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1. PURPOSE

- 1.1 To co-design, programme manage and facilitate the Authority's flagship graduate development programme. This 10-month programme runs twice a year for new Range D (Civil Service Higher Executive Officer/Senior Executive Officer grades equivalent) policy advisors, who join the Authority in April and September. The Authority is seeking new suppliers to deliver this programme from September 2017.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Authority is the Government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy and working to achieve strong and sustainable economic growth. The Authority aims to be a high performing organisation, able to work effectively with its many stakeholders.
- 2.2 The Authority's vision is for every member of staff to play a full, productive and valued role in ensuring it operates as a high-performing organisation, in an environment that fully reflects its values and is a rewarding, and supporting place to work, with a wide diversity of backgrounds, styles, and working patterns.
- 2.3 The Authority recruits c.70-80 new graduates at Range D level on an annual basis. They are recruited on the basis of their intellectual and analytical abilities, tested through a robust multiple-stage graduate recruitment process. The majority of the Range Ds recruited in this method are new to the Civil Service and have recently completed undergraduate or postgraduate qualifications. Some may join via the graduate recruitment method, but come from elsewhere in the public or private sector.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

Programme development and objectives

- 3.1 This is the Authority's flagship entry level programme for new policy advisors, recruited through the Authority's Graduate Recruitment Scheme. The programme was first introduced in September 2015 as part of the Authority's change programme, 'Building a Great Treasury'. The graduate programme is a step change in the training offer to new policy advisors and is sponsored by members of the Authority's senior civil service (SCS) including the Head of Policy Profession.
- 3.2 The programme provides a consistent learning framework for all graduate policy advisors, including graduates recruited to the Authority via the Government Economic Service, to acquire the core set of skills required for the policy profession. The programme is structured around the central policy profession principles, and the Authority's specific framework for policy knowledge and skills (the 'Policy Professionalism Framework'). The Authority is currently developing a complementary policy leadership programme for new Range E's (Civil Service Grade 7 equivalents) to support the transition for policy professionals, which build on the foundations of this programme.
- 3.3 The programme's objectives are to:
- 3.3.1 Provide an integrated and coherent learning pathway to support the length of the Range D's first post (18 months) and beyond, into their second post (at 18 to 36 months); and to ensure the learning journey is positive, engaging, enriching and enjoyable.



- 3.3.2 Utilise a range of learning interventions that build on each other, in modular format. These interventions should become embedded, reflect the Authority's core values (challenging, appreciative, collaborative and open) and be applied in the work environment.
- 3.3.3 Put all aspects of the learning into the Authority's context, through real life examples and experiences demonstrated via case studies, activities, and expert colleagues.
- 3.3.4 Build in appropriate assessment and feedback mechanisms throughout the programme, to demonstrate application of the programme's learning, and standards against the Authority's core values, and policy principles, have been met.

Programme content and delivery format

- 3.4 The formal training elements of the programme comprise of four learning modules, spaced out over 10 months. These modules are delivered through case studies, e-learning, desk-learning, seminars and group work. The modules are designed to build on each other, together forming a coherent programme. After 18 months, the Range Ds rotate into a second post, intended to build on their strengths and development areas identified throughout the programme. The rotation for the programme's first cohort from September 2015 is due to take place by Spring 2017.
- 3.5 The Authority has worked with existing suppliers to co-design, and in certain modules, co-deliver the learning. Each session within the four modules of the programme has a lead sponsor and working level contact from within the Authority. They are responsible for structuring the design of the session with the lead supplier, providing the Authority's context of that session to ensure the quality of learning is appropriate, challenging, and relevant.
- 3.6 The Authority has run three cycles of the programme to date, with two further cohorts due to start in 2017. Annex A provides an overview of the current delivery format of the programme. The programme's modules are split into:
 - 3.6.1 **Module 1 – 'Getting ready for work at the Treasury'**: this is the introductory module that takes place over 13 days (2.5 weeks) that predominantly focuses on an introduction to government, ministers and the civil service; before focusing on the policy principles and application of economics in government. This module also introduces personal impact awareness, building relationships with stakeholders, and methods of effective communication.
 - 3.6.2 **Modules 2 to 4 – 'Building skills and expertise'**: these modules are delivered between months 3 to 10 of the programme and usually each take place over 3-4 days. These modules focus on the Authority's core business areas (including public spending, tax and growth and productivity), further application of economics in government; introduction of a diagnostic tool to identify behavioural preferences, and the development of negotiation and oral communication skills.



- 3.7 The graduate development programme has led to a marked improvement to the quality of training provided to new Range Ds. 81% of the programme's first Range D cohort rated the effectiveness of their induction as 'excellent' or 'good', compared to 62% of Range Ds who were not enrolled on the programme. The programme has also supported their development by providing them with the tools to excel as any Range D in the department - 80% of the first cohort were confident they would be successful in their role, and reported high satisfaction levels of their overall induction experience. The Authority would expect the programme to maintain this level of engagement and success to date.
- 3.8 The programme content is refreshed on a regular basis ahead of delivery of each cycle, to take into account developments within the Authority's business, feedback from participants and senior management, and other relevant factors. The Authority is also looking for new ideas, and new content, to add into the existing module format, following a review of running three cycles to date. These are set out in more detail in para 4.
- 3.9 To ensure this is achievable, the successful Supplier will need to gain credibility with the programme's participants from the outset, as well as the Authority's senior sponsors and working level contacts, to ensure the quality of the programme content is intellectually engaging and suitably pitched for this group of high calibre Range Ds.
- 3.10 The Lots the Authority is seeking bids for are:
- Lot 1:** End to end management and co-design of the full programme from modules 1 to 4; and the design, delivery/facilitation of behavioural and coaching elements which include stakeholder management, effective communication and negotiation skills – tailored specifically to the Authority.
- Lot 2:** Co-design and delivery/facilitation of the policy making process elements in module 1, to focus on policy analysis, approaches to policy making, implementation, communication and delivery – tailored specifically to the Authority.
- 3.11 The programme relies on personnel with expertise in policy making and behavioural and coaching techniques. The Authority has therefore split the bid into two lots. A main Supplier (Lot 1) will be assigned to project manage the programme in the case of multiple Suppliers, to ensure consistency for the programme's learning objectives.
- 3.12 Any Potential Provider bidding for either Lot 1 or 2 may also bid for the other Lot, or not. Any Potential Provider bidding only for Lot 2 must be willing to work with a 3rd party Lot 1 Supplier, or vice-versa. Similarly, all Supplier(s) must be willing to work with other suppliers as appointed by the Authority to deliver the programme.



4. THE REQUIREMENT

Overall programme requirements

- 4.1 The Authority will expect the Supplier to:
- 4.1.1 Review the existing programme design and content, and develop new content where required, in collaboration with the Authority's senior sponsors and working level contacts. This will also involve conducting a thorough handover with the existing suppliers of the April 2017 programme.
 - 4.1.2 Review programme content in the lead up, delivery, and post-delivery, of each module and programme cycle (in particular, the policy learning), to ensure they continue to reflect the policy standards and core values of the Authority (challenging, appreciative, collaborative and open).
 - 4.1.3 Work in collaboration with other programme Suppliers as set out in Appendix C Schedule 2 in the event of multiple Suppliers, to ensure the programme delivers a seamless learning experience that reflects the above standards in para 4.1.2.
 - 4.1.4 Be available for regular on-site meetings in London, and to have sufficient resources to deliver the design work, particularly in preparation for Modules 1 and 2.

Requirements for Lot 1: Programme management and behavioural development

- 4.2 In addition to the overall programme requirements set out in Section 4.1, the Supplier for Lot 1 will specifically be required to:
- 4.2.1 Manage and oversee the delivery of modules 1 to 4 of the programme, including the development of all programme logistics e.g. pre-course materials, programme venue, session resources and all communications with participants across the length of the programme, for multiple cycles on an annual basis. These will take place before, during and after delivery of each module of the programme.
 - 4.2.2 Take ownership of the learning interventions across modules 1 to 4 to ensure they are designed appropriately to deliver a cohesive learning journey for the programme's participants. They must ensure the Authority's objectives are maintained throughout. This will involve working closely with the content of, and personnel from, a third party supplier delivering Lot 2.
 - 4.2.3 Manage a third party supplier delivering Lot 2, to resolve disputes or remedies in accordance to the Appendix C Schedules 1 and 2.
 - 4.2.4 Build in the Authority's core values (challenging, appreciative, collaborative, and open) to ensure they are reflected throughout the programme and underpin the design and delivery of all learning interventions across modules 1 to 4.
 - 4.2.5 Deploy personnel on the programme with the relevant expertise and qualifications to deliver technical and/or behavioural elements in an



engaging style, and the ability to flex training interventions to best match individual learner and organisation needs.

4.2.6 Review, design, deliver and facilitate the behavioural development sessions across modules 1 to 4. These sessions currently include:

- Developing and understanding learning styles;
- Behaviours and how to achieve success in the civil service;
- Developing personal awareness and impact;
- Understanding working styles and working effectively with others;
- Giving and receiving feedback; and
- Mapping personal development goals.

4.2.7 Design, deliver and facilitate two new softer skills sessions, currently delivered through off the shelf solutions, on:

- **Effective oral communication** – putting this into practice in the Authority's environment; and
- **Negotiation and influencing skills** – particularly with stakeholders of relevance to the Authority.

The Authority requires the option for the Supplier to also deliver these sessions for the April 2017 intake programme in modules 3 and 4, which are expected to run in October 2017 and January 2018 (please refer to Annex B for cohort cycles).

4.2.8 Review, design, deliver and facilitate the 'working with stakeholders' session, to explore an array of tools and techniques for building relationships with a broad range of stakeholders; and why it matters to the Authority. This must be developed in conjunction with the negotiation and influencing skills session referenced above in para 4.2.7 and representatives from the Authority's stakeholder management network.

4.2.9 Review, design, develop, implement and maintain the participant's assessments throughout the programme, to measure the participant's application of the learning provided on the programme, to their role. The current form of assessments include applied learning on the policy making and economics days, and multiple choice questions for the 'knowledge' sessions.

4.2.10 Review, build and undertake appropriate evaluation to measure the success of, and improvements to, the programme on a continuous basis. Specifically, how the programme impacts the individual's development in their role, but also the Authority's performance in meeting set objectives as outlined in para 3. This will involve suggestions to enhance the programme as it continues to evolve. The evaluation points should be undertaken at



the 1 month, 3 month and 12 month stages of the programme, for each cohort cycle. The evaluation format will be agreed with the Authority.

- 4.2.11 Work in collaboration with, and support, the Authority's HR team, senior sponsors and working level contacts, on learning design and delivery styles, to ensure that programme content is intellectually engaging, and relevant to the Authority's perspective.
- 4.3 Potential Providers are to note the Key Personnel clause 7.3 in Appendix C. Key Personnel put forward for managing Lot 1, shall remain available throughout the duration of the Contract to fulfil the Authority's requirements.

Requirements for Lot 2: Policy making process

- 4.4 In addition to the overall programme requirements set out in para 4.1, the Supplier for Lot 2 will specifically be required to:
- 4.4.1 Understand central government and the policy making process, and provide personnel with experience of working in the profession, who can demonstrate expertise in tailoring technical knowledge to the Authority's context.
- 4.4.2 Review, design, deliver and facilitate the policy making sessions in module 1, structured around the Authority's policy principles (purpose, evidence, creativity, options, stakeholders and implementation) that are currently split across four days of:
- 4.4.2.1 **Day 1: Introduction to the policy making cycle:** introduce the Authority's policy principles; the policy making toolkit; the challenges in policy making; the policy professionalism skills framework; and practical application to case studies.
- 4.4.2.2 **Day 2: Analysis and evidence in the policy making cycle:** introduce the use of, and method of building, an evidence base in the policy process; how to evaluate and apply evidence into policy making; and the role of Knowledge Management in the Authority.
- 4.4.2.3 **Day 3: Implementing policy:** introduce the legislative, stakeholder and evaluative elements of implementing policy in the 'real world'; how to deliver through other government departments; and managing risks in implementation.
- 4.4.2.4 **Day 4: Communicating policy:** a practical session to introduce the purpose of briefing, and how to construct a written narrative and argument, and apply it to an array of formats, specific to the Authority. This includes working knowledge of writing Ministerial submission and briefings, Parliamentary Questions, Freedom of Information requests, Ministerial Correspondence and external-facing briefings.
- 4.4.3 Design new content to incorporate into the policy week that looks at '**creative approaches to open policy making**'. This session needs to



introduce different policy problems, and the application of creative techniques to generate solutions.

- 4.4.4 Review, design, deliver and facilitate the assessment of the policy learning with the lead Supplier in Lot 1. The policy learning is currently assessed through applied learning by a policy case study presentation that brings together all elements from four days of policy learning; and a written assignment for ‘communicating policy’. The policy case study presentation must assess knowledge and application of the policy making process; and the behavioural process of the participants in achieving that successfully.

5. KEY MILESTONES

- 5.1 The Potential Provider bidding for **Lot 1** should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Kick off project meeting with the Authority’s HR team to familiarise module content, the Authority’s stakeholders, and delivery format. Agree and produce a delivery timetable, project milestones and risk mitigation strategy.	Within week 1 of Contract Award
2	Kick off introductory meetings with the Authority’s senior sponsors and/or working level contacts for all modules, reviewing content design as required, but in particular for preparation of module 1.	Within week 2 of Contract Award
3	Handover underway with incumbent suppliers of April 2017 programme. Agree opportunities to shadow delivery of April 2017 module 1.	By early April 2017
4	Programme’s module 1 content design fully underway, new content signed off by the Authority’s governance board ready to be piloted (as agreed with the Authority). Design of module 3-4 sessions ‘oral communications’ and ‘negotiating and influencing’ underway, in preparation to pilot with April 2017 programme in October (then again in January).	By end April 2017
5	Quarterly review of programme management and delivery: <ul style="list-style-type: none"> Review progress for module 1 content of September 2017 programme; Implementation of assessment platform for module 1 content and methods for individual session evaluations (as required); and Review progress for module 3-4 sessions ‘oral communications’ and ‘negotiating and influencing.’ 	May/June 2017
6	Quarterly review of programme management and delivery: <ul style="list-style-type: none"> Ensure module 1 content is finalised and ready for delivery; and 	August 2017



	<ul style="list-style-type: none"> • <i>Ensure module 3-4 sessions 'oral communications' and 'negotiating and influencing' finalised and ready for piloting.</i> 	
7	<p>Delivery of module 1 of September 2017 programme.</p> <p>Potential pilot of module 3-4 sessions 'oral communications' and 'negotiating and influencing' with April 2017 programme.</p>	End-September to early October 2017
8	<p>Completion of module 1 evaluation and session assessments for policy and economics.</p> <p>Facilitate design discussion and briefing/training for the Authority's staff as required, in preparation for module 2 of September 2017 programme.</p> <p>Completion of individual session evaluations for module 3-4 sessions run for April 2017 programme.</p>	By November 2017
9	<p>Quarterly review of programme management and delivery:</p> <ul style="list-style-type: none"> • <i>Review of module 1 content, evaluation and feedback, review payment schedule in preparation for April 2018 programme;</i> • <i>Ensure module 2 content is finalised and ready for delivery;</i> • <i>Implementation of assessment platform for module 2 content and methods for individual session evaluations (as required); and</i> • <i>Refresh content for module 3-4 sessions 'oral communications' and 'negotiating and influencing' for April 2017 programme following pilot in October 2017, ready for January delivery.</i> 	November / December 2017
10	<p>Delivery of module 2 of September 2017 programme.</p> <p>Potential second pilot of module 3-4 sessions 'oral communications' and 'negotiating and influencing' with April 2017 programme.</p>	Mid-January 2018
11	<p>Completion of module 2 evaluation (as required depending on content/format changes) and session assessments.</p>	Early February 2018
12	<p>Quarterly review of programme management and delivery:</p> <ul style="list-style-type: none"> • <i>Review of module 2 content, evaluation and feedback;</i> • <i>Review progress of module 3 content, building on pilot of 'oral communications' and 'negotiating and influencing' sessions from April 2017 programme; and</i> • <i>Ensure module 1 content (April 2018 programme) is finalised and ready for delivery.</i> 	February / March 2018
13	<p>Delivery of module 1 of April 2018 programme.</p>	End-April to early May 2018
14	<p>Delivery of module 3 of September 2017 programme.</p>	Mid-May 2018
15	<p>Completion of module 1 evaluation (April 2018 programme) and session assessments for policy and economics.</p>	By June 2018



	Completion of module 3 evaluation (September 2017 programme) (as required depending on content/format changes) and session assessments.	
16	Quarterly review of programme management and delivery <ul style="list-style-type: none"> Review of module 1 (April 2018 programme) content, evaluation and feedback, review payment schedule in preparation for September 2018 programme; and Ensure module 4 content is finalised and ready for delivery. 	May/June 2018
17	Delivery of module 4 of September 2017 programme.	Early-July 2018
18	Completion of module 4 evaluation (as required, depending on content/format changes) and session assessments. <i>(End of structured learning for September 2017 intake)</i>	End July 2018
19	Quarterly review of programme management and delivery: <ul style="list-style-type: none"> Review module 4 content, evaluation and feedback; Ensure module 1 (September 2018 programme) is finalised and ready for delivery; Lessons learned from first cohort cycle; and Programme participant and line manager evaluation ‘1 year on.’ 	August 2018
20	Delivery of module 1 of September 2018 programme.	End-September to early October 2018
21	Delivery of module 2 of April 2018 programme.	Mid-October 2018

5.2 The Potential Provider bidding for **Lot 2** should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Kick off project meeting with the Authority’s HR team to familiarise with policy session content, the Authority’s stakeholders, and delivery format. Agree and produce a delivery timetable, project milestones and risk mitigation strategy.	Within week 1 of Contract Award
2	Kick off introductory meetings with the Authority’s senior sponsors and/or working level contacts for policy sessions in module 1 to initiate review of current and new content design.	Within week 2 of Contract Award
3	Handover underway with incumbent suppliers of policy sessions in module 1 of April 2017 programme. Agree opportunities to shadow delivery of policy sessions in module 1 of April 2017 programme.	By early April 2017



4	Design for policy sessions in module 1 fully underway, new content signed off by the Authority's governance board, ready to be piloted (as agreed with the Authority).	By end April 2017
5	Quarterly review of programme management and delivery (with Lot 1 supplier): <ul style="list-style-type: none"> • <i>Review progress for policy sessions module 1 content of September 2017 programme.</i> 	May/June 2017
6	Quarterly review of programme management and delivery (with Lot 1 supplier): <ul style="list-style-type: none"> • <i>Ensure module policy sessions module 1 content of September 2017 programme is finalised and ready for delivery.</i> 	August 2017
7	Delivery of policy sessions in module 1 of September 2017 programme. Setting of participants written assessments for communicating policy day (depending on agreed format with the Authority).	End-September to early October 2017
8	Completion of policy session evaluation (1 month on stage) and marking of written assessments.	By November 2017
9	Quarterly review of programme management and delivery (with Lot 1 supplier): <ul style="list-style-type: none"> • <i>Review of policy sessions module 1 content, evaluation and feedback.</i> 	November / December 2017
12	Quarterly review of programme management and delivery (with Lot 1 supplier): <ul style="list-style-type: none"> • <i>Ensure policy sessions for module 1 content (April 2018 programme) is finalised and ready for delivery.</i> 	February / March 2018
13	Delivery of policy sessions in module 1 of April 2018 programme. Setting of participants written assessments for communicating policy day (depending on agreed format with the Authority).	End-April to early May 2018
15	Completion of policy session evaluation (1 month on stage) and marking of written assessments.	By June 2018
16	Quarterly review of programme management and delivery (with Lot 1 supplier): <ul style="list-style-type: none"> • <i>Review of policy sessions module 1 content, evaluation and feedback.</i> 	May/June 2018
19	Quarterly review of programme management and delivery (with Lot 1 supplier): <ul style="list-style-type: none"> • <i>Ensure module policy sessions module 1 content (September 2018 programme) is finalised and ready for delivery.</i> 	August 2018



20	Delivery of module 1 of September 2018 programme.	End-September to early October 2018
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6. AUTHORITY'S RESPONSIBILITIES

6.1 The Authority's staff will be involved in ongoing design and delivery of the programme, in collaboration with the Supplier(s) for both Lots 1 and 2. Delivery timescales will always need to take full regard of:

6.1.1 Other Authority learning and development programme timetables e.g. Range E policy leadership programme;

6.1.2 The Authority's business cycles e.g. the Budget in Spring 2017, the annual Autumn Budget, and new Spring Statement from 2018; and

6.1.3 Any other major events that will impact on the Authority's capacity to design or deliver.

7. REPORTING

7.1 The Authority will expect regular evaluation at set points of the programme. Please refer to key milestones in para 5. This includes, but is not limited to, formal review after the delivery of the core introductory module; at the three month point; and individual evaluations for any newly designed learning interventions. This is to test the quality and impact of the programme on individual learning, performance and the business. The Authority will expect the evaluation to align with, or exceed, the current measure of success, as detailed in para 3.7.

7.2 The Authority may decide to introduce additional evaluation points, in response to requirements set through the Head of Policy Profession and its governing board.

8. VOLUMES

8.1 The Supplier will be expected to run two cycles of the programme each year, with the exception of 2017, where they will be expected to run one cycle for September. Within each cycle, there are typically 2 cohorts (the number of groups within a cycle) in April; and 3 cohorts in September.

8.2 The Authority expects 70-80 participants each year, however this is subject to annual Ministerial approval of Range D headcount and ever-changing business demand.

8.3 Both cycles run in parallel to each other, resulting in particular cross-overs in delivery during certain modules of the programme. Annex B sets out previous, and upcoming cycles in more detail.

8.4 It is crucial that the Supplier recognises the Authority's business cycles when timetabling activities related to the programme, to ensure 100% engagement and successful delivery with the Authority's senior sponsors and working level contacts, including facilitators and speakers.

8.5 As detailed in para 4.2.7, the Authority requires the option to also deliver the 'effective oral communication' and 'negotiation and influencing skills' sessions for the April 2017 programme during modules 3 and 4. These are expected to take place in October 2017 and January 2018 respectively.



9. CONTINUOUS IMPROVEMENT

- 9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Supplier should present new ways of working to the Authority during quarterly Contract review meetings, and specifically in the lead up to preparations for the next cycle on the programme that year.
- 9.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

- 10.1 The Supplier will have regard to minimising the environmental impact of running the programme through, for example, the use of digital means of delivery wherever possible to minimise paper use.

11. QUALITY

- 11.1 Intended facilitators proposed by the Potential Provider should have appropriate training qualifications, and/or significant experience in delivering structured training to high potential individuals.

12. PRICE

- 12.1 The Potential Provider should provide pricing for all required elements of the programme and separate out the total cost for each of the Lots.
- 12.2 Pricing will be subject to a cap for each priced activity, with the Supplier expected to absorb the first 10% of costs above this individually capped activity. Subsequent charges are only payable by the Authority where agreed in advance and in line with the rate card as detailed in the Contract.
- 12.3 Potential Providers are requested to note that ongoing annual refresh of module content is a cost to be built into the "facilitation / delivery" costs as set out in Appendix E.
- 12.4 Prices are to be submitted via the e-Sourcing Suite on Appendix E Pricing Schedule and should exclude VAT.

13. STAFF AND CUSTOMER SERVICE

- 13.1 The Authority requires the Supplier to provide a sufficient level of resource throughout the duration of the Graduate Development Programme for HMT Contract in order to consistently deliver a quality service to all Parties.
- 13.2 Supplier's staff assigned to the Graduate Development Programme for HMT Contract shall have the relevant qualifications and experience to deliver the Contract.
- 13.3 The Supplier shall ensure that staff understand the Authority's vision, core values, and objectives; and will provide excellent customer service to the Authority throughout the duration of the Contract.

14. SERVICE LEVELS AND PERFORMANCE

- 14.1 The Authority will measure the quality of the Supplier's performance based on their ability to deliver the following outputs. These outputs and the timings associated with



them for each programme cycle will be attached to Supplier delivery milestones, which will be agreed between the Authority and the Supplier upon the award of Contract:

Lot 1: developing and implementing appropriate feedback and evaluation surveys; and assessments at set points of the programme

Lot 1 and 2: meeting timescales for design of programme content, and the review of this content on a per cycle basis; and delivery of programme modules

- 14.2 Supplier performance will be monitored and measured at regular meetings between the Authority and Supplier so that remedies/action for poor supplier performance can be implemented.
- 14.3 Schedule 1 of Appendix C details the Service Levels relevant to this contract, and implementation of Service Credit rights on behalf of the Authority in the event of Service Failure.
- 14.4 The Service Credit Cap applies to a 12 month period from the Contract Start Date.

15. SECURITY REQUIREMENTS

- 15.1 Potential Providers must demonstrate they have appropriate IT, physical, personnel and procedural security measures in place to prevent any unauthorised access to, or leakage of, data collected as part of this contract, and to prevent it being shared with any unauthorised third parties.

IT Security

- 15.1.1 Any IT systems used by the supplier to meet the Authority's requirement must comply with the technical requirements prescribed by "Cyber Essentials". This can either be through the Potential Provider having a current and valid cyber essentials 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>) or by being able to explain in detail how they comply with the relevant technical requirements of Cyber Essentials, which can be found here: <https://www.cyberstreetwise.com/cyberessentials/files/requirements.pdf>

Physical Security

- 15.1.2 Potential Providers are expected to demonstrate they have appropriate physical security measures in place in any data centres, or other buildings, used to host the Authority's data.

Personnel Security

- 15.1.3 Any pre-employment checks that the Supplier subjects their staff to should be at least equivalent to the [Government Baseline Personnel Security Standard](#). In addition, where there is a requirement for any supplier staff to work unsupervised on Authority premises, they will be expect to undergo [National Security Vetting](#) to Counter Terrorism Check (CTC) level before they can do so.



- 15.2 Full compliance with the [Data Protection Act \(DPA\) 1998](#) is essential, with the Authority being the Data Controller and the Supplier being the Data Processor. The Authority's preference is that the Supplier would be able to host the data entirely within the UK, and supported entirely by UK based system admin staff, but would consider hosting with the European Economic Area (EEA) as long as the Potential Providers are able to provide assurances that all other security requirements can be met, and subject to compliance with the Data Protection Act.

16. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 16.1 The IPR for any material or design work created during the term of the Contract for the Graduate Development Programme will remain with the Authority.

17. PAYMENT

Payment will be structured around the delivery of each module of a cohort's programme, and the delivery of the bi-annual refresh work in the lead up to each cohort. The timing of these deliverables will be agreed by the Authority and the Supplier, according to the timetable for each cohort's programme. Programme timetables are set on a bi-annual basis.

- 17.1 Before payment can be considered, each invoice for the agreed deliverables must include a detailed breakdown of the work completed and the associated costs.

18. LOCATION

- 18.1 The Supplier will be required to carry out some elements of the Services at the Authority's offices at 1 Horse Guards Road, London SW1A 2HQ, and external venues in the vicinity of Westminster.