saïd Business School, University of Oxford.
- 3.1.3. MPLA is not a generic leadership programme. MPLA is a senior project delivery leadership programme for leaders who deliver Government's biggest and most challenging projects.
- 3.1.4. The MPLA is aimed at senior individuals (generally Senior Civil Service grades 1-2) who are primarily:
 - 3.1.4.1. **EITHER** currently in a Senior Responsible Owner (SRO) or Project Director (PD) role (or equivalent) leading a GMPP project. The GMPP is composed of:
 - 3.1.4.1.1. the largest, most innovative and highest risk projects and programmes delivered by government
 - 3.1.4.1.2. they are typically those where approval is required from HM Treasury, either because the budget exceeds delegated authority levels; and/or because the project is novel, complex, contentious, repercussive, or requires primary legislation
 - 3.1.4.2. **OR** a senior leader within a Portfolio office or a senior leader on a GMPP project (not the PD or SRO) accountable for a crucial element of the project delivery (e.g. Finance Director, Policy Lead, Finance Responsible Officer, Commercial Lead etc.).
- 3.1.5. The [Role of the SRO](#) provides further information including comparative information on the role of a Project Director. See Annex G for more information on the role of the SRO.

3.2. OMP

- 3.2.1. The OMP was created in 2016 for the government's most senior leaders and decision makers who influence the wider operating environment to enable project success at a strategic level. The programme was developed to build on the success of the MPLA by further enhancing the understanding of the operating environment and its challenges in which major projects are delivered and creating stronger alignment between policy and project delivery.
- 3.2.2. OMP is not a generic leadership programme. OMP is a senior leadership programme for leaders who sponsor government's major projects and aims to drive a greater appreciation of the capabilities required to lead and shape major project environments.

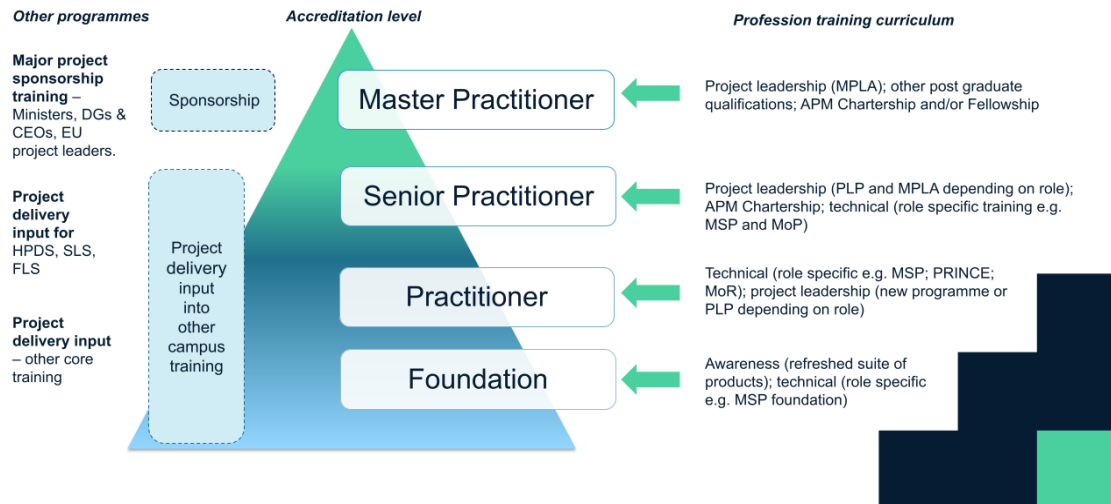
- 3.2.3. The OMP is aimed at senior leaders at Directors General level (Senior Civil Service Grade 3) and Chief Executives (CEOs) within government departments, arm's-length bodies (ALBs) and some other public sector organisations.
- 3.2.4. The diagram below sets out how the MPLA and OMP are positioned along the spectrum of professional capability for the project delivery profession in Government, consistent with the current [Project Delivery Capability Framework](#) (PDCF). The PDCF has been produced to support the capability development of all project delivery professionals in government. See Annex G for more information on the PDCF.

Project Delivery Curriculum – key elements



- 3.2.5. The diagram below details the proposed Project Delivery Assessment and Accreditation Framework and the training linked to the different accreditation levels, Foundation, Practitioner, Senior Practitioner and Mastery. MPLA is expected to be one of the recognised qualifications, alongside PLP, for Senior Practitioner accreditation, and will be a required qualification for Master Practitioner accreditation, with other requirements likely to involve a master's level qualification or equivalent, and specialist domain expertise.
- 3.2.6. The learning offer that supports the new Project Delivery assessment and accreditation framework is under review, but the MPLA will remain a core element of the framework.
- 3.2.7. The PDCF will be updated to reflect these changes as they are introduced over the coming year. OMP will remain a programme for senior sponsors, and will not be included in the professional accreditation framework.

How your training will map to accreditation



- 3.3. The MPLA and OMP are not “open” courses and this will not change. Specific individuals are nominated by Customers to attend the programmes. MPLA is aimed at the key individuals in leadership roles, typically the Senior Responsible Owner and Project Director, who are accountable for the delivery of major projects on the GMPP but may also include people in other key project delivery leadership roles. Participation shall always be subject to discussion with, and agreement by, the Authority.
- 3.4. Many Participants will have a project delivery professional background but some may come from other disciplines e.g. policy and operations. In all cases Participants are expected to be personally committed to their development as major project delivery leaders in government and be highly enthused, motivated and engaged to fully benefit from the MPLA or OMP.
- 3.5. The Supplier should note that the perceptions of the MPLA and OMP’s quality and reputation amongst senior Civil Service Government stakeholders, and potential Participants are critical for the credibility of these programmes and will influence actual uptake.

4. THE REQUIRED SERVICES

- 4.1. The first version of MPLA has proved highly successful and will remain the core foundation of the programme. However, the Authority is seeking innovative proposals to improve and update the course design in both content and delivery method, including latest project delivery and government thinking and leading modern practices nationally and internationally. It must also consider how to be flexible for the future civil service, as it evolves. See Annex F for Participant Feedback on the current and future MPLA.
- 4.2. The OMP has also proved successful. However, although the programme has been well received, the Authority is seeking proposals to improve and update the course design in both content and delivery methods. The Authority has gathered OMP alumni feedback to help inform Supplier proposals for the new version of OMP. See Annex F for Participant Feedback on the current and future OMP.
- 4.3. The main services that the Supplier shall be responsible for include, but are not limited to, the following:
 - 4.3.1. Refresh of the design, format and curriculum of the MPLA and OMP

- 4.3.2. Leading, mobilising and delivering the 'Phase 1' MPLA Implementation Services - providing a project team, including but not limited to Academic Programme Director/Lead Designer, Project Manager, Content Design Subject Expert(s) and Service Delivery Manager.
- 4.3.3. Leading, mobilising and delivering the 'Phase 2' OMP Implementation Services and MPLA and OMP Operational Services - providing a programme team including but not limited to Academic Programme Director, Faculty Subject Experts (Instructors), Programme Co-ordinator(s), Service Delivery Manager.
- 4.3.4. Providing all faculty, practitioners and other speakers required to deliver the MPLA and OMP
- 4.3.5. Refresh of the competency framework for the MPLA
- 4.3.6. Development of the personal Participant assessment framework for the MPLA
- 4.3.7. The assessment framework for programme performance for both the MPLA and OMP
- 4.3.8. The marketing materials and applications process for the MPLA and OMP, including alignment with IPA and Profession branding requirements
- 4.3.9. Providing all venues, online platforms/technical services, course equipment and materials for MPLA and OMP
- 4.3.10. All course administration, scheduling and booking for the MPLA and OMP
- 4.3.11. All Participant Fee collection and administration for MPLA and OMP
- 4.3.12. Full operational management and delivery of both MPLA and OMP programmes
- 4.3.13. The final programme assessment processes and closing event for Participants for MPLA
- 4.3.14. Working with the Authority in the design and delivery of any future optional services
- 4.4. The requirement is divided into 2 phases covering the Implementation Services and Operational Services for both programmes:

MPLA Implementation Services	Phase 1 - MPLA Programme Design Refresh (Refer to sections including 6.1 - 6.6 and 6.15 - 6.16 of this specification*)
MPLA Operational Services	Phase 2 - MPLA Programme Delivery (Refer to sections including to 6.8 - 6.16 and 6.3 of this specification*)
OMP Implementation Services	Phase 2 - OMP Programme Design Refresh (Refer to sections including 7.1 - 7.5 and 7.11 - 12 of this specification*)
OMP Operational Services	Phase 2 - OMP Programme Delivery (Refer to sections including 7.7 - 7.12 and 7.3 of this specification*)

*In addition the general requirements set out in this specification shall apply to the provision of the Implementation Services and Operational Services for MPLA and OMP

- 4.5. The Supplier shall provide the full Mandatory Requirements specified in Paragraph 5 to 7 and may also provide the Optional Services listed in Paragraph 8, if and when required by the Authority, during the Contract Period.
- 4.6. The Supplier shall commence the delivery of the services on Contract Award, in accordance with the Milestones and Activities set out in Paragraph 5.1.

5. MANDATORY REQUIREMENTS ACROSS MPLA, OMP & OPTIONAL SERVICES

The Supplier shall fulfil the Mandatory Service Requirements in their entirety in order to meet both the Implementation Services and Operational Services requirements of this Contract:

5.1. Milestones and Activities

- 5.1.1. The Supplier shall be capable of working with the Authority from the date of contract award so as to comply with the Milestones and activities set out below:

Phase	Milestone/Activities
Phase 1 Months 1 - 2	<ul style="list-style-type: none"> Confirm Governance and finalise proposed Plan of Works Agree and finalise proposed MPLA Programme Overarching Structure and provisional Scheduling Refresh of the MPLA Competency Framework Commence MPLA Programme content refresh Agree Participant Assessment Framework Agree Programme Assessment Framework Online Platform/tech support services/Participant services set and tested Nomination/application processes set and tested
Month 3	<ul style="list-style-type: none"> Online System live for application access Nomination/application process launched
Months 3 - 5	<ul style="list-style-type: none"> Continue and finalise MPLA Programme content refresh Finalise and sign off MPLA
Phase 2 Month 6	<ul style="list-style-type: none"> Launch of first MPLA Cohort
Month 6 - 12	<ul style="list-style-type: none"> Review and revision of MPLA Cohort format/content as nec. Design/refresh of and planning OMP Roll out further MPLA Cohorts Finalise and sign off of OMP Roll out of first OMP Cohort Design and planning of MPLA non-residential format
Month 13 onwards	<ul style="list-style-type: none"> Roll out of first MPLA non-residential format Ongoing service delivery

- 5.1.2. The deliverables in this table which are Milestones are detailed in Schedule 6.1 of the Contract Terms and Conditions. Any changes to the timescales, at the discretion of the Authority, set out in 5.1.1 will be communicated and discussed with the Supplier.

5.2. Supplier Personnel and Customer Service

- 5.2.1. The Supplier shall ensure that all Supplier Personnel involved in the Implementation Services and Operational Services delivery including design, content, structure, teaching and learning approach, programme administration, programme delivery, quality assurance, performance management and Participant learning support processes act in a responsible and professional manner and possess the qualifications, experience and competence appropriate to the tasks for which they are employed.
- 5.2.2. The Supplier shall ensure that all Supplier Personnel provide the Services with due skill, care and diligence, as expected of a skilled professional engaged in performing services similar to the Contract Services.
- 5.2.3. The Supplier shall ensure key resources are allocated to the Implementation Services and Operational Services including, but not limited to, Academic Programme Director/Lead Designer, Project Manager, Content Design Subject Expert(s), Faculty Subject Experts (Instructors), Programme Co-Ordinator(s), and Service Delivery Manager.
- 5.2.4. The Supplier shall ensure that appropriately qualified and experienced academic subject experts, who are recognised in their field nationally and internationally and have a proven track record in teaching and/or facilitation, lead the revision and innovation of the MPLA and OMP teaching and learning approach, programme framework and curriculum.
- 5.2.5. The Supplier shall ensure, where applicable and as a minimum, that the MPLA and OMP Implementation Services and Operational Services team includes, but not limited to the role, characteristics and experience descriptions below:

Role	Characteristics and Experience	Role Description
Academic Programme Director/Lead Designer	Demonstrable substantial relevant industry experience and recognised expertise in the major project field (with between 5 to 10 years relevant experience in an academic setting post attaining a relevant industry-recognised professional qualification). Substantial experience in the planning, design and implementation / delivery of all learning and development requirements, with substantial experience of leading or directing major complex, high quality leadership learning programmes and courses	<ul style="list-style-type: none"> • Key point of contact with the Authority • Overall responsibility for the Implementation Services and Operational Services delivery of the MPLA / OMP programme • Overall responsibility for quality assurance, success of the MPLA / OMP programme and supervision of Supplier staff • Overall responsibility for working within budgets agreed as part of the contract • Considered expert in their field • Appropriate direct contribution to the design of the MPLA / OMP programme bringing genuine strategic insight
Subject Expert - (Content Design)	Demonstrable substantial relevant industry and recognised experience in their field (with at least 5 years relevant experience in an academic setting post attaining a relevant industry recognised qualification). Substantial experience in the planning, design and implementation of the subject matter learning and development requirements and of designing high quality learning programmes and courses for	<ul style="list-style-type: none"> • Main point of contact for the day to day liaison with the Authority and or their nominated representatives to agree the final MPLA / OMP programme content requirements • Responsibility for the planning and content design of the MPLA / OMP programme • Responsibility for quality assurance, success of the MPLA / OMP programme content and supervision of Supplier staff

	senior and executive level	<ul style="list-style-type: none"> • Responsibility for working within relevant budgets as agreed as part of the contract • Considered expert in their field and subject matter • Direct contribution to the content design, ensures the MPLA / OMP programme content delivers world class, high quality, impactful learning and development experiences for the Participants and delivers the required outcomes
Project Manager	Demonstrable experience in the management and delivery of projects (with at least 3 years relevant experience post attaining a relevant industry recognised professional qualification). Evidence of high quality learning and development projects and client-facing experience	<ul style="list-style-type: none"> • Main point of contact for the day to day liaison with the Authority on routine MPLA / OMP project management matters • Responsibility for working with the Supplier's team and the Authority and/or nominated representatives to initiate, plan, prioritise MPLA / OMP work activities to ensure that they are completed efficiently, on time, on cost and to an appropriate standard • The use of a project manager will not abdicate the responsibility on the part of the Academic Programme Director for proper oversight and effective MPLA / OMP Implementation Services delivery
E-Learning Developer (Content design)	Demonstrable substantial experience in digital and on-line learning design and development (with at least 3 years relevant experience post attaining a relevant industry recognised qualification). Evidence of using in depth knowledge of learning theory and instructional design processes to design and develop effective digital and instructor led learning	<ul style="list-style-type: none"> • Responsibility for working closely with the Supplier's subject experts and the Authority to ascertain key learning objectives to inform and create inclusive, accessible, engaging and impactful digital blended learning experiences • Direct contribution to the design of digital and online interactive learning experiences to suit a diverse range of learning styles so as to deliver successful MPLA / OMP programme outcomes
Faculty Subject Expert (Instructor)	Demonstrable substantial relevant industry and recognised experience in their field (with at least 5 years relevant experience in an academic setting post attaining a relevant industry recognised qualification) and in the researching of the subject matter learning and development requirements. Substantial experience of delivering high quality learning programmes at senior and executive level, bringing genuine strategic insight	<ul style="list-style-type: none"> • Responsibility for planning, preparing and delivering MPLA / OMP relevant, accurate and high impact content through teaching and learning activities that take account of the needs and well-being of diverse individual Participants as well as the cohort groups of learners. • Responsibility for quality assurance, technical accuracy of the MPLA / OMP programme / content and supervision of Participants • Direct contribution to the delivery of the MPLA / OMP programme content and imparting own deep subject matter knowledge to deliver world class, high quality, impactful learning and development experiences for the Participants that delivers the required outcomes. • Will collaborate with the Facilitator (where appropriate) and liaise with Supplier wider MPLA / OMP learning design and delivery team as appropriate

Learning Facilitator	Demonstrable substantial experience as a learning facilitator (with at least 5 years relevant experience in an academic setting, post attaining a relevant industry recognised qualification) using knowledge of how people learn to create an active environment that embraces Participants' prior knowledge and unique learning style. Significant evidence of designing and facilitating skills and behaviour workshops, leadership development or senior board interventions.	<ul style="list-style-type: none"> ● Responsibility for the MPLA / OMP design, planning and resources required to deliver high quality sessions that are both engaging and thought provoking for senior leader level Participants and to ensure the learning objectives and outcomes are met effectively. ● Will collaborate with the Faculty Subject Expert Instructor and liaise with the Supplier's wider MPLA / OMP learning design and delivery team members as appropriate
Programme Coordinator	Demonstrable experience in coordination and delivery of learning and development interventions (with at least 2 years relevant administrative experience). Evidence of good interpersonal and communication skills, as well as organisational skills and knowledge of coordinating programmes	<ul style="list-style-type: none"> ● Main point of contact for the day to day liaison with the Authority on administrative activities of the MPLA / OMP programme. ● Responsibility for managing the day to day tasks that keep the MPLA / OMP programme running smoothly ● Will liaise with the Supplier's wider team members as appropriate
Service Delivery Manager	Demonstrable experience in service delivery management (with at least 3 years relevant experience, post attaining a relevant industry recognised qualification). Evidence of strong leadership, contract management, quality control, resource planning and Customer service skills.	<ul style="list-style-type: none"> ● Main point of contact for the day to day MPLA / OMP contract management and ongoing service delivery ● Responsibility for maintaining positive relationship with the Authority and Customers, tracking metrics against the Key Performance Indicators and Subsidiary Performance Indicators, resolving issues, assessing feedback and using creativity to establish, improve, and refine services ● Determining ways to reduce costs without sacrificing quality and Customer satisfaction ● Will lead and liaise with the Supplier's wider service delivery team

5.2.6. The Supplier shall ensure that Supplier Personnel respond flexibly and within agreed timescales set by the Authority in response to requests, including changes to planned work.

5.2.7. The Supplier shall comply with the Contract Terms and Conditions Schedule 2.2 Performance Levels.

5.2.8. The Supplier shall ensure at all times that the technological expertise, equipment and other resources (including staffing levels) are sufficient to offer Participants at all times, a continual and reliable support service. This service shall include a technical help desk facility and a single point of contact for the purpose of escalating any service-related complaints or other services issues that may arise throughout the contract period.

5.2.9. The Supplier shall provide a Customer service helpdesk which:

5.2.9.1. Provides a telephone number and email contact point

5.2.9.2. Is available between 8.30am and 5.30pm on working days (excluding UK Bank Holidays)

5.2.9.3. Acknowledges all enquiries by the next working day

- 5.2.9.4. Can provide password resets for any online services
- 5.2.9.5. Can deal with general Participant issues
- 5.2.9.6. Ensure that it undertakes the booking of all Participants onto each necessary Component of the programme (taking into account any individual needs and dietary requirements)
- 5.2.9.7. Ensure timely provision of appropriate programmes and logistical information to all authorised Participants
- 5.2.9.8. Provide all learning support resources and materials to support Participants throughout the programme.

5.3. Management of External Resources

- 5.3.1. The Supplier shall, when operating as part of a Group of Economic Operators and/or using Subcontractors, ensure that they manage the external resource to ensure:
 - 5.3.1.1. Appropriately skilled and expert learning resource is mobilised within the timeline stipulated by the Authority
 - 5.3.1.2. Teams work collaboratively and cohesively
 - 5.3.1.3. Knowledge transfer throughout delivery of the Services is seamless, to ensure timely delivery of the Services and to minimise costs
 - 5.3.1.4. The resource cost is reasonable and proportionate to the complexity of the service requirement and levels of expertise required.

5.4. Collaborative Working

- 5.4.1. The Supplier shall be required to work collaboratively with the Authority and our nominated stakeholders, to develop, and agree proposals for the final design and course content, structure, teaching and learning approach and other services including but not limited to course administration, quality assurance and Participant learning support processes before Phase 2 commences.
- 5.4.2. The Authority shall put in place a Design Working Group (DWG) during Phase 1 to review, test and make recommendations on the refresh of the MPLA. This group will support the refresh of the MPLA and be an opportunity for the Supplier to sense check and test content with experts in key topics to be covered in the programme.
- 5.4.3. The Supplier shall build liaison with the DWG into the mobilisation and will schedule meetings every 3-4 weeks during the period allocated for the MPLA design refresh, unless otherwise agreed with the Authority. The Supplier shall undertake the secretariat role, including duties such as but not limited to scheduling meetings, sending invites, providing documentation and taking minutes.

5.5. Continuous improvement

- 5.5.1. The Supplier shall drive continuous improvements in the design and delivery of MPLA and OMP ensuring that the content, delivery methods, services and approach remains current, relevant and effective throughout the lifetime of the Contract.
- 5.5.2. The Supplier shall proactively manage the MPLA and OMP services to innovate and learn from the experience of working in learning and thought leadership to create impactful learning experiences in line with changing business priorities that:

- 5.5.2.1. Uses evidence from management information, learning evaluation and Participant experience to inform decision making about the MPLA and OMP design, ensuring it is improving capability and business outcomes and provides value for money.
- 5.5.2.2. Offers the flexibility to meet changing MPLA and OMP demands and develop products for future requirements through: learning consultation expertise, and design capability.
- 5.5.2.3. Uses research evidence to create the best learning experiences to support behaviour change e.g. neuroscience and behavioural insights.
- 5.5.3. The Supplier shall identify data sources, manage and analyse data and use it to continuously improve capability and business outcomes from the Services provided to the Authority and the MPLA and OMP Participants on an ongoing basis.
- 5.5.4. The Supplier shall gather qualitative feedback and lessons learned from each Cohort and module and use this information within the continuous improvement and refinement of the MPLA and OMP, thereby ensuring that the content and approach remains current, relevant and effective throughout the lifetime of the Contract.

5.6. Social Value Priorities

- 5.6.1. The Supplier shall support the themes and policy outcomes set out in [Procurement Policy Note 06/20](#).
- 5.6.2. The following are key policy outcomes for this Contract in line with [Procurement Policy Note 06/20](#).
 - 5.6.2.1. Tackle workforce inequality and improve diversity; and
 - 5.6.2.2. Improve health and wellbeing.
- 5.6.3. In support of these policy outcomes the Supplier shall use all reasonable endeavours to progress its current and proposed Social Value activities with respect to tackling workforce inequality and improving diversity, and improving health and wellbeing.
- 5.6.4. The Supplier shall submit existing and planned activities to tackle inequality and to improve diversity with respect to Under-Represented Groups in employment, skills and pay in the Contract Workforce. This information will be included within the Contract on award.
- 5.6.5. The Supplier shall submit existing and planned activities to support health and wellbeing, including physical and mental health and wellbeing, in the Contract Workforce. This information will be included within the Contract on award.
- 5.6.6. The Supplier shall ensure that all of its Key Sub-contractors comply with the requirements set out in Paragraphs 5.6.1 to 5.6.5 in the provision of the Services provided under this Contract.
- 5.6.7. At the end of each Contract Year, the Supplier shall provide to the Authority the following:
 - 5.6.7.1. the Social Value Reports; and

- 5.6.7.2. (if the Supplier or any of its Key Sub-contractors have failed to meet any of the Social Value Improvements) a letter of explanation and the Supplier's action plans to remedy this moving forward (Social Value Action Plan).

5.7. Programme Performance Impact and Benefits

- 5.7.1. The Supplier shall create an effective programme performance and impact evaluation framework that builds in measures that assess the demonstrable benefit, not only for individual Participants but also in terms of the impact on government major project delivery.
- 5.7.2. The Supplier shall design an evaluation system, supported by the appropriate metrics, which allows the Authority to assess the impact and effectiveness of the learning interventions, the quality of its products, the business benefits of the learning and the return on investment that the learning brings.
- 5.7.3. In designing this system the Supplier shall pull on previous experience, latest thinking and tools and have expertise in designing evaluation frameworks that generate appropriate evidence of the above criteria. The Authority will have the final sign off of the evaluation framework and processes.
- 5.7.4. The Supplier shall ensure that the design of the evaluation system includes, as a minimum, measurement of the applicable Key Performance Indicators as set out in the Contract Terms and Conditions Schedule 2.3 and in addition:
 - 5.7.4.1. Measurement of Participant satisfaction that takes place after the completion of each formal learning module of MPLA and OMP
 - 5.7.4.2. Measurement of learning outcomes that takes place after the completion of each learning module for MPLA or OMP
- 5.7.5. The Supplier shall, in monitoring and measuring successful delivery of the Programmes, consider not just the satisfaction levels with the programme itself but additionally measure the demonstrable difference it has made to individuals and its wider impacts. The Supplier shall therefore plan, as part of its evaluation processes, and in collaboration with the Authority, how to evaluate the following success criteria:
 - 5.7.5.1. Evidence that majority of the Programme Participants and alumni have developed their project delivery capability resulting in recognisable benefits to personal delivery, delivery of their project (where applicable) and their departments
 - 5.7.5.2. There is an increasing number of alumni identifying or recognising themselves as member of the project delivery function across government
 - 5.7.5.3. A recognisable positive effect on retention rates of project leaders, within the Civil Service, who have attended the MPLA or OMP
 - 5.7.5.4. MPLA and OMP recognised as an inclusive programme attracting and retaining a diverse Participant base reflecting the broader composition of the project delivery profession and the Civil Service
- 5.7.6. The Supplier shall ensure the Authority has access to all data and information from paper based forms, including comments, and any electronically stored data and information. The data and information collection must be flexible to meet the Authority's management information requirements across the course of the contract.

The Supplier shall analyse and comment on key trends in evaluation data and information.

- 5.7.7. The Supplier shall develop and deliver a benefits management strategy to ensure measurement of the wider impacts and benefits realisation of the MPLA, including from a Customer and IPA perspective. The Authority will have the final sign off of the MPLA benefits measurement strategy.
- 5.7.8. The Supplier shall ensure that the benefit management strategy includes, as a minimum, the process for:
 - 5.7.8.1. Defining the benefits
 - 5.7.8.2. Quantifying and measuring the benefits
 - 5.7.8.3. Tracking the progress of the benefits
 - 5.7.8.4. Benefits realisation plan
 - 5.7.8.5. Governance sign off
- 5.7.9. The Supplier shall develop the benefits management strategy to ensure measurement of the wider impacts and benefits realisation of the OMP. The Authority will have the final sign off of the OMP impact and benefit measurement strategy.
- 5.7.10. The Supplier shall ensure that the benefits management strategy includes, as a minimum, the process for:
 - 5.7.10.1. Defining the benefits
 - 5.7.10.2. Quantifying and measuring the benefits
 - 5.7.10.3. Tracking the progress of the benefits
 - 5.7.10.4. Benefits realisation plan
 - 5.7.10.5. Governance sign off

5.8. Security Requirements

- 5.8.1. The Supplier shall read, understand and respond to the security requirements in accordance with Contract Terms and Conditions Schedule 2.4 - Security Management.
- 5.8.2. The Supplier shall comply with the Security requirements as set out in Contract Terms and Conditions Schedule 2.4 - Security Management.
- 5.8.3. The Supplier shall comply with Contract Terms and Conditions Schedule 2.4 Clause 6 Certification Requirements and shall provide the Authority with a copy of each such valid certificate of compliance prior to the Contract Award date.
- 5.8.4. In accordance with the Contract Terms and Conditions Clause 22 Confidentiality the Supplier shall ensure that all Supplier Personnel treat all information which may be disclosed by Participants (either verbally or in writing) throughout the duration of the Contract and beyond, confidentially and in line with government security policies. In

consideration of this requirement, the Supplier may wish to review the [Government's security policy framework](#). Further information can be found in Annex G.

- 5.8.5. The Supplier shall ensure that all Authority data is stored, processed and viewed within the UK/EEA. This requirement will also apply to any subcontractors or third party Suppliers and products.

5.9. Intellectual Property Rights (IPR)

- 5.9.1. As set out in Clause 17 of the Contract Terms and Conditions, any Project Specific IPR (i.e. intellectual property created by the Supplier specifically for the purpose of delivery of the services) shall be transferred to the Authority.
- 5.9.2. The Authority will licence the Project Specific IPR and the Authority Background IPR to the Supplier solely to the extent necessary for performing the Services and the Supplier shall not, without the Authority's prior written consent, use the licensed materials for any other purpose or for the benefit of any person other than the Authority.
- 5.9.3. It is anticipated that the Authority will make the MPLA brand available for use by the Supplier but this may be subject to additional constraints. The Authority shall supply written instructions in respect of use of the MPLA brand with which the Supplier must comply.

5.10. Communications branding and marketing

- 5.10.1. The Supplier shall be required to work with the Authority to develop a communications and marketing strategy in order to ensure that all communications with Customers relating to the promotion or administration of the MPLA, OMP and any future optional services are appropriate and have Authority approval.
- 5.10.2. The Supplier shall provide appropriately skilled communications resources to maintain active communications with all those working within the Supplier's organisation and supply chain and to ensure all parties are kept up to date with developments. The Supplier will ensure regular coordination of communications with the Authority and other delivery partners working for the Authority.
- 5.10.3. The Supplier shall provide appropriately skilled support to work with the Authority to provide a reactive media service where required.
- 5.10.4. The Supplier shall be required to review the existing MPLA and OMP branding and update in line with the Authority's branding guidelines, across any promotional materials, training materials and course content, as directed by the Authority.
- 5.10.5. The Supplier shall ensure consistent application of branding, including visual identity and maintaining the Authority style and tone (or development of alternative branding approaches for different Customer groups, as required).
- 5.10.6. The Supplier shall be responsible for producing and providing all promotional material, to use when recruiting Participants onto the MPLA, OMP or other services. Any such material will be designed with and approved by the Authority.
- 5.10.7. The Supplier shall, at all times, ensure that the design, development and delivery of all related training materials and Services meets the Authority's specifications, standards and branding requirements. The Authority reserves the right, in its absolute discretion, to direct the Supplier to amend the content or provision for the

MPLA, OMP and any optional services in any manner it reasonably deems necessary.

5.11. Alumni Networking and Promotional Events

- 5.11.1. The Authority has established a cross-Government alumni networking group for existing leaders from PLP, MPLA and OMP. This will be extended to include all future leaders who are accepted onto the next version of the programmes.
- 5.11.2. The Supplier will be invited to attend and/or to speak at events organised by the Authority for this group. The events will be an opportunity to network and promote the programmes with Customer Heads of Profession, recruit alumni for speaking engagements or other activities for the programmes and engage with professional bodies who are regularly invited to attend or host events. Reasonable attendance at such events shall be required and shall not be deemed an additional chargeable service.
- 5.11.3. The Supplier shall be entitled to recover Reimbursable Expenses, as defined in Schedule 7.1 Charges And Invoicing of the Contract Terms and Conditions, in respect of the attendance at alumni events as set out in this paragraph 5.11.3 only.

5.12. Equality, Diversity and Inclusion

- 5.12.1. The Authority is committed to providing Services which embrace diversity and inclusion and which promote equality of opportunity. The Supplier shall ensure consideration is made of any potential diversity, inclusion and equality impacts and risks and be capable of demonstrating how they will address these in delivery of the services.
- 5.12.2. The Supplier will have a current and robust equality, diversity and inclusion policy to demonstrate the commitment of their organisation to equality, diversity and inclusion.
- 5.12.3. The Supplier will ensure they provide a diverse and representative faculty delivery team for MPLA, OMP and any future additional services. Any subcontractors must also subscribe to the same standard of D&I as the lead contractor.
- 5.12.4. The Supplier shall ensure the design, development, content and delivery of the MPLA, OMP and any future optional services will support the Civil Service strategies on diversity and inclusion, including the [Government Project Delivery Profession Diversity and Inclusion Strategy](#). See Annex G for a link to the strategy.
- 5.12.5. The Supplier will review all programme materials and resources as they are created to ensure they are inclusive, diverse and representative of the Civil Service to promote equality of opportunity. This will include but is not limited to; marketing brochures, web pages, programme handbooks and learning materials such as slide decks for MPLA, OMP and any future optional services.
- 5.12.6. The Supplier shall ensure that marketing materials for MPLA, OMP and any future optional services will reflect the diversity of the Civil Service. The Supplier will also ensure that any marketing materials will be readable using the most common assistive technologies (screen readers and speech recognition software).
- 5.12.7. The Supplier will make the MPLA, OMP and any future optional services as accessible as possible. This may include but is not limited to; physical accessibility,

software accessibility, all online video content either transcript or subtitles, hearing loops, dietary requirements, religious requirements such as provision of prayer rooms, large print for visual impairments.

- 5.12.8. The Supplier shall ensure that it can respond flexibly in its delivery, to accommodate different Participant needs, particularly disabilities and carer responsibilities. The Authority expects that all reasonable adaptations should be accommodated and included in the Participant Fee. The Supplier shall submit in advance any additional cost, which must be agreed by the Authority.
- 5.12.9. The Supplier should review when considering inclusion and accessibility the Public Sector Bodies Accessibility Regulations (PSBAR) 2018 and the Equality Act 2010, section 20 (“reasonable adjustments”) and section 149 (“public sector equality duty”). See Annex G for links to Public Sector Bodies Accessibility Regulations 2018 and the Equality Act 2010.
- 5.12.10. The Supplier shall collect and hold Participant equality and diversity monitoring data electronically from each cohort of MPLA and OMP as part of the online application process and where required at the conclusion of an individual’s MPLA and OMP participation or at any deferral point. The data to be collected is set out in Schedule 11 (Processing Personal Data) of the Contract Terms and Conditions and will be held in compliance with all data protection and security provisions under this contract and in Law. The Authority may request collection of additional data, which will be agreed with the Supplier when required.
- 5.12.11. The Supplier will not be required to share identifiable sensitive or special category Participant data with the Authority. The Supplier will be required to report on anonymised equality and diversity monitoring data at the quarterly review meetings.

5.13. Digital Solutions and Online Platform

- 5.13.1. The Supplier shall provide, as part of its digital solutions, online systems which support the Participant application and learning journey for both MPLA and OMP.
- 5.13.2. The Supplier shall provide an online application process which allows applicants to access and submit their applications for both the MPLA and OMP programmes via an online portal. The application information to be collected will be based on the existing MPLA and OMP application forms. Customer Heads of Profession and their learning teams strictly control the pipeline of applicants for MPLA and for OMP applicants require approval from their Permanent Secretary or other Senior Sponsor. Therefore a mechanism should be built in for Customer sponsors to sign off applications for both programmes. Places should not be offered without these approvals in place. Details on how to apply to the programmes will be included as part of the marketing materials to be provided by the Supplier and agreed with the Authority in accordance with paragraph 5.10.
- 5.13.3. The Supplier shall provide an online platform which will support the learning journey of Participants from onboarding through to final graduation.
- 5.13.4. The Supplier shall ensure that the platform offers the following functionalities:
 - 5.13.4.1. Joining instructions

- 5.13.4.2. Further onboarding information required including IPA reviewer accreditation details, CV and purchase order/finance information for invoicing
- 5.13.4.3. General administration and links to helpdesk/programme coordinators
- 5.13.4.4. Full Programme information including calendar and timetables
- 5.13.4.5. Full guidance and information on assessment processes including final assessment panel
- 5.13.4.6. Links to Participant assessment systems including 360 and psychometric/skills assessment
- 5.13.4.7. Guidance and links to IPA High risk review commitment and process with IPA Assurance and Systems Learning Team
- 5.13.4.8. Links to Participant personal development plan tool
- 5.13.4.9. Participant programme evaluation/feedback tools
- 5.13.4.10. Programme tracker for Participants to check their progress/scores for all key activities and assessments
- 5.13.4.11. E-learning and Resources
- 5.13.4.12. Be accessible by Customer systems - testing to be included as part of the mobilisation phase to mitigate issues for Participants
- 5.13.4.13. Be adaptable for Participant accessibility requirements
- 5.13.4.14. Be accessible without requiring any additional software or hardware
- 5.13.4.15. Must meet security standards set out in the terms and conditions of the contract
- 5.13.4.16. Allow access by specified Authority team members to a management information section providing a dashboard of up to date key Cohort statistics, to be agreed by the Authority with the Supplier

5.14. Venues and Locations

- 5.14.1. The Supplier must ensure the venue(s) for delivery of the residential format for MPLA and delivery of the OMP is located in the South of England within 2 hours travel time (on public transport) from a Zone 1 London station.
- 5.14.2. For the first Cohort of the non-residential format of MPLA, the face to face elements should be located at a venue within Central London, travel zone 1. For the following non-residential format Cohorts a suitable location and venue will be agreed between the Supplier and the Authority.
- 5.14.3. The Supplier should ensure that proposals for all the face-to-face Components of the programme have been located to try to minimise travel time and travel-related expenses for Participants where possible.

- 5.14.4. A Participant's travel costs to and from the venue(s) will be paid by the Participant's department. Any travel costs incurred by the Supplier must be included in the Participant Fee.
- 5.14.5. The Supplier shall ensure that appropriate contingency arrangements are put in place to prevent disruption to planned services and events.
- 5.14.6. The Authority expects that during the life of the contract there will be a requirement for MPLA and OMP to be delivered in other regions of the UK, such as [SmarterGov](#) and [levelling up](#). See links to Government initiatives on regional hubs and levelling up in Annex G.
- 5.14.7. Where the Authority requires delivery in an alternative UK location, the Supplier must ensure both the MPLA programme, whether the residential or non residential format, and the OMP programme can be delivered at a venue(s) located no more than approximately 45 minutes travel time (on public transport) from the centre of a suitable major city, such as Bristol, Birmingham, Manchester or Newcastle. Alternatively the Authority may propose venues from the Government estates. Locations, timelines and any cost implications for delivery will be agreed between the Authority and the Supplier.
- 5.14.8. The Supplier shall ensure that all meals, food and refreshments are provided to Participants throughout the duration of any day or residential event. The cost of all such catering or refreshments will be included in the Participant fee.
- 5.14.9. The Supplier shall be responsible for arranging all course venues and all event related services, ensuring that premises offer safe and suitable and fully accessible working/learning environments.
- 5.14.10. The Supplier shall book all required accommodation for Participants. The Supplier shall ensure that overnight accommodation costs for any residential elements of the programme are fully covered within the Participant programme fees. All accommodation must meet a business executive standard (e.g. bedroom with working area and ensuite facilities).

5.15. Participant Records and Data

- 5.15.1. The Supplier shall create and maintain appropriate Participant records in respect of the MPLA, OMP and any future optional services (as appropriate), including but not limited to:
 - 5.15.1.1. Application process and status
 - 5.15.1.2. Programme progression
 - 5.15.1.3. Programme assessment and certification outcomes
 - 5.15.1.4. Participation issues, delays and deferrals
 - 5.15.1.5. D&I data collection
 - 5.15.1.6. Programme impact and benefits
- 5.15.2. The Supplier shall ensure that all records are up-to-date and maintained securely at all times in line with the security requirements set out in this specification and Schedules 2.4 and 11 of the Contract Terms and Conditions.

5.16. Management Information, Data and Reporting

- 5.16.1. The Supplier shall, at all times, deliver timely and accurate Management Information to the Authority, in accordance with the provisions set out in the Contract Terms and Conditions and its schedules.
- 5.16.2. The Authority may request data and reports on an ad hoc basis to assist with FOI requests and Parliamentary Questions (PQs). The Supplier shall within two working days of request, or as otherwise agreed with the Authority, by the Authority provide the required data or information at no additional cost.
- 5.16.3. The Supplier shall provide, as and when requested by the Authority, support to senior civil servants, government Ministers, and government committees, which may include providing advice, producing or contributing to written submissions / reports and attendance at hearings, briefings and events, in relation to this contract.
- 5.16.4. The Supplier shall be entitled to recover Reimbursable Expenses as defined in Schedule 7.1 of the Contract Terms and Conditions in respect of the support set out in this paragraph 5.16.4 only.

5.17. Performance Levels

- 5.17.1. The Supplier shall comply with the Contract Terms and Conditions Schedule 2.2 Performance Levels.
- 5.17.2. The Supplier shall ensure that it implements procedures for maintaining quality and consistency of delivery across each MPLA and OMP cohort, in any differing formats, and all optional programmes or services delivered in the future.
- 5.17.3. The Authority will measure the quality of the Supplier's delivery by monitoring performance against the Key Performance Indicators and Subsidiary Performance Indicators listed in the Contract Terms and Conditions Schedule 2 Annex 1 Part A Key Performance Indicators and Subsidiary Performance Indicators Tables.
- 5.17.4. The Supplier shall provide performance reports at monthly review meetings, in accordance with the Contract Terms and Conditions Schedule 2.2 Part B Performance Monitoring.

5.18. Value for Money, Charging and Funding

- 5.18.1. The Supplier shall comply with the Contract Terms and Conditions Schedule 7.1 Charges and Invoicing.
- 5.18.2. The Supplier shall proactively and continually explore and identify opportunities for maximising value for money and savings in the design and delivery of the requirements.
- 5.18.3. The Supplier shall provide a proactive and committed approach to cost reductions and innovative, transparent pricing mechanisms.
- 5.18.4. The Supplier may propose, for consideration and approval by the Authority, alternative pricing models, methodologies and discount structures throughout the duration of the contract, which offer best value for money.
- 5.18.5. The Supplier shall provide clear, transparent open book data for pricing including the provision of a cost breakdown of all of the Component elements that together form the cost of the products and services to the Authority throughout the duration of the Contract.

- 5.18.6. The Supplier shall ensure all design refresh costs for Phase 1 for MPLA and during Phase 2 for OMP are identified and itemised in its pricing submission.
- 5.18.7. The Supplier shall ensure that the Participant Fees includes:
- 5.18.7.1. The cost of providing all support services
 - 5.18.7.2. Any Participant or Supplier accommodation costs
 - 5.18.7.3. All costs and overheads associated with the delivery of the requirements, unless otherwise agreed in advance (and in writing) by the Authority.
- 5.18.8. The Supplier shall ensure all further costs are included in the Participant Fee relating to the amendment of the design for the programmes during Phase 1 or 2:
- 5.18.8.1. For minor changes to the programme the Supplier will make provision for these in the delivery costs across both phases, as consistent with the Supplier's obligation to maintain the quality of the programmes over the life of the contract. For clarity these changes must be anticipated for all areas of delivery from content through to delivery methods including any digital or online solutions.
 - 5.18.8.2. For major changes these will be priced and agreed with the Authority as and when they arise.
- 5.18.9. For clarity a minor change will be considered to be an enhancement or refresh to existing content or design, and a major change would be the introduction of a new element or content that would require substantial resources.
- 5.18.10. Funding for major changes will be partly or fully funded by the creation of an Innovation and Improvement Allowance which the Authority will require the Supplier to set up and manage as part of their service delivery. The Supplier shall note:
- 5.18.10.1. The monies for the fund will be raised and collected through the Participant Fees by the addition of an allowance added to the fees. The allowance will be a specified amount set by the Authority which will be in addition to the Participant Fee and included in invoices for the Participant Fees as directed by the Authority.
 - 5.18.10.2. The agreed allowance will be collected from first Cohorts onwards.
 - 5.18.10.3. The amount of the allowance will be reviewed periodically and may be revised.
 - 5.18.10.4. The monies collected will be held by The Supplier on behalf of the Authority. The monies collected will only be used strictly in accordance with the Authority's instructions for innovation, improvements and investing in further leadership development programme activities for the benefit of Participants, Cohorts and Customers, whether for MPLA, OMP or future programmes and services.
 - 5.18.10.5. The fund will also provide a repository for any service credit payments.
 - 5.18.10.6. The fund will continue to build each contract year, with proposals for its use managed through the contract change control process.

- 5.18.10.7. At the expiry of the contract any monies not used will be returned to the Authority.
- 5.18.10.8. The framework for the fund's administration will be agreed between the Supplier and the Authority during Phase 1.
- 5.18.10.9. Financial reporting on the fund will be included in the quarterly review meetings.
- 5.18.11. During Phase 1 for MPLA or Phase 2 for MPLA and OMP, where the Supplier identifies any new elements or services required outside of those already requested or agreed, a fully costed proposal will be provided to the Authority for consideration. The proposal must demonstrate coherence with the overall course structure and design. Costs must be based on the agreed rates within Schedule 7.1 of the Contract Terms and Conditions or on the basis of a fixed price, if requested by the Authority.
- 5.18.12. Any optional services provided by the Supplier shall be costed and provided either:
 - 5.18.12.1. In accordance with the maximum rates as set out in Schedule 7.1 of the Contract Terms and Conditions; Or
 - 5.18.12.2. on the basis of a fixed price (if requested by the Authority).
- 5.18.13. The Supplier shall invoice the nominating Customer for each Participant, a single MPLA or OMP Participant Fee which shall include all costs, overheads and profit associated with the delivery of the services as required. The Participant Fee will be based on a sliding scale, to be agreed with the Authority, with a variable fee per Cohort based on enrolled numbers. The invoice will be raised by the Supplier at the onboarding stage once the offer of a place on the respective programme has been accepted by the Participant and they have provided their purchase order or invoicing details as part of the onboarding process.

5.19. Cancellation

- 5.19.1. The Supplier shall comply with the Cancellation procedure as set out in Contract Terms and Conditions Schedule 7.1 Charges and Invoicing.
- 5.19.2. The Supplier shall only launch a Cohort where enough Participants have been enrolled to meet the minimum numbers required. The minimum number of Participants per MPLA Cohort is 25 and OMP Cohort is 10 or as otherwise agreed between the Authority and the Supplier.
- 5.19.3. In Phase 1 the Authority shall agree with the Supplier the timing for the decision on whether a Cohort will run. This will be a point which avoids any incurrence of cancellation costs. The Authority and the Supplier shall also agree on the timing for fixing the Participant Fee bracket, ready for invoicing. The Participant Fee must be agreed for a Cohort before places are offered.
- 5.19.4. Where there is a cancellation of a place, or addition, to the Cohort after the invoices have been issued to Participants, the Authority expects the Participant Fee to remain the same. However, should a situation arise where a significant number of Participants drop out or join a Cohort late, or a pattern emerges over a number of Cohorts, then the Authority will collaborate with the Supplier to identify a solution for managing the variation in Participant Fees.

5.20. Transition Arrangements

- 5.20.1. The Supplier will be required to work with the Authority and the Former Supplier to ensure a smooth transition. It should be noted that there will be transitional arrangements in place that allow for the existing Supplier to complete requirements and services that commenced under the existing contract arrangements.
- 5.20.2. During phase 1, the Supplier shall work with the Authority to identify and agree the best way to manage and process any Participants who have not completed their programme journey under the previous programme format and Supplier contract.
- 5.20.3. For further information on exit from the existing contract see exit information Annex H to this specification.

5.21. Contract Management

- 5.21.1. During Phase 1, the Supplier shall work with the Authority to develop and implement a process to monitor and measure achievement of the Success Criteria, Benefits and Impacts, Programme Feedback, Service Levels, and Key Performance Indicators, as set out in this specification of services and the Terms and Conditions for the Contract.
- 5.21.2. During Phase 1, the Supplier shall agree with the Authority a report format and schedule for Phase 2 of monthly meetings in the first 6 months of Cohort delivery, then quarterly contract meetings thereafter for the life of the contract
- 5.21.3. During Phase 1, the Supplier shall agree with the Authority a report format and schedule for annual review meetings for the life of the contract.

6. MPLA MANDATORY REQUIREMENTS

Phase 1 - Programme Design Refresh

6.1. Design Refresh Process

- 6.1.1. Month 1 to Month 6, phase 1, will be the initial phase for this development and will provide the minimum requirement to recruit for, launch and begin to deliver the first Cohort in summer 2022. The end to end refreshed design of the programme will have been agreed and the content will be finalised in detail as the programme for this Cohort is delivered.
- 6.1.2. The first Cohort is not a pilot version as the programme is already established. However, as the format and content will have evolved, the Supplier shall incorporate further amendments to refine, utilising what we learn from the initial Cohorts, to achieve optimum design and continuous improvement. An overview of the current MPLA can be found in the Participant handbook on gov.uk - See Annex A of this specification.
- 6.1.3. The Supplier shall build upon the current MPLA to refresh the programme and ensure that it remains leading edge with:
 - 6.1.3.1. Innovative, high impact and state of the art content, incorporating relevant theory, practice, data, case-studies and activities

- 6.1.3.2. Leading edge, modern delivery methods, incorporating appropriate technical content, that equip leaders to respond to and meet the evolving challenges and opportunities of major projects in government, both now and in the future.

6.2. Design Format

- 6.2.1. The Supplier shall refresh the design and deliver the MPLA so that each Cohort of Participants is able to complete their programme journey from first activity to Cohort graduation event over an 18 month period. The Supplier shall note that any exceptions to this will be agreed with the Authority as part of a Participant handling plan for deferrals.
- 6.2.2. The Supplier shall provide a maximum time limit of 3 years for individual Participants to complete their programme journey, unless otherwise agreed with the Authority. The time limit will run from participation in the launch event of their first Cohort and will end when they have received a programme pass. This provision however will vary when the last Cohorts under the contract are set. The Supplier shall not be expected to provide additional services beyond the commitments of the last Cohort. The Supplier and The Authority will collaborate to identify the best process for handling any remaining Participants who have not completed the programme as part of the exit management strategy.
- 6.2.3. The Supplier shall provide a refreshed design for Cohorts of 25 to 40 Participants for both the residential and non-residential formats.
- 6.2.4. The Supplier shall provide a programme format to be agreed with the Authority, which will be appropriate for the two delivery models outlined below:
- 6.2.4.1. A residential model - that is a custom executive programme which includes both face-to-face and online/virtual learning activities. It allows for core learning to be delivered over consecutive days with overnight stays.
- 6.2.4.2. A non-residential model - that is a custom executive programme which includes both face-to-face and online/virtual learning activities. It allows for core module learning to be delivered without overnight stays as day classes. MPLA is delivered in a flexible structure to ensure that there are Cohorts accessible to Participants with fixed working patterns or commitments outside of office hours, who may find it difficult to attend the residential version. Although this is a more flexible format, it will still be required to deliver the same quality of learning, experience and outcomes as the residential model.
- 6.2.5. The following table illustrates what is expected for the residential and non-residential models for the MPLA that must be retained and the delivery methods for these key commitments:

Delivery Aspect	Residential	Non-residential
Duration	Up to 18 months	Up to 18 months

Minimum directed learning days (excluding reviewer training)	18	18
Expected maximum days of Participant commitment for all activities (directed and self-directed)	40	40
An orientation event outlining the course structure and commitments and providing an opportunity to network with the Cohort.	Delivered face-to-face	Delivered virtually
Personal learning and development plan.	Online Participant tool, supported by face-to-face meetings or virtual calls with Cohort manager and/or programme faculty.	Online Participant tool, supported by virtual calls with Cohort manager and/or programme faculty.
Preparatory and/or supplementary activities which may include such activities as pre-reading groups or psychometric tests but will be subject to the Suppliers proposed design.	Subject to Supplier design May be virtual, online or face to face	Subject to Supplier design May be virtual or online
Core modules	Delivered in groups of consecutive days (3 to 5 days), with each module's group of days having no more than 4 overnight stays, and with the overall programme having no more than 12 overnight stays in total. This activity must be face-to-face.	Delivered face-to-face as day classes with no overnight stays. These day classes should be configured flexibly by the Supplier to maximise the quality of learning, experience and outcomes of the programme, also ensuring an even spread across the course of the programme.
Additional learning activities which may include such activities as action learning sets and masterclasses/ workshops but will be subject to the Suppliers proposed design.	Subject to Supplier design. May be virtual/blended	Subject to Supplier design. May be virtual/blended
Reviewer training (training will be based on content supplied by IPA and supported by IPA reviewer trainers)	A half day/whole day training session which must be built into the core modules as a face-to-face activity (length of session tbc)	A half day/whole day training session which must be built into the core modules as a face-to-face or virtual activity as fits with the proposed design (length of session tbc)

Final Participant assessment panels to help determine a final pass/fail of the programme.	Delivered virtually	Delivered virtually
A closing event for Participants to graduate the Cohort.	Delivered face-to-face	Delivered face-to-face

6.2.6. The Supplier shall be required to accommodate the training for each Participant to undertake an IPA led assurance review of a high risk major project as part of their MPLA commitments. This time will be built in as part of the core learning days as this is a requirement of each Participant. The training package will be based on the core IPA assurance reviewer training and delivery of the training will be led by IPA reviewer trainers.

6.2.7. The Supplier shall be required to work with IPA to tailor the reviewer training for Participants as part of the refresh and mobilisation. The Supplier shall be required to include reviewer accreditation application data and Curriculum Vitae (CV) collection as part of the Participant onboarding processes for MPLA. See section 6.6.14 for further information on the responsibilities of the Supplier for reviewer commitment and online platform requirements in section 5.13.

6.2.8. The Supplier shall ensure Participants create and implement a personal learning and development plan as part of the programme. The Supplier shall consider the new GPA assessment and accreditation framework requirements within the design of the plan.

6.3. Cohort Events

6.3.1. The Supplier shall facilitate, organise and deliver the orientation event, the first commitment on the programme, and will incorporate:

6.3.1.1. Half day event

6.3.1.2. Presentations from IPA and Customer Heads of Profession on the importance of the MPLA, and key messages on major project delivery in government

6.3.1.3. Introductions to the Cohort Manager and Key Faculty

6.3.1.4. Presentation on the MPLA commitments and what to expect

6.3.1.5. View from an MPLA Participant on undertaking the programme

6.3.1.6. Participant networking in learning groups and wider Cohort

6.3.1.7. Catering provided as appropriate for timing of the event where delivered face-to-face

6.3.2. The Supplier shall facilitate, organise and deliver the graduation event for Participants who successfully complete the programme. The graduation event should incorporate and shall not be limited to:

6.3.2.1. Half day event

- 6.3.2.2. Session with the Cohort and Cohort manager - reflections on their journey and feedback on the programme
- 6.3.2.3. Welcome reception
- 6.3.2.4. Ceremony led by Programme Director of the MPLA with key faculty and IPA Director of Function, Profession and Standards and other senior officials agreed with the Authority
- 6.3.2.5. Participant certificates of achievement
- 6.3.2.6. Dinner/Lunch with the Cohort, key faculty and senior officials

6.4. Participant Assessment

- 6.4.1. The Supplier shall develop a blend of Participant assessments which provide a framework to ensure that each Participant is able to demonstrate the practical impact of the programme upon their personal effectiveness.
- 6.4.2. The Supplier shall ensure Participant processes created for feedback and assessment include personal, peer and senior sponsor contributions.
- 6.4.3. The Supplier shall propose and include pass/fail Components both during and at the end of the MPLA as part of the assessment activities.
- 6.4.4. The Supplier shall ensure the assessments proposed and developed provide a coherent framework to establish, agree or contribute to:
 - 6.4.4.1. A Participant's tailored and evidenced personal development plan to cover the duration of their programme participation, and a foundation for future learning and development beyond the MPLA
 - 6.4.4.2. Evidence of each Participant's development progress as a result of completing the formal learning elements of the MPLA; the successful achievement of which will contribute to determining whether an overall "pass" is awarded to the Participant
 - 6.4.4.3. Evidence of each Participant meeting the overall standard required of a major project leader as based on the requirements of the competency framework
 - 6.4.4.4. An overall Cohort picture of the competence levels of Participants (and gaps) before and after each Cohort.
- 6.4.5. The Supplier shall be required to undertake an assessment of each Participant's project leadership experience and competencies (as per the competencies set out in the MPLA competency framework) before commencing the MPLA and at the conclusion of the programme. This must include at least one psychometric / behavioural skills assessment and a bespoke 360 degree feedback process to add richness and depth to this assessment.
- 6.4.6. The Authority requires a minimum of 3 and up to a maximum of 5 Participant assignments are included as part of these activities. One assignment must be based on their participation in a high risk major project assurance review, and one must be a reflective piece on their MPLA learning and development journey. Assignments must be challenging and should both develop and test Participants' thinking on

major project delivery and their own role in leading it, and must be formally assessed and graded.

- 6.4.7. The Supplier shall deliver a final assessment panel process to determine whether each Participant has passed or failed the programme. The panel must have 3 members who represent the Supplier's Programme Director, a member of the IPA and a member of the cross government Departments/organisations who nominate Participants. The assessment must include, but is not limited to:
 - 6.4.7.1. A review of the Participant's personal development journey which is a compilation of their personal assessments at the start and end of the programme
 - 6.4.7.2. An evaluation of the Participant's assignments for the programme
 - 6.4.7.3. Any other assessment activities proposed by the Supplier
- 6.4.8. The Supplier shall be responsible for delivery of the final Participant assessment panels. This will include:
 - 6.4.8.1. Scheduling of panels
 - 6.4.8.2. Participant invitations and booking
 - 6.4.8.3. Co-ordination of all materials including Participant evidence packs
 - 6.4.8.4. Panellist invitations, booking and provision of process instructions and Participant evidence in preparation for the panels
 - 6.4.8.5. Co-ordination of all materials for and results from the panel processes including follow up requirements for unsuccessful Participants
 - 6.4.8.6. Management of any queries across the full process (liaising with IPA team as required)
- 6.4.9. The Supplier shall ensure the panel session is based on the current format with a duration of 1 and a half to 2 hours per panel as set out below:
 - 6.4.9.1. Participant presentation (15 mins) based on assignment 5 (reflective piece)
 - 6.4.9.2. Q&A by panel (approx 45 mins)
 - 6.4.9.3. Deliberations by panel on pass/fail (approx 30 mins)
 - 6.4.9.4. Decision and feedback to Participant (approx 15 - 30 mins)
- 6.4.10. Where a Participant does not pass the programme the Supplier shall be required to work with the Participant, their department and the IPA to address the issues identified in the panel as the reason for them not passing the programme. The Participant will be given the opportunity to undertake further work and come back to a future panel for a review of the initial panel decision. Further details on the panel process can be found in the MPLA handbook Annex A.

6.5. **MPLA Competency Framework**

6.5.1. The MPLA competency framework is a bespoke framework designed specifically for the programme. The Supplier shall, at all times, ensure that it designs and delivers the MPLA to enable Participants to achieve a real and evidenced shift in knowledge, skills and behaviours to meet the requirements of the competency framework. The framework is based on the following four separate competency domains:

Competency Domain		Description
Leadership of Self	50%	Distinguishing and developing the self-knowledge to allow a leader to know how to maximise their leadership impact on the project.
Leadership of Major Projects		Distinguishing and developing the leadership attributes required for successful delivery of major projects ('temporary organisations'), as compared to the leadership of ongoing operations.
Technical Leadership	25%	The competency of appropriately applying the principles, technical disciplines and tools of project delivery to support the leadership of major projects, programmes and portfolios.
Commercial Leadership	25%	The competency to provide commercial leadership, exert effective control and optimise outputs and outcomes over the 'extended delivery team' across organisational boundaries.

A copy of the full MPLA competency framework will be provided to the Supplier on mobilisation for Phase 1 - see Annex B for an overview of the MPLA leadership competencies.

6.5.2. The Supplier shall lead on the refresh of the competency framework (this will be an update as opposed to a redesign) in collaboration with the Authority and key stakeholders including the DWG and or key individuals with required areas of expertise sourced by the Authority.

6.5.3. The Supplier shall ensure that the refresh of the competency framework maintains its four overarching domains, together with the balance between them, aligns to the MPLA learning outcomes and is reflected in the refreshed design of the MPLA.

6.5.4. The Supplier shall consider, as part of the refresh process, the framework's alignment to other key civil service frameworks including the Project Delivery Capability Framework and the newly developing assessment and accreditation requirements for major project leaders as part of the new Government Projects Academy See annex G for links to further information on the PDCF and GPA.

6.5.5. The Supplier shall consider as part of the refresh, the feedback gathered by the Authority from key stakeholders below:

6.5.5.1. The importance of transformation and digital projects alongside infrastructure and defence projects, and of the need for integration of different disciplines in delivering successful outcomes and Social Value

- 6.5.5.2. The increased need for commercial and technical understanding and expertise in major project leaders
- 6.5.5.3. The importance of setting projects up for success and the role of front end loading
- 6.5.5.4. The role of government reform in increasing efficiency and the need to improve services to users
- 6.5.5.5. The need to architect an organisation's operating model and fundamental business transformation
- 6.5.5.6. The requirement for leaders to gather in diverse views, including those of detractors
- 6.5.5.7. The need to build a transparent and open culture, and manage the associated challenges
- 6.5.5.8. The need to understand the wider system and the challenge of innovation in the boundaries of Customer strategy and approach
- 6.5.5.9. The increasing importance and role of portfolio management

6.6. Learning Approach and Content

- 6.6.1. The Supplier shall provide internationally recognised, World Class Academic Resources combining strong major project expertise, an innovative approach to content and real-world government project delivery know-how to deliver high quality learning experience
- 6.6.2. The Supplier shall ensure that the learning content and approach of the MPLA (both formats) is approximately 60% practical and 40% theoretical, ensuring that the design of the practical and theoretical learning elements enables accessibility for all Participants, including those with non-academic backgrounds:
 - 6.6.2.1. 'Practical' shall be interpreted as meaning application of theoretical learning through a predominance of interactive and experiential learning with structured group and case study exercises, including potentially in real world settings, supplemented by face-to-face exposure and access to world-class project leaders and subject experts, the challenges and issues they face and their experiences in leading their projects.
 - 6.6.2.2. 'Theoretical' shall be interpreted as meaning an academic approach to understanding the principles and technical requirements, issues and challenges of major project leadership, and the competences required to do so successfully in a government context.
- 6.6.3. The Supplier shall refresh and maintain the design of the MPLA so that each Cohort of Participants receives a blend of formal learning elements with activities that stimulate continuous reflection and embedding of learning. The MPLA should be designed with the intention that it has a positive and lasting impact on the professional performance of Participants and can be evaluated.
- 6.6.4. The Supplier shall ensure the MPLA supports the overarching aims below:

- 6.6.4.1. Increasing and strengthening major project leadership capability in the Civil Service and wider Public Sector
- 6.6.4.2. Developing project leaders to become world-class at delivering major projects successfully
- 6.6.4.3. Continuing to build a professional network of expert, world-class project leaders
- 6.6.4.4. Building the quality and standards of major project leadership and professionalism in Government
- 6.6.5. The Supplier shall ensure that the programme explores the knowledge, skills and attributes of an effective Major Project Leader, including where role of the Project Leader is seen as being:
 - 6.6.5.1. That of a Chief Executive Officer (CEO) of a large, temporary organisation (as opposed to a project manager engaged on a large project); and
 - 6.6.5.2. Focussed on securing transformational outcomes and wider Social Value, including the realisation of benefits beyond project close
- 6.6.6. The principles required to achieve this mean that Major Project Leaders need to:
 - 6.6.6.1. Understand the technical requirements and challenges inherent in leading Major Projects of significant scale and complexity
 - 6.6.6.2. Understand and navigate the broad set of opportunities and risks inherent in Major Projects
 - 6.6.6.3. Engage stakeholders (including team, internal and external), justifying their trust and retaining their confidence through inevitable setbacks; and
 - 6.6.6.4. Perform over the long term, at a level that can be sustained
- 6.6.7. The model of the incomplete leader is a key concept of the MPLA programme. The Authority does not expect Participants to become experts in all areas outlined in the MPLA Competency Framework. However, Participants should develop sufficient knowledge and self-awareness so that they can build an effective leadership team around them and identify their own development plan to be a successful Major Project Leader.
- 6.6.8. The Supplier shall ensure that the curriculum for the next version of the MPLA addresses the competency requirements in the refreshed competency framework and should consider the following learning aims under each of the four competency domains for MPLA, which are:
 - 6.6.8.1. Leadership of Self
 - (a) Embracing the challenge of leading Major Projects, questioning existing ideas and approaches and contributing to finding new ways through engaging with other Major Project leaders and insight from academia and other expert practitioners

- (b) Recognising the personal contribution you make to the success and failure of a Major Project
- (c) Taking ownership of your role as leader, being responsible for yourself, your team and your Major Project

6.6.8.2. Leadership of Major Projects

- (a) Understanding the historical poor performance of Major Projects and where improvement is needed
- (b) Being the leader of a 'temporary organisation', operating effectively and delivering outcomes through dynamic complexity and ambiguity
- (c) Recognising the risks in Major Projects and your role as leader in addressing them
- (d) Engaging and leading internal and external stakeholders through vision, negotiation and partnering
- (e) Creating a culture of engagement where everyone takes on and lives up to their responsibilities; rising to the challenge, "Why would anyone be led by you?"

6.6.8.3. Technical Leadership

- (a) Exploring different approaches to Major Project delivery; infrastructure, defence, transformation and digital projects; Major Projects in portfolios
- (b) Setting Major Projects up for success: opportunity framing, project initiation and organisation design
- (c) Owning the business case: planning, estimation and benchmarking
- (d) Leading delivery and business change through to benefits realisation
- (e) Optimising the performance of Major Projects: assessment, assurance and course correction; sustaining and evolving the temporary organisation through the project life cycle

6.6.8.4. Commercial Leadership

- (a) Strategic sourcing: getting the best from the market and securing Social Value
- (b) Delivery models and how to assess them
- (c) Leading a major project procurement: what do leaders need to know?
- (d) Getting incentives right: designing and implementing strategic performance and financial control mechanisms
- (e) Managing the contract: structures to manage risk, drive delivery and get the right outcomes

6.6.9. The Supplier shall address the following areas within the proposed refreshed curriculum (although these are not the only topics to be included in the Supplier's proposal):

6.6.9.1. Leadership of Self

- (a) Incomplete Leader concept
- (b) Leading through uncertainty
- (c) Leading cultural and behaviour change
- (d) Personal resilience

6.6.9.2. Leadership of Major Projects

- (a) Historical major project performance
- (b) Leading temporary organisations
- (c) Leading in complex cultural and structural environments
- (d) The dynamic behaviour of major projects and the associated practical challenges
- (e) Risk in major projects, including sources of moral hazard, and the impacts of optimism bias and strategic misrepresentation on outcomes
- (f) Managing, influencing and engaging stakeholders, including senior stakeholders

6.6.9.3. Technical Leadership

- (a) Different approaches to major project delivery; characteristics of infrastructure, defence, transformation, and digital projects (including agile); projects in portfolios
- (b) Opportunity framing, project initiation and organisation design
- (c) Business case development; planning; probabilistic cost and benefits estimation; benchmarking
- (d) Leading delivery and business change
- (e) Benefits planning and realisation
- (f) Assessing and assuring performance; intervention and course correction
- (g) Evolving the project organisation through the lifecycle

6.6.9.4. Commercial Leadership

- (a) Developing a sourcing strategy: early market engagement, market-making and strategic alliancing; promoting innovation and Social Value
- (b) Delivery models and delivery model assessments; risk transfer; should cost modelling
- (c) Leading a major project procurement: preparation, conduct, bid evaluation, handling challenges
- (d) Managing the contract from mobilisation to delivery
- (e) Incentivising and measuring Supplier performance through the project lifecycle

- 6.6.10. The Supplier shall ensure that the additional areas below are included in the curriculum or linked to topics within the curriculum. These include (but are not limited to):
- 6.6.10.1. Awareness of the different types of major project (infrastructure, defence, transformation, digital) and the particular challenges they pose in terms of major project leadership
 - 6.6.10.2. Investing for the future, modernising practice and building for sustainability, including Net Zero and UN Sustainable Development Goals, and what these mean for government major projects. See Annex G for links to further information on these areas.
 - 6.6.10.3. Developing project delivery capability and culture throughout the life of the project, including promoting diversity and inclusion, openness and psychological safety, and an environment where people feel respected and valued
- 6.6.11. The Supplier shall consider and propose additional topics which they believe should be introduced to tackle emergent and future challenges for major projects leaders, particularly in the government context.
- 6.6.12. The Supplier shall plan for the continuous improvement of the programme over the duration of the contract to keep the curriculum current and relevant. See paragraph 5.5 for continuous improvement requirements.
- 6.6.13. The Supplier shall ensure that the MPLA addresses the government functional standard for project delivery and the core principles for project success. See Annex G for links to the functional standard and principles.
- 6.6.14. A mandatory activity for Participants as part of their MPLA commitments is to undertake an IPA led assurance review of a high risk major project and complete an assignment on it. This activity provides Participants with key insights on the challenges of delivering projects and programmes and the role of assurance in major projects. Before a Participant can take part in a review they must be accredited with the IPA by submitting key information on their experience and skills, including a Curriculum Vitae (CV), and undertaking reviewer training. Participants book on reviews in liaison with the IPA Assurance and Systems Learning Team. The Supplier shall:
- 6.6.14.1. Build the collection of the required experience and skills information including CV into the MPLA onboarding processes via the online portal. The Authority will provide details of the data set to be collected which are based on the IPA accreditation application form
 - 6.6.14.2. Build the training commitment into the MPLA core modules at an early stage in the programme (note some Participants may be already trained accredited reviewers but will undertake the training as a refresh). This will be a half to a whole day of training. The duration and core content will be directed by the Authority, through the IPA's Assurance and Systems Learning Team. The Supplier shall be required to work with the Authority to review and tailor the training as necessary for MPLA Participants. The training will be delivered by IPA reviewer trainers but supported by the

Supplier's team. The Supplier shall be required to produce any necessary supporting materials for the training session as directed by the Authority.

- 6.6.14.3. Provide the guidance and information on the process, including who to contact on the online platform as part of the programme resources. Participants will be required to book their assurance review directly with the IPA Assurance and Systems Learning Team.
 - 6.6.14.4. In liaison with the IPA Assurance and Systems Learning Team, monitor and track Participants' completion of their review commitment and follow up as necessary with Participants who have their review outstanding.
 - 6.6.14.5. Set one of the Participant assignments, or other suitable assessment method as per the assessment framework to be proposed by the Supplier, based on the review commitment.
- 6.6.15. The Supplier shall include government project leadership case studies which identify and address some of the specific challenges facing individuals who are leading government projects across the programme content.

6.7. Accreditation

- 6.7.1. The Supplier shall include a proposal for formal professional programme accreditation for the MPLA from the Association for Project Management (APM), or an equivalent professional project delivery organisation as agreed with the Authority. The Authority regards such accreditation as an essential criterion but recognises that any such accreditation may not be available at the start of the contract. However the accreditation will be required to be in place by the graduation of the first Cohort under the contract.
- 6.7.2. The Supplier shall ensure that, should it be required in the future, a route, via MPLA, to personal accreditation or qualification can be accommodated. This would be aligned to the assessment and accreditation framework, as part of the Government Projects Academy and any professional body accreditation or qualification for major project leaders it chooses to adopt.
- 6.7.3. At the Authority's request the Supplier shall provide a proposal on an approach to the new opportunity with an estimate of development and implementation costs. The Authority will then decide if the new accreditation or qualification will be actioned.

Phase 2 - Programme Delivery

- 6.8. Phase 2 will be the delivery phase for the MPLA residential programme and the refresh of design and planning for the MPLA non-residential format.
- 6.9. This phase 2 shall provide a transition between the previous programme delivery and the refreshed programme to ensure the effective continuity and flow of service delivery.
- 6.10. The Supplier shall be required to deliver the MPLA as agreed and directed by the Authority, throughout the duration of the Contract.
- 6.11. The Supplier shall deliver/teach the MPLA by a mix of world-class faculty/academic subject experts and experienced project practitioners, who are recognised in their field and have a proven track record in teaching and/or project leadership development.

- 6.12. The Supplier shall ensure that the delivery includes specific contributions, from experienced major project leaders from the private and public sectors, such as but not limited to:
 - 6.12.1. Speaking slots
 - 6.12.2. Panel sessions
 - 6.12.3. Case study presentations
- 6.13. The Supplier shall be responsible for the provision of suitably qualified expert speakers as part of the services required to deliver the MPLA. The Authority will support the Supplier by facilitating introductions to potential candidates, including MPLA and PLP graduates, who may be able to offer government practitioner contributions and case studies. The Supplier shall liaise with the Authority before committing to guest speakers. The Supplier must include the cost of speakers within the Participant fee for the programme.
- 6.14. The Supplier shall nominate a member of its faculty to each Cohort to act as a Cohort manager to provide a recognised point of pastoral care for Participants throughout their time on the programme. This may include but is not limited to:
 - 6.14.1. Support to develop their personal development plan
 - 6.14.2. Support with assignments/assessments
 - 6.14.3. Managing missed learning commitments
 - 6.14.4. Situations that may lead to deferral of participation
 - 6.14.5. Support post final assessment panel with further work or activities where Participant not deemed yet successfully passed
 - 6.14.6. Personal issues
- 6.15. **Nominations and Selection**
 - 6.15.1. The Supplier shall provide Participants and their senior sponsors with marketing information about what they can expect from the MPLA in both content and commitment, ensuring that marketing materials and provisional dates are published a minimum of 3 months prior to the launch of the Participant nominations process for each Cohort, or as otherwise instructed by the Authority.
 - 6.15.2. The Supplier shall manage and deliver the Participant nominations process for each Cohort and ensure this commences a minimum of 3 months ahead of its Cohort launch date. The nominations process will include:
 - 6.15.2.1. Further marketing to Customers
 - 6.15.2.2. Liaison with Heads of Profession or their teams on approved pipeline of applications
 - 6.15.2.3. Receipt of applications from Participants with senior sponsor sign off
 - 6.15.2.4. Sift of applications (liaising with IPA team on final list before offers)
 - 6.15.2.5. Offer of places and handling of oversubscription and/or unsuccessful applicants
 - 6.15.2.6. Issue of joining instructions

- 6.15.2.7. Issue of Participant Fee invoices
 - 6.15.2.8. Followed by collection of further onboarding information as required
 - 6.15.2.9. Management of any queries across the full process (liaising with IPA team as required)
 - 6.15.2.10. Management of any waiting list
- 6.15.3. The Supplier will provide an online application process as set out in paragraph 5.13 (Digital Solutions and Online Platform) of this specification .

6.16. Cohort Scheduling

- 6.16.1. The Authority anticipates a minimum of 2 MPLA Cohorts (25 to 40 Participants per Cohort) will launch in the first contract year and will collaborate with the Supplier on Cohort scheduling as part of phase 1.
- 6.16.2. The Supplier must have the capacity to deliver a minimum of 3 MPLA Cohorts (25 to 40 Participants per Cohort) per year throughout the duration of the Contract. This requirement is based on the numbers delivered under the previous contract and is not a guaranteed number. It is anticipated that 2 Cohorts will be residential and 1 Cohort will be in the non-residential format.
- 6.16.3. The Supplier shall only launch a Cohort with the minimum number of required Participants enrolled on the programme. The minimum number of Participants per MPLA Cohort is 25 or as otherwise agreed between the Authority and the Supplier.
- 6.16.4. The Supplier shall advise the Authority on the optimum selection and mix of Participants during the selection and confirmation process for each Cohort, to ensure that each Cohort is well-balanced and contains (within the constraints of the selection criteria) an appropriate mix of Participants (e.g. diverse and balanced in terms of experience, Customer, project type, gender, etc.) and the Authority will review for any conflict of interest and confirm accordingly.
- 6.16.5. The Supplier shall allow individual Participants to complete the programme, or an element of the programme, with another Cohort if, in exceptional circumstances, they are unable to attend a module or participate in a Component of the MPLA. This option is subject to Authority agreement for each individual and the Participant obtaining approval from their Head of Profession, and is to be limited by the maximum Cohort participant numbers agreed (in advance) with the Authority.
- 6.16.6. The Supplier shall ensure that all scheduling of events for Cohorts running concurrently, are timetabled in such a way that there is limited overlap between Cohorts. This is required to minimise the risk of key faculty and speakers not being able to attend all necessary sessions.
- 6.16.7. The Supplier shall ensure that it implements procedures for maintaining quality and consistency of delivery across each MPLA Cohort.
- 6.16.8. The Authority may also request the delivery of additional Cohorts should demand for places on the MPLA increase. The Authority shall agree with the Supplier on any changes to the format, content and location required where demand is specific to an organisation or a region and will discuss and agree any related costs.

7. OMP MANDATORY REQUIREMENTS

Phase 1 - Programme Design Refresh

7.1. Design Refresh Process

- 7.1.1. Month 6 to Month 12, Phase 2, will be the initial phase for the OMP development, once the MPLA has moved from design refresh into delivery of the first Cohort. The OMP refresh will include a review of the broad structure and Components for the core programme as well as content and processes.
- 7.1.2. The first Cohort is not a pilot version as the programme is already established. However, as the format and content will have evolved, it is anticipated that further amendments to refine, utilising what we learn from the initial Cohorts, will be required to achieve optimum design and continuous improvement. See Annex D for an outline of the existing OMP programme.
- 7.1.3. The Supplier shall build upon the current successful OMP programme to ensure that it remains leading edge with:
 - 7.1.3.1. Innovative, high impact and state of the art content, theories and activities
 - 7.1.3.2. Leading edge, modern delivery methods that equip leaders to respond to and meet the evolving challenges and opportunities of major project delivery in government, both now and in the future
- 7.1.4. The Authority and the Supplier shall agree the timelines for development and delivery of the OMP in accordance with paragraph 5.1 Milestones and Activities.
- 7.1.5. The Supplier shall utilise the OMP alumni feedback gathered by the Authority to help inform Supplier proposals for the new version of OMP. See Feedback Document Annex F.

7.2. Design Format

- 7.2.1. The Supplier shall refresh the design and deliver the OMP so that each Cohort of Participants is able to complete their programme journey from first activity to final activity over a 6 month period. The Supplier shall note that any exceptions to this will be agreed with the Authority. This does not include the alumni event, as this will take place 1 year following the final activity.
- 7.2.2. The Supplier shall design the OMP so it provides a minimum of 10 days of learning and related activities, not including the alumni event.
- 7.2.3. The Supplier will provide a refreshed design for Cohorts of 10 to 20 Participants for the OMP.
- 7.2.4. The Supplier shall propose a refreshed programme format for delivery as a residential model - that is a custom executive programme which includes both face-to-face and online/virtual learning activities.
- 7.2.5. The Supplier shall allow for core learning to be delivered over consecutive days with overnight stays. There is no desire at this current time to design an alternative format for OMP.

7.2.6. The Supplier shall ensure the proposed refreshed format considers how to maximise the learning impact and experience, as well as networking, for leaders at this senior level (Senior Civil Service Grade 3) balanced with a practical approach to supporting Director Generals to meet the commitments. Suppliers should consider the feedback provided by the OMP Alumni (see Annex F).

7.2.7. An overview of the current format of OMP is set out in Annex D and the brochure Annex E.

7.2.8. The following table illustrates the core elements of the OMP that must be retained and the delivery method for these key commitments:

Delivery Aspect	Delivery
Duration	Must be delivered over 6 months
Core Learning days	Minimum of 10 days
An orientation event outlining the course structure and commitments and providing an opportunity to network with the Cohort.	Must be included in the programme and delivered face-to-face
Residential Modules	Subject to Supplier proposals but must include <ul style="list-style-type: none"> • Minimum of 4 content days • At least 2 overnight stays but with no more than 4 overnight stays • Teaching days to be between 2 - 5 consecutive days The modules must be face-to-face.
Additional learning activities such as group tutorials, action learning sets or 1-2-1 tutorials	Specific activities subject to Supplier proposals but can be face-to-face or virtual
Masterclasses or workshops	Specific activities subject to Supplier proposals but can be face-to-face or virtual
A final programme day for Participants	Must be included in the programme and delivered face-to-face
Alumni event	A day of learning and networking a year after the end of the programme. This must be face-to-face.

7.2.9. The OMP does not require any:

7.2.9.1. Participant 360 feedback, psychometrics or other self assessments for this programme

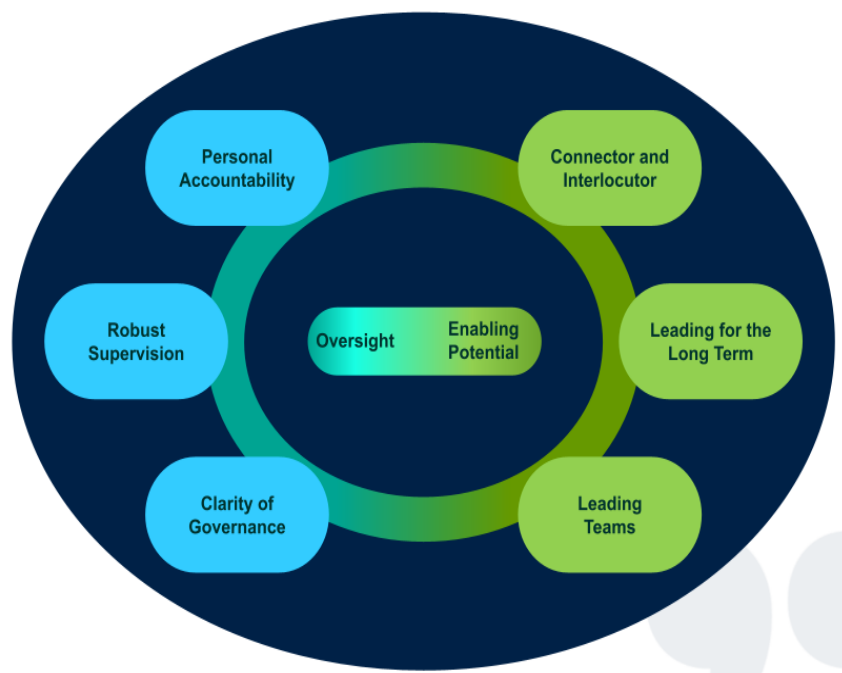
7.2.9.2. End of programme assessment

7.3. Cohort Events

- 7.3.1. The Supplier shall facilitate, organise and deliver the orientation event, the first commitment on the programme, and will incorporate:
 - 7.3.1.1. Half day event
 - 7.3.1.2. Presentations from IPA on importance of OMP and key messages on Major Project delivery in government
 - 7.3.1.3. Introductions to the Programme Director and Key Faculty
 - 7.3.1.4. Information on the OMP commitments and what to expect
 - 7.3.1.5. Participant networking
 - 7.3.1.6. Catering provided as appropriate for timing of the event
- 7.3.2. The Supplier shall facilitate, organise and deliver the final programme day for Participants at the close of the programme. The final day should incorporate, but not be limited to:
 - 7.3.2.1. Whole day event
 - 7.3.2.2. Final core learning to draw together the programme content
 - 7.3.2.3. Participant reflections and feedback on the learning
 - 7.3.2.4. A focus on 'what next?'
 - 7.3.2.5. Networking opportunities
 - 7.3.2.6. Catering provided as appropriate
- 7.3.3. The Supplier shall facilitate, organise and deliver an alumni event to each Cohort of Participants a year after their completion of the programme. The cost for this learning day will be included within the Participant Fee. The Authority may request that the alumni event for each Cohort is extended, where places are available, to include alumni from other Cohorts of OMP delivered under the previous and new contract, if Cohort members cannot attend their allocated event. Any costs for additional OMP alumni attendance over the Cohort numbers will be agreed between the Authority and the Supplier.
- 7.3.4. The alumni learning day format and content will be subject to discussion and agreement between the Authority and the Supplier and for costing purposes should include:
 - 7.3.4.1. Whole day event
 - 7.3.4.2. Provision of venue
 - 7.3.4.3. All refreshments and catering
 - 7.3.4.4. Learning/refresher sessions and presentations led by key Supplier faculty, practitioners and guest speakers including Authority representatives
 - 7.3.4.5. Networking time

7.4. OMP Programme Framework

- 7.4.1. The programme focuses on 4 key areas where improvements can be made in the delivery of major projects:
- 7.4.1.1. Setting up major projects to succeed
 - 7.4.1.2. Building in resilience to major projects
 - 7.4.1.3. The shaping of the operating environment
 - 7.4.1.4. Leadership capabilities for major projects and the link to policy
- 7.4.2. The programme does not have its own competency framework but is founded on a structure which is based on the combination of the constitutional duties of a senior sponsor of major projects and the adaptive requirements of leading and shaping environments for the successful realisation of major projects as represented by the diagram below:



7.5. Learning Approach and Content

- 7.5.1. The Supplier shall provide internationally recognised World Class Academic Resources with real project delivery expertise, leading pioneering content and government project delivery know-how to deliver high quality learning experiences.
- 7.5.2. The Supplier shall refresh and maintain the design to deliver the OMP so that each Cohort of Participants receive a blend of formal learning elements with reflection and embedding of learning.
- 7.5.3. The Supplier shall ensure that the learning content and approach of the OMP delivers a balance of theoretical and practical learning and should include practitioner insights from both the private and public sector.
- 7.5.4. The Supplier shall build upon the current OMP, ensuring innovation and new ideas for relevant high impact content, including on how major project delivery will need to innovate and adapt to meet future challenges and opportunities, rather than just today's.

- 7.5.5. The Authority will require the Supplier to demonstrate how their proposed curriculum addresses the 4 key areas of focus for the programme, as well as the links to the underpinning structure and how it contributes to realising the required benefits of OMP.
- 7.5.6. The Supplier shall design the OMP to provide the following benefits to Participants and their departments:
- 7.5.6.1. Increased likelihood of projects delivered against their business case;
 - 7.5.6.2. Stronger alignment between policy and project delivery
 - 7.5.6.3. Shared language and understanding with MPLA Participants and with other DGs
 - 7.5.6.4. Stronger personal and professional networks across Government
 - 7.5.6.5. Better awareness of strategic risks within the project environment and
 - 7.5.6.6. A clearer understanding of their capabilities as leaders and senior sponsors of major project leaders
- 7.5.7. The Supplier shall ensure OMP closely links to the MPLA, sharing and providing understanding of the core concepts from the academy programme. The content must be specific to the OMP and offer a strong focus on the complexities and technical challenges of leading major projects and provide the connections at the strategic level for senior leaders in the operating environment.

7.6. Accreditation

- 7.6.1. The OMP is not a programme specifically for project professionals and therefore the Authority does not require at this time programme accreditation by the APM or other equivalent professional body. However the Supplier must ensure that, should it be required in the future, programme accreditation or a route to personal accreditation or qualification can be accommodated. This would be aligned to the assessment and accreditation framework, as part of the Government Projects Academy and any professional body accreditation or qualification it chooses to adopt for leaders at this level.
- 7.6.2. At the Authority's request the Supplier shall provide a proposal on an approach to the new opportunity with an estimate of development and implementation costs. The Authority will then decide if the new accreditation or qualification will be actioned.

Phase 2 - Programme Delivery

- 7.7. The Supplier shall be required to deliver the OMP as agreed and directed by the Authority, throughout the duration of the Contract.
- 7.8. The Supplier shall deliver/teach the OMP by a mix of world-class faculty/academic subject experts and experienced project practitioners, who are recognised in their field and have a proven track record in teaching and/or project leadership development.
- 7.9. The Supplier shall ensure that the delivery includes specific contributions, from experienced major project leaders from the private and public sectors, such as but not limited to:

7.9.1. Speaking slots

7.9.2. Panel sessions

7.9.3. Case study presentations

7.10. The Supplier shall be responsible for the provision of suitably qualified expert speakers as part of the services required to deliver the OMP programme. The Authority will support the Supplier by facilitating introductions to potential candidates, including MPLA and OMP graduates, who may be able to offer government practitioner contributions and case studies. The Supplier shall liaise with the Authority before committing to guest speakers. The Supplier must include the cost of speakers within the delivery costs for the programme.

7.11. Nominations and Selection

7.11.1. The Supplier shall provide Participants and their senior sponsors with marketing information about what they can expect from the OMP in both content and commitment, ensuring that marketing materials and provisional dates are published a minimum of 3 months prior to the launch of the Participant nominations process for each Cohort, or as otherwise instructed by the Authority.

7.11.2. The Supplier shall manage and deliver the Participant nominations process for each Cohort and ensure this commences a minimum of 3 months ahead of its Cohort launch date. The nominations process will include:

7.11.2.1. Further marketing to Customers

7.11.2.2. Receipt of applications from Participants with senior sponsor sign off

7.11.2.3. Sift of applications (liaising with IPA team on final list before offers)

7.11.2.4. Offer of places and handling of oversubscription and/or unsuccessful applicants

7.11.2.5. Issue of joining instructions

7.11.2.6. Issue of Participant Fee invoices

7.11.2.7. Followed by collection of further onboarding information as required

7.11.2.8. Management of any queries across the full process (liaising with IPA team as required)

7.11.2.9. Management of waiting list

7.11.3. The Supplier will provide an online application process as set out in paragraph 5.13 (Digital Solutions and Online Platform) of this specification.

7.12. Cohort Scheduling

7.12.1. The Supplier must have the capacity to deliver a minimum of 1 OMP Cohort (each containing between 10-20 Participants) per year throughout the duration of the Contract. This requirement is based on the numbers delivered under the previous contract and is not a guaranteed number.

- 7.12.2. The Supplier shall only launch a Cohort with the minimum number of required Participants enrolled on the programme. The minimum number of Participants per Cohort is 10 or as otherwise agreed between the Authority and the Supplier.
- 7.12.3. The Supplier shall allow individual Participants to complete the programme, or an element of the programme, with another Cohort if, in exceptional circumstances, they are unable to attend a Component of the OMP. This option is subject to Authority agreement for each individual and may be limited by the maximum Cohort participant numbers agreed (in advance) with the Authority.
- 7.12.4. The Supplier shall ensure that it implements procedures for maintaining quality and consistency of delivery across each OMP Cohort.
- 7.12.5. The Authority may also request the delivery of additional Cohorts should demand for places on the OMP increase. The Authority will agree with the Supplier on any changes to the format, content and location required where demand is specific to an organisation or a region and will discuss and agree any related costs.

8. OPTIONAL SERVICES

- 8.1. The Supplier may, as and when requested by the Authority, provide suitably qualified and suitably experienced personnel to design and deliver additional Cohorts, programmes, workshops and related services, including, but not limited to:
 - 8.1.1. Develop and deliver ad-hoc workshops and/or other specialist events for programme Participants or alumni
 - 8.1.2. Develop and deliver programmes, workshops and/or other specialist events for senior government officials, senior civil servants and/or others in the public sector, as agreed by the Authority, to address development needs or skills and knowledge gap relating to project delivery leadership
 - 8.1.3. Develop and deliver workshops and/or other specialist events for Heads of Profession and their departments to address specific challenges or development needs relating to project delivery leadership
 - 8.1.4. Collaborating with the Authority to improve existing or develop new learning resources for project delivery professionals.
- 8.2. The Supplier shall deliver the Optional Services in accordance with the applicable Mandatory Requirements set out in Paragraphs 5, 6 and 7 of this specification.