Project Leadership Programme (PLP)

RM6214

CONTRACT SPECIFICATION OF SERVICE REQUIREMENTS 2020

CONTRACT SCHEDULE 2.1: SERVICES

ANNEX 1

SERVICES

This Schedule specifies the Services to be provided under this Contract

This schedule will include the following annexes:

*Annex **A** - Purpose and Outline of current PLP programme inc Feedback and stats (plus elective and e-learning info)*

*Annex **B** – Current PLP competency framework*

*Annex **C** – Expectations of PLP competencies (personal outcomes)*

*Annex **D** - Current Contract Exit information*

*Annex **E** - Proposed Project Delivery Accreditation Framework for Government*

THE SERVICES

1 BACKGROUND

1.1 The Cabinet Office represented by the Infrastructure and Projects Authority (the "Authority") is seeking to establish a Contract for the continued provision of the Project Leadership Programme (the "PLP").

1.2 The Infrastructure and Projects Authority (IPA) was formed on 1 January 2016 when it brought together Infrastructure UK (IUK) and the Major Projects Authority (MPA). It is the government's centre of expertise for project delivery.

1.3 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 sits at the heart of both. https://www.gov.uk/government/organisations/civil-service/about#functional-model https://www.gov.uk/government/organisations/civil-service-project-delivery-profession/about

1.4 The IPA 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. To achieve that we need extraordinary people capable of delivering project and performance excellence.

1.5 Successful delivery of highly complex and challenging projects requires outstanding leadership. The IPA, formerly as MPA, began to address this through the introduction of the Major Projects Leadership Academy (MPLA) in 2012 to enhance major project leadership capability.

1.6 More information about the IPA and the MPLA can be found at: https://www.gov.uk/government/organisations/infrastructure-and-projects-authority https://www.gov.uk/guidance/how-to-join-the-project-delivery-profession

1.7 Following the establishment of the award winning MPLA programme, the IPA designed and introduced the PLP as a continuation of the long term vision to develop project leadership skills across government and create a cadre of elite project leaders.

1.8 The overall aim of the PLP is to address the requirement to build excellent project leadership skills at the level below Major Projects ("Major Projects" means those projects which feature in the Government's Major Project Portfolio (GMPP)) which are essential for successful project delivery.

1.9 More information on the GMPP can be found here: https://www.gov.uk/government/collections/major-projects-data

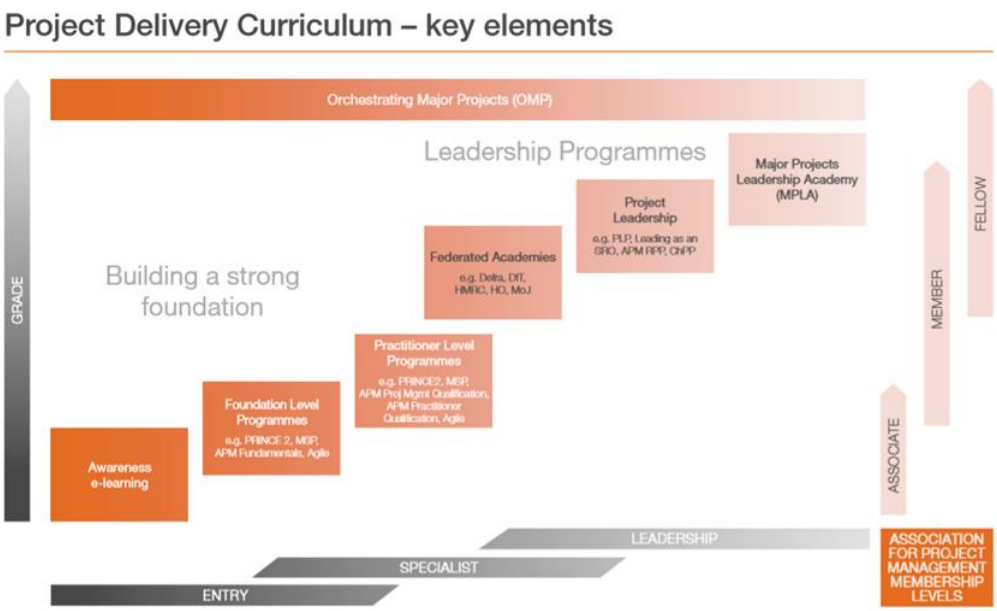
1.10 The Senior Responsible Owner (SRO) for the reprocurement of the PLP and the ongoing Sponsor for the programme is the Director of the Project Delivery Function, Profession and Standards in the IPA. The Supplier shall be accountable to this Director for the PLP. The Director will specify a named contact with whom the Supplier shall work on a day-to-day basis.

1.11 The purpose of the 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. In October 2018 the Project Delivery Functional Standard was published and this, along with other guidance published by the IPA, should be taken into account by the Supplier to ensure that the next version of PLP is in line with the IPA's own guidance on project delivery. https://www.gov.uk/government/publications/project-delivery-functional-standard

1.12 The IPA Function, Profession and Standards Team work closely with the departments 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 participants wishing to be nominated for the IPA leadership development programmes.

1.13 The current programme was based on a pilot version the Authority designed in partnership with the providers of the MPLA. It was designed to be complementary with, but distinct from, the MPLA, and at its foundation is a PLP Competency Framework. The same competency domains underpin both programmes and it is important that the two programmes continue to form a learning progression with distinct learning experiences and curricula. The Authority is keen to ensure that the two programmes remain distinct and provide different learning experiences and outcomes.

1.14 The overview of how the PLP sits within the project delivery curriculum is:



Please note, the curriculum will be subject to further review over the next year, but it is anticipated that the PLP will remain a core element of the framework, positioned at the same level.

1.15 The current contract for the PLP was awarded in March 2015 to Cranfield Management Development Limited, a consortium led by Cranfield University with PA Consulting and The Project Academy.

1.16 The course outline for the current PLP is set out in Annex A to this document. Whilst the existing programme has proved successful and there are elements we anticipate will be offered in the design again, the Authority is seeking innovative proposals to improve and update the course design in both content and delivery method and explore its ability to be more flexible for the future civil service as it evolves.

1.17 The IPA anticipates the PLP should support government priorities and initiatives including those on diversity and inclusion, accessibility and a more regionally spread civil service in the future. These are outlined in the Civil Service Diversity & Inclusion Strategy, the accessibility requirements for public sector websites and apps and the Civil Service People Strategy 2017-2020. The links below provide the current strategies, however these may be updated over the lifetime of the contract.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658488/Strategy_v10_FINAL_WEB6_TEST_021117.pdf

https://www.gov.uk/government/publications/civil-service-diversity-inclusion-dashboard

https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps

https://hr.per.gov.ie/wp-content/uploads/People-Strategy-for-the-Civil-Service-2017-2020.pdf

https://www.gov.uk/government/collections/smartergov

2 PARTICIPATION IN THE PROJECT LEADERSHIP PROGRAMME

2.1 The PLP is not an "open" course and this will not change. Specific individuals are nominated by government departments or arm's-length bodies (ALBs) to attend the PLP. No private individuals will be permitted to attend the course. Participation shall always be subject to discussion with, and agreement by, the Authority.

2.2 The PLP is aimed at senior individuals, usually Civil service Grade 7 or 6 (known also as Band A) to SCS1 who are primarily:

EITHER currently in a Senior Responsible Owner (SRO) or Project Director (PD) role (or equivalent) leading a priority project in the tier below GMPP which has most, or all, of the following attributes:

- is critical to one or more Departmental objectives;
- provides a critical dependency for another project or programme within a departmental portfolio;
- is commercially challenging;
- involves significant resources;
- is complex;

OR a senior leader within the Department's 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.).

2.3 In all cases Participants are expected to:

- be personally committed to their development within the project delivery profession in government;
- be highly enthused, motivated and engaged to fully benefit from the PLP and maximise their chances of successfully passing the formal assessment.

2.4 The PLP is specifically **NOT** aimed at:

- Project Directors or Senior Responsible Owners on GMPP projects (because these individuals should attend the MPLA);
- Suppliers, sub-contractors or those employed on “interim” or “consultancy” arrangements in government;
- Individuals known to be leaving the department for any reason within the next 12 months;
- Individuals who are on projects due to finish within the next 3 – 6 months and who are unlikely to continue in the project delivery profession.

3 THE REQUIREMENT

3.1 The requirement is divided into two distinct phases:

Phase 1 (Programme Design)
The Supplier shall ensure that appropriately qualified and experienced academic subject experts, who are recognised in their field and have a proven track record in teaching and/or facilitation, lead the revision, innovation and development of the design of the PLP, working collaboratively with the Authority to finalise the content, structure, teaching and learning approach and other services including course administration, quality assurance, performance management and participant learning support processes. The Supplier will be required to propose a programme design that can be delivered through a residential model and be able to be adapted to a more flexible non residential version.

Phase 2 (Delivery)
The Supplier shall be required to deliver the PLP as directed by the Authority, throughout the duration of the Contract.

3.2 The Supplier is anticipated to be a consortium who together offer the blend of services required. The blend will include academic and practitioner expertise. The Supplier will contract with The Authority as a single legal entity. This may be as a Special Purpose Vehicle (SPV) or a lead supplier with sub-contractors. It will also be expected that the services will be provided immediately upon contract award.

3.2.1 Phase 1 will be the design stage and will require the development of the broad structure and components for the core 12 month programme.

It is anticipated that **August to December 2020** will be the initial phase for this development and will provide the minimum requirement to recruit for,

launch and begin to deliver modules for a **first cohort in January 2021**. The end to end design of the programme will have been agreed and the content will be finalised in detail as the programme for this cohort is delivered.

The supplier is expected to ensure that participant nominations for the first cohort can commence 3 months ahead of its cohort launch date.

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.

As we are exploring more than one format for the programme, the authority anticipates that the primary format will be the priority during this design phase and will form the content basis for any alternative method of delivery. It is expected the primary format will be based on a residential model.

Timelines for development and delivery of any alternative format will be agreed between the Authority and the Supplier.

This phase has been designed to minimise the interruption to cohort delivery between the old and new contracts (please see Annex D for details of the last cohort to be delivered under the current contract).

3.2.2 Phase 2 (Delivery), the launch of the first cohort, shall commence in January 2021.

3.3 The Authority is not willing to alter or negotiate the timescales set out in paragraph 3.2 except in exceptional circumstances

3.4 The design, content, structure, teaching and learning approach and other services, including programme administration, programme delivery, quality assurance, performance management and participant learning support processes, must be suitable in terms of the quality and level of delivery in order to fully meet the needs of senior individuals within the Civil Service.

3.5 The Supplier shall ensure all design costs for Phase 1 are identified and itemised.

3.6 The supplier shall ensure all further costs relating to the amendment of the design for Phase 1 or 2:

(i) For minor changes to the programme it is expected 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 programme 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.

(ii) For major changes these will be priced and agreed with the Authority as and when they arise. Funding for these changes will be partly or fully funded by an 'Innovation and Improvement Allowance' included within the participant fee. The allowance will be a specified amount to be charged and monies will be held by The Supplier on behalf of the Authority. The framework for its administration will be agreed with the authority during Phase 1. Please see contract schedule 7.1 Part D.

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.

3.7 The Supplier shall ensure that all costs and overheads associated with the delivery of the PLP in Phase 2 are included in the participant course fee, unless otherwise agreed in advance (and in writing) by the Authority. 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. It is anticipated there could be a different scale agreed for the primary format and any alternative format developed.

3.8 The Supplier will only launch a cohort where enough participants have been enrolled to meet the minimum numbers required. This minimum number will be agreed with the Authority and will be the lowest number of participants on the sliding scale. The Authority anticipates a minimum of 3 cohorts of 30 participants will launch in the first contract year but will collaborate with the supplier on cohort scheduling as part of Phase 1. A "cohort" is defined as a single iteration of the end-to-end Project Leadership Programme.

3.9 Throughout the duration of the Contract, in Phase 2, the Supplier must have the capacity to deliver 6 cohorts (each containing up to 50 Participants) per year, this requirement is based on the numbers delivered under the previous contract and is not a guaranteed number. The Authority may also request the delivery of additional cohorts should demand for places on the PLP increase, as per the additional services provisions (see Section 5 of this annex)

4 MANDATORY REQUIREMENTS

4.1 Generic Mandatory Requirements

4.1.1 The Supplier shall be responsible for designing and delivering all known

and future aspects of the Services through a single point to the Authority.

4.1.2 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.

4.1.3 The Supplier shall ensure the design, development and delivery of the PLP will support the Civil Service strategies on diversity and inclusion. The Supplier will consider how to make the programme as accessible as possible. The Authority will expect consideration to be given to all aspects from marketing through to processes, format, content and diversity of delivery teams and faculty. 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").

4.1.4 All training material and all Services shall be signed off and agreed with the Authority prior to delivery of the PLP. The Authority reserves the right, in its absolute discretion, to direct the Supplier to amend the content or provision of the PLP in any manner it reasonably deems necessary.

4.1.5 The Supplier shall not allow any of the intellectual property created for the delivering of the services to be re-used, re-produced or otherwise distributed outside of the PLP itself. The Authority owns the current PLP specific intellectual property and will own any new created for the purposes of the programme. This is in addition to the legal requirements on data management as set out in the General Data Protection Regulations (GDPR) 2018/Data Protection Act 2018

4.1.6 The Supplier shall ensure that all Supplier Staff 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 at https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework

4.1.7 The Supplier shall ensure that it implements procedures for maintaining quality and consistency of delivery across each cohort and any differing formats across the PLP as a whole.

4.1.8 The Supplier shall design and deliver the PLP so that each cohort of Participants is able to complete their programme journey from first activity to assessment over a 12 month period. (Supplier to note 4.3.14 and 4.3.15 on circumstances where participants may take longer to complete their learning journey and maximum time limits)

4.1.9 The supplier shall design and deliver the PLP so that each cohort of participants receives a blend of formal learning elements with continuous reflection and embedding of learning. Participants will be required to create and implement a personal learning and development plan as part of the programme.

4.1.10 The Supplier shall design and deliver the PLP in such a way that each cohort of Participants is able to demonstrate the practical impact of the programme upon their personal effectiveness. It is anticipated any processes created for feedback and assessment will include personal, peer and senior sponsor contributions.

4.1.11 Throughout Phase 1 and Phase 2, the Supplier shall, at all times, ensure that PLP learning outcomes are based on the PLP Competency Framework. The current framework is set out in Annex B of this document. It is expected the supplier shall work with the authority to review and update the framework as part of the Phase 1 design stage.

4.1.12 The Supplier shall, at all times, ensure that it designs and delivers the PLP to enable Participants to achieve a real and evidenced shift in knowledge, skills and behaviour, as set out in the PLP Competency Expectations matrix. The current framework is set out in Annex C of this document. It is expected the supplier shall work with the authority to review and update where appropriate the expectations matrix as part of the Phase 1 design stage.

4.1.13 The current PLP is structured around three separate competency domains:

i. Leadership of Self (40% of the PLP content and focus);

ii. Technical Project Leadership (30% of the PLP content and focus);

iii. Commercial Capability (30% of the PLP content and focus)

The authority anticipates these three overarching domains and the balance between them will be retained, although the competency framework which sits under these headings is to be reviewed. The authority anticipates all three areas will be subject to a refresh and alignment will need to be considered with other key civil service frameworks, including the Project Delivery Capability Framework. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/755783/PDCF.pdf

The PLP competency framework must remain a bespoke framework for the programme, delivering its learning outcomes. However it is anticipated by the Authority that the Supplier will need to consider how the programme maps across to the Association for

Project Management (APM) competencies of Chartered Project Professional (ChPP), and any future changes to the Government's accreditation framework for Project Delivery Professionals (see Annex E of this specification). Any required alignment with these other frameworks, which indicates a change to the PLP, will only be introduced after collaboration with and agreement from the Authority.

It has been identified, based on feedback, that the competencies under Commercial Capability may require the greater change. The Authority will support the Supplier to identify the correct level of awareness required for government project delivery Professionals, which will include consideration of the standards and foundation levels set by the government commercial function https://www.gov.uk/government/organisations/government-commercial-function

4.1.14 The Supplier shall ensure that the learning content and approach of the PLP is approximately 60% practical and 40% theoretical :

- 'Practical' shall be interpreted as meaning application of theoretical learning through a predominance of interactive learning with structured team member and case study exercises, 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.

- 'Theoretical' shall be interpreted as meaning an academic approach to understanding the issues and challenges of project leadership and the competences required to do so successfully in a government context.

- Consideration should be given in the design of the practical and theoretical elements to ensuring the learning is accessible to all participants, including those with non-academic backgrounds.

4.1.15 The Supplier shall ensure that the PLP addresses the functional standard for project delivery and core principles for project success:

- Focusing on outcomes
- Planning realistically
- Prioritising People
- Creating an open culture
- Controlling scope
- Managing complexity and risk
- Being a good client
- Learning from experience

The supplier should also address the skills, knowledge and behaviours required for successful project leadership in government, which may include:

i. Leadership of Self
- Incomplete Leader concept
- Leading through uncertainty
- Leading cultural and behaviour change
- Personal Resilience

ii. Technical Project Leadership
- Temporary organisations
- Portfolio Management
- Transformation
- Agile

iii. Commercial Capability
- Benefits planning and realisation
- Business Cases
- Performance Measurement
- Contract Management

4.1.16 The Supplier must ensure the venue(s) for delivery of the primary format for PLP, which will be based on a residential model (see 4.3 for further information), will be located in the south of England within 2 hours travel time (on public transport) from a Zone 1 London station.

4.1.17 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.

4.1.18 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 course fee.

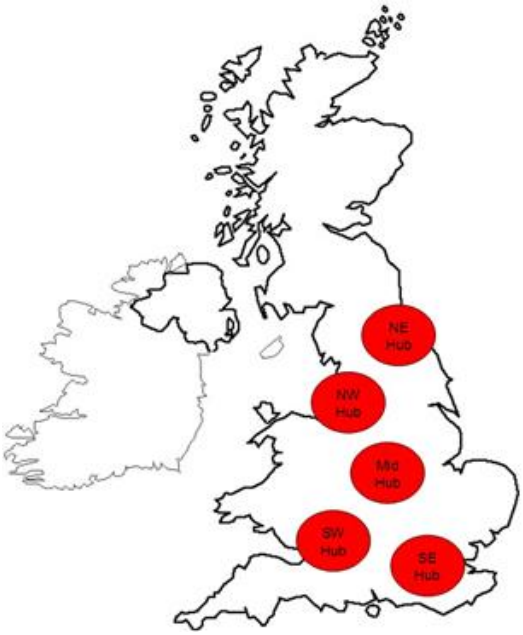
4.1.19 The Authority anticipates that during the life of the contract there may be a requirement for PLP to be delivered in other regions of England (see Profession distribution statistics below and government initiatives on future working https://www.gov.uk/government/collections/smartergov).

The supplier must ensure the programme, whether the primary or any alternative format, 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. Location and timelines for delivery will be agreed between the Authority and the Supplier.

Project Delivery Profession Distribution of Grade 6 & 7 and SCS

across the UK in 2018

South East including London	1840
South West	780
Midlands including East of England and Wales	420
North East including Scotland	380
North West including Northern Ireland	190



4.2 Mandatory Support Services

4.2.1 The Supplier shall ensure that the cost of providing all PLP support services is included within the participant course fee.

4.2.2 The Supplier shall be responsible for producing and providing all promotional material for the Authority to use when recruiting Participants onto the PLP. Any such material will be designed with and approved by the Authority.

4.2.3 The Supplier shall provide as part of its digital solutions an online platform which supports the participant learning journey. It is anticipated the platform will offer the following functionalities:

Core:

- Application Processes and general administration

- Management Information
- Programme information
- Links to participant assessment systems
- Programme evaluation and feedback tools
- E-learning
- Resources
- Accessible by cross government departmental systems
- Adaptable for participant accessibility requirements
- Accessible without requiring any additional software or hardware
- Must meet the security standards set out in the terms and conditions of the contract

Desired :

(Please note some of these may be considered 'core' to support an alternative delivery format)

- Participant progress tool
- Participant development planning
- Participant networking and collaboration
- Accessible by different devices - tablet, smartphone, laptop
- Access to support such as coaches or subject matter experts

4.2.4 The Supplier shall communicate with Participants, or other necessary departmental officials, electronically, unless otherwise specified by the Authority.

4.2.5 The Supplier shall provide a customer service helpdesk which:

- Provides a telephone number and email contact point
- Is available between 8.30am and 5.30pm on working days (excluding UK Bank Holidays)
- Acknowledges all enquiries by the next working day
- Can provide password resets for any online service
- Can deal with general participant issues

4.2.6 The Supplier shall create and maintain appropriate participant records in respect of the PLP, including but not limited to:

- Application process and status
- Programme progression
- Programme assessment and certification outcomes
- Participation issues, delays and deferrals
- D&I data collection
- Programme impact and benefits

4.2.7 The Supplier shall be responsible for providing all course equipment.

4.2.8 The Supplier shall be responsible for all course administration.

4.2.9 The Supplier shall ensure that all records are up-to-date and maintained securely at all times and in accordance with the terms and conditions of this contract (see Section 10 of this specification).

4.2.10 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.

4.2.11 The Supplier shall ensure that appropriate contingency arrangements are put in place to prevent disruption to planned events.

4.2.12 The Supplier shall ensure that all meals, food and refreshments are provided to Participants throughout the duration of any day or residential event which is part of the PLP. The cost of all such catering or refreshments shall be included in the participant course fee.

4.2.13 The Supplier shall be responsible for the provision of suitably qualified and support the supplier by facilitating introductions to MPLA and PLP graduates who may be able to offer government practitioner contributions and case studies, but any such contact with these graduates must be discussed with and authorised by the Authority.

4.3 Phase 1 Mandatory Requirements

4.3.1 The Supplier shall work collaboratively with the Authority to revise, innovate, develop and finalise the design of the PLP, in terms of the content, structure, teaching and learning approach and other services including course administration, quality assurance, performance management and participant learning support processes (which will include supporting Participants to develop their personal learning plans). The Supplier will be required to propose a programme design that can be delivered through a residential model and be able to be adapted as a more flexible non residential version.

The Supplier will ensure that nominations for the first cohort open in October 2020, as delivery of the first cohort must commence in January 2021.

4.3.2 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 Departments relating to the promotion or administration of the PLP are appropriate and have Authority approval.

4.3.3 During Phase 1, the Supplier shall be required to work collaboratively with the Authority and a range of stakeholders, including IPA's Learning Expert Partner from Civil Service Learning, to develop, and agree proposals for the final design and course content, structure, teaching and learning approach and other services including course administration, quality assurance and participant learning support processes before Phase 2 commences.

4.3.4 The Authority anticipates the current PLP format (see the current programme outline, Annex A) will provide a guide for the programme design and proposals, which will include new and innovative approaches to both content and delivery methods.

4.3.5 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. See the contract exit plan, Annex D of this specification**.**

4.3.6 During Phase 1, 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.

4.3.7 The Supplier shall design the PLP so it provides a minimum 75 directed learning hours. It is anticipated that these hours will be the 'mandatory' elements to the programme and will include face to face and e-learning as appropriate. For clarity these hours will not include coaching or self-directed learning.

4.3.8 The Supplier shall design the primary format for the PLP so that the programme offers a cohort with a residential component. It is anticipated this would be between 5 and 7 nights across the whole life of the programme and each residential element should last no longer than 2 nights. Any costs for participants or the supplier for accommodation must be included in the participant course fee.

4.3.9 The Supplier shall design in addition to the primary residential format a version of PLP without any residential components (that is, overnight stays). This will be a more flexible structure to make some cohorts accessible to participants with fixed working patterns or commitments outside of office hours. The format must deliver the same learning outcomes, content and benefits as the primary format to the same high quality. Timelines for

development and delivery of the alternative format will be agreed between the Authority and the Supplier.

4.3.10 The Supplier shall be required to undertake an assessment of each participant's project leadership experience and competencies* before commencing the PLP and again upon leaving the PLP to:

- Identify and address each participant's learning and development priorities and provide the basis for the participant's personal learning and development plan;

- Evidence each participant's development as a result of completing the formal learning elements of the PLP; the successful achievement of which will contribute to determining whether an overall "pass" is awarded to the participant;

- Include pass/fail components both during and at the end of the PLP, via a range of assessment methods**.** In the case of a failure, the option for an individual to re-take components should be available. The facility for individuals to re-take is to be limited by agreement with the Authority.

*The term "competencies" for the purposes of this document is used to describe the skills, knowledge, attitudes and behaviours relevant to project leadership in central government, as defined within the PLP Competency Framework. The current framework is set out in Annex B of this document. It is expected the supplier shall work with the authority to review and update the framework as part of the Phase 1 design stage.

4.3.11 The Supplier shall provide a continual learning process over the 12 months duration supporting each cohort of Participants throughout formal learning stages and personal learning implementation and evaluation periods. At a minimum, this should include 4 individual one hour coaching sessions[1] to support the development and achievement of the participant's learning and development plan. The Authority recognises that a small number of participants may require additional support, but would not expect to incur additional charges until this support extends beyond 6 coaching sessions per participant. Prior authority to exceed the standard sessions should be

[1] The authority defines coaching as a non-directive form of development conversation designed around the individuals personal development goals "It's a skilled activity, which should be delivered by people who are trained to do so" Coaching does not feature advice. https://www.cipd.co.uk/knowledge/fundamentals/people/development/coaching-mentoring-factsheet# (November 2019)

obtained from the Authority as part of on-going contract and performance management.

4.3.12 The Authority expects coaching to be a high quality service which will address participants' learning and development priorities. Coaches are required to be individuals who are accredited to ILM level 7 or with an equivalent qualification. In cases where mentoring is requested or deemed to be more appropriate to meet the individual's development goals, the Supplier and The Authority will consider the request or recommendation and work collaboratively to identify a solution.

4.3.13 The Supplier shall nominate a member of its faculty or key delivery team to each cohort to act as a cohort manager to provide a recognised point of support and guidance for individuals throughout their time on the programme.

4.3.14 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 residential module or participate in a component of the PLP. 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 size agreed (in advance) with the Authority.

4.3.15 The Supplier shall set a maximum time limit of 2 years, for individuals to complete their programme journey. 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 will 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 outstanding participants as part of the exit management strategy.

4.3.16 The Supplier shall include a proposal for formal professional programme accreditation for the PLP 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 cohort 1.

4.3.17 The Supplier will be expected to explore an option for participants, who have passed the programme, to align their learning to the competencies required for the Association for Project Management (APM) standard of Chartered Project Professional (ChPP), as part of a future Government accreditation framework for Project Delivery Professionals (see Annex E).

4.3.18 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.

4.3.19 The Supplier shall gather qualitative feedback on, and lessons learned from each cohort and module, and shall use this information within the continuous improvement and refinement of the PLP, thereby ensuring that the content and approach remains current, relevant and effective throughout the lifetime of the Contract.

4.3.20 The Supplier shall gather equality and diversity monitoring data anonymously from each cohort at the start of their programme and at the conclusion of an individual's PLP participation. The data to be gathered will be by agreement with the Authority.

4.4 Phase 2 Mandatory Requirements

4.4.1 The Supplier shall be required to develop, promote, and deliver the PLP to nominated programme Participants.

4.4.2 The Supplier shall charge the nominating Department/Agency for each participant a single PLP course participant fee which shall include all costs, overheads and profit associated with the delivery of the services as required.

4.4.3 The PLP must be taught / delivered by a mix of academic subject experts, who are recognised in their field and have a proven track record in teaching and/or facilitation and experienced project practitioners, and should include specific contributions from world-class project leaders from the private and public sectors. (The term "world-class project leaders" for the purposes of this document, means people who have successfully and demonstrably led and delivered projects of a size, scale, complexity and risk that is comparable to significant government projects, and / or who are credible high calibre role models for project leaders entering the PLP; and / or are recognised nationally or internationally for their project delivery experience).

4.4.4 The PLP is an existing brand and the Supplier shall be required to incorporate this branding into any promotional materials, training materials and course content, as directed by the Authority.

4.4.5 Participants and their senior sponsors must be given appropriate information in reasonable time about what they can expect from the PLP. The Supplier will develop a rolling registration process, in line with the online platform requirements, which will enable departments to forward

plan their participant bookings. The Authority would normally expect to see a three month period between the start of receipt of nominations and each cohort's first programme commitment.

4.4.6 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, department, project type, gender, etc.);

- Ensure timely provision of appropriate PLP module and logistical information to all authorised Participants;

- 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);

- Provide all learning support resources and materials to support Participants throughout the programme.

4.4.7 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. Reasonable notice of any such additional Supplier costs incurred should be submitted to the Authority in advance and any such reasonable additional costs may be funded through a discretionary single adjustment to the delegate fee, provided the Authority has given prior approval.

4.4.8 In the event that a number of cohorts are running concurrently, the Supplier shall ensure that all scheduling of events in all cohorts, where Participants are required to be absent from their base working location to attend a PLP session, are scheduled in such a way that there is no overlap between cohorts. This is required to minimise the impact of key personnel being absent from the business at any given time.

4.4.9 The Supplier shall assess each attendee's project leadership experience and competence against the PLP competency framework (revised and agreed version) before they begin the programme and at the end of the programme. The Supplier may wish to introduce a psychometric/behavioural skills assessment and/or use 360 degree feedback to add greater richness and depth to this assessment. The Supplier will use these assessments to establish, agree or contribute to:

- A participant's learning priorities for their time in the programme, including coaching requirements
- 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 PLP
- The final assessment of a participant, validated by the attendee's Project Sponsor, to help determine a final pass/fail of the programme
- To report on cohort and overall attendee competence levels (and gaps) to the Authority before and after each iteration of the programme

4.4.10 The Supplier shall:

- Ensure measurement of participant satisfaction takes place after the completion of each formal learning module, and that this information is provided to the Authority;
- Ensure measurement of learning outcomes takes place after the completion of each learning module, and this information is provided to the Authority;
- Ensure measurement of satisfaction with, and success of, the PLP as a whole, from the perspective of Participants and their sponsors or Heads of Profession;
- Ensure measurement of the wider impacts and benefits of the PLP, including from a departmental and IPA perspective

4.4.11 The Supplier should note that the perceptions of the PLP's quality and reputation amongst senior Civil Service stakeholders and potential Participants will influence actual uptake.

4.4.12 The Supplier shall liaise with the Authority before committing to guest speakers. This is because the Authority may choose to provide its own guest speakers in addition to, or instead of, guest speakers proposed by the Supplier. Provision of appropriate speakers on a pro bono basis by either the Authority or the Supplier should be in the overall declared cost of the Programme.

4.4.13 Participants who successfully complete the programme should be given a formal recognition of their successful completion of the Programme and it

is anticipated that each cohort will be offered a group closing event to mark the achievement.

4.4.14 The Authority has established a cross-Government alumni networking group for existing leaders from PLP and MPLA. This will be extended to include all future leaders who are accepted onto the next iteration of PLP. It is expected that the Supplier will be invited to attend and/or to speak at events organised by the Authority for this group. Reasonable attendance in connection with such events shall not be deemed an additional chargeable service. The Supplier shall, however, be entitled to recover expenses in line with the expenses provisions within the Contract Terms and Conditions.

5 ADDITIONAL SERVICES

5.1 Upon request by the Authority, The Supplier shall provide additional cohorts of the PLP (up to 50 participants per cohort). The Authority will collaborate with the Supplier on any changes to the format, content and location required where demand is specific to an organisation or a region.

5.2 Upon request by the Authority, the Supplier shall provide suitably qualified and suitably experienced personnel to provide Additional Services in respect of the PLP, including, but not limited to:

- Running ad-hoc workshops and / or other specialist events for current Participants or alumni;
- Running ad-hoc workshops and / or other specialist events for senior civil servants to address development needs or civil service skills and knowledge gap relating to project delivery leadership;
- Running ad-hoc 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;
- Collaborating with IPA to improve existing or develop new learning resources for project delivery professionals;

5.3 Any Additional Services provided by the Supplier in respect of the PLP shall be provided either:

a) in accordance with the maximum rates as set out in the Contract Charges Schedule ;

Or

b) on the basis of a fixed price (if requested by the Authority).

5.4 Upon request by the Authority, the Supplier shall provide support to senior civil servants, government Ministers, and government committees in respect of the PLP. The support required may include providing advice, producing or contributing to written submissions / reports and attendance at hearings, briefings and events.

6 SERVICE LEVELS, KEY PERFORMANCE INDICATORS AND SUCCESS CRITERIA

6.1 The Supplier shall comply with the Service Levels, Key Performance Indicators and which are set out in the Contract - see contract schedule 2.2

6.2 The supplier is expected in monitoring and measuring successful delivery of the Programme to 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 should therefore plan as part of its evaluation processes, and in collaboration with the Authority, how to evaluate the following success criteria:

1. Evidence that that majority of PLP 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

2. There is an increasing number of PLP alumni identifying or recognising themselves as member of the project delivery function across government

3. A recognisable positive effect on retention rates of project leaders, within the Civil Service, who have attended PLP

4. PLP recognised as an inclusive programme attracting and retaining a diverse participant base reflecting the broader composition of the PD profession

7 MANAGEMENT REPORTING REQUIREMENTS

7.1 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 and its schedules.

8 CONTRACT MANAGEMENT

8.1 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 the Terms and Conditions for the Contract

8.2 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

8.3 During Phase 1, the Supplier shall agree with the Authority a report format and schedule for Phase 2 of annual review meetings for the life of the contract

9 CANCELLATIONS

9.1 The full cancellation procedure is set out in Contract Schedule 7.1 Charges (Contract Charges Payment and Invoicing)

It is expected that a cohort will be finalised and the participant fee from the sliding scale to be charged for that cohort is agreed one month prior to its launch. Where there is a participant cancellation, 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 costs.

10 SECURITY MANDATORY REQUIREMENTS

10.1 The Supplier shall be compliant with the contract Schedule 2.4 Security Requirements and Plan.

10.2. The Supplier shall be certified as compliant with Cyber Essentials PLUS, in accordance with the requirements of the Cyber Essentials Scheme (https://www.cyberessentials.ncsc.gov.uk) and shall provide the Buyer with a copy of the certificate of compliance before the Supplier shall be permitted to receive, store or Process Government Data.