

**Bid Pack**

**Attachment 3 – Statement of Requirements**

Contract Reference: CCHR19A93

The Provision of Digital Learning Course Development for GCS – Digital Communications

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# PURPOSE

## GCS (Government Communication Service) requires an external Supplier with the expertise, capability and successful experience in developing Digital Learning courses. The Supplier will lead on the design and delivery of one Digital Learning course.

### The Authority is looking for a partnership with an established online learning provider who is able to create content for one course: Digital Communications. This entails design and creation of learning content in partnership with GCS.

### This will assist with UK Government work with overseas Governments helping them to deliver strategic, citizen-focused communications.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## The Cabinet Office is the centre of Government. Its purpose is: to support the Prime Minister and Cabinet to deliver the Government’s programme; drive efficiencies and reforms that will make Government work better; create a more united democracy; and strengthen and secure the United Kingdom at home and abroad.

## GCS is the professional body for people working in communication roles across Government. Its aim is to deliver world-class communications that support Ministers' priorities, improve people's lives and enable the effective operation of our public service. It serves both politicians and the public alike.

## The GCS Knowledge and Capability Unit supports a secure and prosperous United Kingdom by improving the ability of partner Governments to engage effectively with priority audiences in support of Foreign Commonwealth Office (FCO) and wider Her Majesty's Government (HMG) objectives in their country and across the wider region.

# Background to requirement/OVERVIEW of requirement

## GCS has been building its Digital Learning capability over the last eighteen months and is now looking to expand its portfolio to include one new course.

### **Digital Communications**

#### To date, the Knowledge and Capability Unit within GCS has created courses focussed on three different areas of communications (crisis, campaigns and disinformation) in addition to an introduction course.

#### This course will focus on training users from both the UK and international partners in the use of Digital Communications, the next strand of communications which is being added to the online curriculum.

#### The supplier will work closely with the GCS Product Team to define a learning course which aligns to user needs and GCS priorities. This will take into account insight and user feedback on performance of existing courses.

# definitions

|  |  |
| --- | --- |
| **Expression or Acronym** | **Definition** |
| CO | Cabinet Office |
| EdX | A free and open-source course management system used as a Digital Learning platform |
| Digital Learning | An electronic or online learning course that may wholly delivery or be a supporting element of a wider learning programme. |
| FCO | Foreign Commonwealth Office |
| GCS | Government Communication Service |
| HMG | Her Majesty’s Government |
| KPIs | Key Performance Indicators |

# scope of requirement

## GCS is looking for a Supplier to co-design and co-deliver one Digital Learning course on Digital Communications.

## GCS is looking for the potential supplier to provide a summary of their proposed creative and design approach, as well as technical specification.

## The course must be capable of being adapted and tailored to deliver to users across a large variety of languages, cultures and geographical regions. Geographical regions are not yet known, and therefore the course provider must have the capability to translate course content into native language of our users.

## GCS require the course to take into account all levels of digital skills and experience.

## Technology and infrastructure capability vary within these geographical regions. The Authority therefore require the portal to be cloud based in order to provide greatest flexibility for user access.

## To date the customer Digital Learning system has been developed on edX. GCS would like consistency of user experience across its Digital Learning portfolio.

## The platform must meet relevant industry standards and accessibility in line with General Data Protection requirements. As a minimum, the solution should meet with WCAG 2.1 AA Accessibility requirements.

## The Supplier will have proven expertise in developing and delivering successful Digital Learning courses, including blended learning. They will have experience of working with complex organisations with multiple stakeholders, and ideally experience of working with Government.

## Reporting: The Digital Learning platform will need to offer regular reporting about the course participants and results, which can be used and accessed by GCS. The Supplier will need to provide support to help GCS understand where changes need to be made based on this reporting.

## Support: The Supplier will be responsible for amending issues detected during testing, piloting and in the live phase. The Supplier will need to train the GCS Product Team in using the product and updating/moderating content as appropriate. They will also need to provide technical support, promptly resolving any IT issues related to the platform.

# The requirement

## **Course Production**

### The Supplier must collaborate with GCS to design, deliver and host one Digital Learning course on Digital Communications.

### For this course, the Supplier must work closely with the GCS Product Team on an Alpha phase of work. In this phase there will be a focus on ideation and testing assumptions. In the Alpha phase, the supplier will:

#### Develop innovative solutions for meeting User Needs

#### Iterate solutions based on user research feedback

#### Prioritise and work on items which involve more development

#### Produce agreed segments of the course ready for testing with users

#### Work closely with the GCS product team to jointly devise a plan for Beta

#### Agree the success criteria for the Beta phase

### For this course, the supplier must work closely with the GCS Product Team on a Beta phase of work. In this phase there will be a focus on delivering a product which is ready for market. In the Beta phase, the supplier will:

#### Continue to engage with end users and take part in user research where required

#### Iterate content based on User, Stakeholder and GCS Product Team feedback

#### Deliver a full working course

#### Devise a plan for iterating and maintaining the course in Live

### For each course, the supplier must work closely with the GCS Product Team to maintain the Live product. The supplier will:

#### Supply learner and coach analytics in a user friendly format

#### Work with the GCS Product Team to develop updated versions of the course

#### Work with the GCS Product Team to develop and implement a Roadmap of future work on the course

### The Supplier must provide expertise on how best to deliver the content to encourage learner engagement and ensure that learner outcomes are achieved. This includes expertise in best practice in online learning design, including minimising participant drop-off.

### The Supplier should include appropriate learning interventions and exercises based on their knowledge of best practice in adult learning.

### The Supplier must have relevant and demonstrable experience in creating, developing and supporting online and blended learning experiences for courses of a similar nature, to support professional development learning outcomes across a variety of languages, cultures and regions.

### The Supplier must be able to translate course materials into a variety of global languages if required.

### The Supplier should include a portfolio of credentials in their response.

## **Platform requirements and User Interface**

### The course should support social and collaborative learning across global users, which enhances a global community of online communications practitioners.

### The course should be simple and intuitive for learners to use, in order to support a learner journey amongst different cultural audiences and across different languages.

### The course will need to support industry and WCAG 2.0 standards of accessibility across global markets through a range of electronic devices including mobiles, tablets, laptops and desktops. It will need to be compatible with a variety of internet browsers, mobile and tablet devices globally. Governments often use outdated browsers and this will need to be accounted for.

### The course should be streamlined in terms of content complexity and file sizes to cater for low-bandwidth situations, or have an option to switch to a low bandwidth version of online content.

### The Supplier will ensure that when all video content is created, transcript and subtitles are also created.

### The Supplier will ensure the course is hosted on servers in the United Kingdom. It is possible this could be expanded to the European Economic area - please see point 17.9.

## **Design and Iteration**

### The Supplier should have strong visual design capability, including UX and video production.

### The Supplier will have an iterative, test-and-learn approach to design and production and experience in designing to meet user needs.

## **Reporting and evaluation**

### The Supplier must provide visual reporting to support our evaluation of user experience, course completion, and learner outcome attainment e.g. completion rates, step by step breakdown of learner journeys to identify key drop-out points. The Supplier will work with GCS to design a report that meets their needs.

### Based on this evaluation, the Supplier will work closely with GCS to improve user engagement as required.

### The Supplier will provide an effective channel for course participants to give on-going feedback on their user experience and issues they are encountering.

## **Support and maintenance**

### The Supplier will quote separately for a once-live maintenance cost on a 12-month basis, though this may be pro-rata depending on contract start date.

### The Supplier will provide an Exit Plan for all Digital Learning content, regardless of the platform used for hosting. This Exit Plan must include an agreed approach to moving all GCS owned content on to another platform and is to be written and agreed within the first three months of the contract.

## **Working with the GCS Product Team**

### The Supplier will have a flexible approach to working with GCS, with an openness to co-creation.

### The Supplier will agree on the team members allocated for each individual module. The GCS Product Team expect to use a "One Team" approach to delivery, with supplier development staff also available to the GCS Product Team for communications.

### The Supplier will allow the GCS Product Team to interact directly with all staff working on the Product.

### The Supplier will use the tools and processes for delivery as agreed with GCS.

# key milestones and Deliverables

## The potential Supplier should note the following project timeline that the Authority will measure the quality of delivery against.

## A percentage payment of the final contract value will be made on successful delivery of the separate key milestones listed below.

## The following Contract milestones shall apply:

|  |  |  |  |
| --- | --- | --- | --- |
| Course 1: Digital Communications | Alpha | Beta | Live |
| Percentage of course | 20% | 50% | 30% |
| Indicative Timescales | March 2020 | May 2020 | October 2020 |
| Milestones | Completion of Alpha phase, including at least two rounds of user testing. Reach definition of success as identified in Discovery. | Completion of Beta phase. Including full end-to-end journey available for the market. Reach definition of success as identified in Alpha. Roadmaps for future of products agreed. Marketing approach for courses agreed. | No defined milestones. Funding to be allocated to statements of work for iteration and user testing based on the Product Roadmap defined in Beta. |

# 

# AUTHORITY RESPONSIBILITIES

## The Authority will be responsible for paying the Supplier on time, following satisfactory completion of milestones.

# MANAGEMENT INFORMATION/reporting

## The Supplier will report to a named day-to-day GCS Product Team lead within the GCS Knowledge and Capability Unit.

## A project delivery team drawn from the GCS Knowledge and Capability Unit and including the Supplier will meet regularly, at least three times a week, including substantial face-to-face working sessions.

## GCS Product Team will present a walkthrough of work completed every two weeks. This “Show and Tell” will be presented to stakeholders. The session will allow input from users and subject matter experts on a regular basis. The Supplier will provide materials for these sessions.

# volumes

## The course will be available to a global audience of Government communicators. Within overseas Governments, the number of communications staff can range from 5 to 500.

# continuous improvement

## The Supplier and GCS will work in accordance with the principles of agile development. The Supplier will have an iterative, test-and-learn approach to design and production and a knowledge of how to design to meet user needs.

## The courses will be continuously improved in line with user feedback and developments in industry best practice.

## Changes to the way in which the services are to be delivered must be brought to the attention of the Authority and agreed prior to any changes being implemented.

# Sustainability

## Products should be developed with due regard to environmental impact, diversity and equality.

# quality

## The Supplier will adhere to Digital Learning standards and Accessibility guidelines outlined in the [GDS Service Manual.](https://www.gov.uk/service-manual)

## The Supplier will use Digital Learning best practice to ensure the course meets user needs. In order to do this, the Supplier will proactively take on board insight from users while designing the course.

## The Supplier will meet brand and style guidelines as defined by GCS.

## All content is to be approved by GCS before being released.

## The technical platform must facilitate the moderation of user-generated content (e.g. Chat) by GCS at a local and global level.

# PRICE

## The Supplier will provide the total price of the contract to meet the requirement.

## In addition, the price should be broken down as appropriate into the following components:

### Design and delivery of Digital Communications digital learning course:

#### Alpha Phase (20%)

#### Beta Phase (50%)

#### Live Phase (30%)

### Maintenance, hosting, reporting and tech support for both courses on a 12-monthly basis

## Prices are to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

# STAFF AND CUSTOMER SERVICE

## The Authority requires the Supplier to provide a daily level of resource throughout the duration of the digital learning courses development contract, in order to consistently deliver a quality service to all Parties.

## Supplier’s staff assigned to the Digital Learning course development will have the relevant capability, qualifications and experience to deliver the Contract. English is the working language of the project team.

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

## The Supplier and any sub-contractors will be able to work within UK time zone.

# service levels and performance

## GCS expects excellent levels of service across the following areas.

|  |  |  |  |
| --- | --- | --- | --- |
| **KPI/SLA** | **Service Area** | **KPI/SLA description** | **Target** |
| 1 | Meeting production timeframe | Key production milestones to be achieved in the timeframes stated in clause 7.1 | 100% |
| 2 | Quality | Course design and content produced to an excellent standard – innovative, professional, attractive and based on user needs | 100% |
| 3 | Staffing | Supplier sufficiently staffed to meet GCS needs throughout contract duration | 100% |
| 4 | Security needs | Supplier meets security requirements as stated in clause 17 | 100% |
| 5 | Technical | Encountering technical difficulties is known to be a major risk factor for drop-offs in course participation, therefore prompt investigation and resolution of issues arising is critical and should be resolved within 24 hours. | 100% |

## If performance falls short of expectations and contractual agreements the Contract may be terminated early in accordance with the terms and conditions point 16 of Attachment 5.

# Security and CONFIDENTIALITY requirements

## Suppliers must have appropriate and documented IT, physical, personnel and procedural security measures in place to prevent any unauthorised access to, or leakage of, data collected as part of the training, and to prevent it being shared with any unauthorised third parties.

## **Certification Requirements**

### The Supplier must have a current and valid Cyber Essentials Plus Certificate awarded by one of the Government approved Cyber Essentials accreditation bodies within the last 12 months (see: https://www.gov.uk/government/publications/cyber-essentials-scheme-overview) and/or a current and valid ISO 27001:2013 Certification, or be willing to obtain one of these certifications within three months of contract award.

## **Patching and Penetration Testing/IT Health Checks**

### The Supplier must proactively monitor Supplier vulnerability websites and demonstrate the ability to ensure all necessary patches and upgrades are applied to maintain security, integrity and availability in accordance with the Cloud Security Principles https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles

### The Supplier must undertake the following security assurance activities at their own cost and expense to demonstrate that the people, processes, technical and physical controls have been delivered in an effective way:

#### Penetration testing to be carried out by certified CREST or CHECK supplier, within 3 months of Contract Award.

#### Penetration testing of the production environment must be done before any Authority data is stored or processed on the platform,

#### The penetration testing scope must include any devices used to manage the solution,

#### An annual penetration test must be undertaken with the scope agreed with the Authority and when there is a significant change to the infrastructure/service,

#### After receiving the penetration testing report, the full report must be shared with the Authority and the Supplier must produce a remediation plan to agreed timescales which must be agreed with the Authority.

## **Physical Security**

### On physical security, the Supplier must have appropriate physical security measures in place in any data centres used to host the Authority’s data and should describe in detail what those measures are.

## **Personnel Security**

### Potential Providers will ensure all staff have undergone pre-employment checks to a minimum of the Government Baseline Personnel Security Standard.

## **Risk Management Documentation**

### The successful Supplier will prepare a Risk Management Document (a template will be provided by the Authority), which details the information assurance and security controls applied to the delivery of the solution. This will include how the Supplier is meeting the Cloud Security Principles: <https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles>

### The Supplier will need to keep this document updated to reflect the current security position at least annually during the life of the contract.

## **Protective Monitoring**

### The Supplier must ensure that they have a protective monitoring solution and regime in place at all times and must be able to provide evidence of such.

## **General Data Protection Regulation (GDPR) Compliance**

### Full compliance with the GDPR and any other applicable data protection laws is essential, with the Authority being the Data Controller and the Supplier being the Data Processor.

## **Hosting**

### The course will ideally be hosted in the United Kingdom. In order to meet current GDPR requirements, the solution must be hosted within the European Economic Area (EEA) or have equivalent measures in place (e.g. Privacy Shield or model contract clauses)

## **Third Party Suppliers**

### Any Third Party Suppliers involved in the delivery of the solution must meet with the certification requirements at 17.1.1 unless agreed otherwise by the authority.

## **Incident Reporting**

### Any security incidents relevant to the solution must be reported to an agreed point of contact within the Authority within two working days.

# payment AND INVOICING

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

## Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

# CONTRACT MANAGEMENT

## Attendance at Contract Review meetings shall be at the Supplier’s own expense.

# Location

## The location of the Services will be carried out at on-line, and within Government offices in Whitehall, London, UK. A limited amount of the Services may be required to be carried out overseas, for example to produce course content drawn from GCS practitioners working with overseas Governments. If necessary, these costs will be covered by GCS.

## All overseas travel is to be approved by the Contracting Authority, paid in line with Cabinet Office Travel and Subsistence policy.