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## 1. PURPOSE

1.1 Cabinet Office (the Authority) invites tenders to develop, design, author and produce a cohesive set of Project Delivery Standards for the function in government that are forward-looking and sector-leading. The Standards must support the vision for the Civil Service and enable excellence in all types of project delivery at all levels.

1.2 It is recognised that the Authority does not have the depth of knowledge needed to draft a comprehensive Standards Document which will support project delivery at industry sector-level for government funded projects. In addition, to the skill set gap, there is an urgent need to deliver this requirement as part of the Civil Service Workforce Strategy.

## 2. BACKGROUND TO THE CONTRACTING AUTHORITY

2.1 The Authority supports the Prime Minister, and ensures the effective running of government. The Authority is also the corporate headquarters for government, in partnership with HM Treasury, and takes the lead in certain critical policy areas.

## 3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

3.1 The Infrastructure and Projects Authority (IPA) is the government's centre of expertise for project development, project financing, project assurance and project support. Its purpose is the timely and cost effective delivery of infrastructure and major government projects and programmes. One of the IPA's delivery priorities is developing world-class project capabilities.

3.2 The Civil Service Workforce Strategy (published October 2016) sets the direction for the Project Function and Profession over this parliament. A Workforce Strategy priority is also to develop the project capability of our (10,000+) people in the profession plus the wider civil service supported by:

- Professional standards and frameworks;
- Learning and development opportunities;
- Qualifications and accreditation.

3.3 The vision for the profession is to be recognised as world-class at project delivery. Many key capability building blocks are in place or under-way to deliver this vision, however the function/profession does not have a shared strategic view of core standards for excellent project delivery.

3.4 As a central function Project Delivery is required by the MCO to have a set of functional standards that support project delivery across government. The scope of the work is from the strategic, policy level right the way through the methodologies used (i.e. MSP, APM, PRINCE2, Agile etc.). This is a highly complex and expansive piece of work that will support the delivery projects from the Government Major Project Portfolio (GMPP) through to those at local business level with the aim of enabling excellence in Project Delivery. From Infrastructure to Transformation programmes, it will encompass all methodologies and levels of delivery including Portfolio, Programme and Projects.

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- 3.5 To support the Workforce Strategy the Authority needs to align the functional Project Standards to individual professional standards including accreditation, qualification and professional requirements, for example, Continuing Professional Development.
- 3.6 It is recognised that the Authority does not have the depth of knowledge needed to draft a comprehensive Standards Document which will support project delivery at industry sector-level for government funded projects. In addition to the skill set gap, there is an urgent need to deliver this requirement as part of the Civil Service Workforce Strategy.

#### 4. DEFINITIONS

Expression or Acronym	Definition
Project Delivery	Means all Projects, Programmes or Portfolios of change delivery in government. This includes those change delivery activities that are not specifically labelled as such. For example, Universal Credit or Health 2020.
Project Standards	Means the functional requirements to deliver Projects (as defined above) at strategic level with supporting guidance.
Professional Standards	Means the personal levels of qualification and accreditation project professionals are required to attain and deliver as part of their performance and service.
ALB's and NDPs	Means Arm's Length Bodies and Non-Departmental Public Bodies
APM/PMI	Means Association for Project Management and Project Management Institute
CTC	Means Counter Terrorism Check
MCO	Means Minister for the Cabinet Office
GMPP	Means Government Major Project Portfolio

#### 5. SCOPE OF REQUIREMENT

- 5.1 The scope of the work is from the strategic, policy level right the way through the methodologies used (i.e. MSP, APM, PRINCE2, Agile etc.). This is a highly complex and expansive piece of work and not just a one-pager (e.g. Comms). It will include the creation, drafting and delivery of a comprehensive set of functional standards for project delivery in government, supported by a maturity assessment model. Specifically the authorship of standards to a level that meets owner and senior stakeholder requirements and gov.uk publication standards including accessibility. The Standards produced need to be comparable to existing external Project Standards (e.g. ISO, PMI and Axelos) to enable mapping and bench-marking. The Standards need to enable project delivery through the various delivery bodies and methodologies in government including, ALBs, NDPs, delivery partners etc. and will apply to everyone involved in the delivery of projects including: civil servants, public servants, contractors and consultants.

- 5.1.1 The following should be included:

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- standards developed and delivered for each level of project activity (see definition);
- all methodologies and applying to all central departments, Agencies, ALB, NDPs etc. including the Authority and HM Treasury;
- working to IPA Standards Lead;
- undertake stakeholder consultation in partnership with the IPA Standards Lead; including a discovery phase of existing standards in use in departments to inform creation of new standards;
- development of a supporting maturity assessment for use by departments to understand where they are against the Standards and what good/success looks like; and
- transfer of suitable levels of knowledge to the IPA Standards Lead in IPA to enable implementation and an approach to continuous improvement;

5.1.2 Excluded – detailed implementation of Project Standards at Departmental, or Project level; and

5.1.3 Optional – support on the development of the profession learning accreditation and qualification strategy.

## 6. THE REQUIREMENT

6.1 The Authority require a Supplier to develop, design, author and produce a cohesive set of Project Delivery Standards for the function in government that are forward-looking and sector-leading. The standards must support the vision for the Civil Service and enable excellence in all types of project delivery at all levels (see definitions). They must be complementary to the standards for other core functions; specifically, Commercial, Finance and Digital. The Project Standards must meet internal (Civil Service) requirements re publication (e.g. gov.uk) and accessibility and be comparable with existing external, recognised Project Standards.

6.2 Specifically, the Supplier must have a recent and deep knowledge of producing industry level Project Standards that meet recognised external requirements (e.g. ISO/Axelos) plus a proven-track record in delivering industry-level products in respect of project standards (as per definition).

## 7. KEY MILESTONES

7.1 Draft standards must be in place by the end of January 2017 to enable stakeholder consultation. The final version is to be published by 17<sup>th</sup> March 2017.

7.2 The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Organisation and requirement induction; followed by a customer/stakeholder discovery phase.	December 2016 – Mid January 2017
2	Production of draft Standards	End January 2017



3	Stakeholder feedback and further iterations including fit with other functions/external bodies	February 2017
4	Final publication on gov.uk	By 17 <sup>th</sup> March 2017

## 8. AUTHORITY'S RESPONSIBILITIES

- 8.1 The Authority will provide support to the Provider via the Standards Lead including access to key stakeholders and via the Business Manager technical support (e.g. IT etc.).

## 9. REPORTING

- 9.1 Overall Progress Reporting will be via the IPA Quarterly Performance Review process to the CEO and weekly to the Director of Project Delivery Profession. The supplier will need to provide evidence-based weekly progress reports (against the milestones/KPIs stated in paragraph 16.1) together with supporting timesheets to account for resource consumed against key stages and milestones.

## 10. VOLUMES

- 10.1 N/A

## 11. CONTINUOUS IMPROVEMENT

- 11.1 The Provider will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 11.2 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.

## 12. SUSTAINABILITY

- 12.1 Please see 5.1.1 – work with the IPA Standards Lead to enable skills transfer and Continuous Improvement.

## 13. QUALITY

- 13.1 The Provider must be a Member or Fellow of APM or PMI and have the track-record described in the requirement as at paragraph 5.

## 14. PRICE

- 14.1 The Authority has undertaken some informal bench-marking and understands that a consultant at this level of expertise and specialism would cost at around £1,000 per day. It is the Authority's expectation that the contract will not exceed this daily rate and that the project will take 50-60 days' work from December to March 2017 to complete.
- 14.2 Prices are to be submitted via the template provided on the e-Sourcing Suite excluding VAT.

## 15. STAFF AND CUSTOMER SERVICE

- 15.1 The Authority requires the Provider to provide a sufficient level of resource throughout the duration of the Project Standards Contract in order to consistently deliver a quality service to the Authority.

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- 15.2 The Provider’s staff assigned to the Project Standards Contract shall have the relevant verifiable, experience to deliver the requirement set out in the Contract.
- 15.3 The Provider shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

**16. SERVICE LEVELS AND PERFORMANCE**

- 16.1 The Authority will measure the quality of the Provider’s delivery by:

16.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
#1	Standards requirements	Induction, discovery and requirement phase - includes IPA, departments, core functions and external bodies/organisations.	December 2016 – Mid January 2017
#2	Standards drafting	Production of draft Standards to Standards lead, stakeholder and Director of Project Delivery sign-off requirements.	End January 2017
#3	Drafting Iterations and improvement process	Gather and act upon Stakeholder feedback and further iterations including fit with other functions/external bodies - iterate Standards.	February 2017
#4	Publication	Final sign-off by Director of Profession and CEO of IPA following positive endorsement from Standards Lead and Stakeholder Groups. Publication on gov.uk and wider communication methods.	By 17 <sup>th</sup> March 2017

- 16.2 If the Provider is unable to meet the January KPI to quality and time standards consideration will be given to terminating the contract at that point.

**17. SECURITY REQUIREMENTS**

- 17.1 A minimum of CTC clearance will be sought by the Authority. However, the contract can commence as soon as awarded and standard interim guest security arrangements applied while CTC is sought (if not already held).

**18. INTELLECTUAL PROPERTY RIGHTS (IPR)**

- 18.1 The IPR for the Projects Standards will be the sole property of the Authority for use across government and government departments.



**19. PAYMENT**

- 19.1 Payment will be made via standard Authority financial supplier payment arrangements.
- 19.2 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 19.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

**20. ADDITIONAL INFORMATION**

- 20.1 Leeway cannot be given in respect of the timeline and the plan and resources will need be managed via a risk register which is shared and discussed fortnightly with the Authority.

**21. LOCATION**

- 21.1 The location of the Services will be carried out at IPA, Room 3/21 1Horse Guards Road, London SW1A 2HQ.