Major Projects Leadership Academy

Supplier Engagement Event

20 May 2020 - 10:30-12:40

Infrastructure & Projects Authority

Government Project Delivery Profession
## Agenda

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<th>Presenters</th>
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<td>10:15 - 10:30</td>
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<td>10:30 - 10:40</td>
<td>Welcome and Introductions</td>
<td>Sam Dooley (IPA)</td>
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<td>10:40 - 11:00</td>
<td>Infrastructure &amp; Projects Authority (IPA) &amp; Project Delivery Profession in Government</td>
<td>Fiona Spencer (IPA)</td>
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<td>11:00 - 11:30</td>
<td>Major Projects Leadership Academy (MPLA) - current programme and future view</td>
<td>Sam Dooley &amp; Nicole Essien (IPA)</td>
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<td>11:30 - 11:45</td>
<td>Procurement Process</td>
<td>Pat Desmond (CCS)</td>
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<td>11:45 - 12:30</td>
<td>Panel Discussion</td>
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<td>12:30 - 12:40</td>
<td>Next Steps and Close</td>
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Welcome and Introductions

• Introduction to the panel

• We will commence the webinar with participants audio-feed muted

• No questions will be recorded or answered during the presentation, any questions should be directed to the web chat function

• The chat function will be monitored for queries relating to the presentation (e.g. sound quality)

• The panel discussion will try to address the most popular themes coming through on the chat function. All questions will be captured and Q&A summary will be issued on the Crown Commercial Service (CCS) MPLA Procurement web page post event.

• Presentation will be available on the CCS web page post event

• Further questions can be submitted after the event
Purpose & Objectives

Purpose:

• To outline the IPA’s vision and share current thinking on how the MPLA might be delivered

Objectives:

• To gain potential provider awareness, engagement and opinion
• To understand risks and issues
• To test industry views on current and future project delivery environment and associated leadership learning
• To inform the procurement strategy
Infrastructure and Projects Authority & Project Delivery Profession in Government

Fiona Spencer
Director - Project Delivery Function, Profession & Standards
Infrastructure and Projects Authority

• At heart of government, reporting to the Cabinet Office and HM Treasury
• All types of projects; from railways, schools, hospitals and housing, to defence, IT and major transformation programmes
• Leads the government project delivery function and profession
• Centre of expertise for major projects
Government Project Delivery

- This government is determined to bring about a **step change in how the Government delivers major projects**.
- The aim is to build a **world class project delivery system**, one where projects are set up for success and deliver real benefits for people and communities across the UK, consistently.
- **The IPA plays a central role in this** by driving continuous improvement across government projects, focusing on three key areas.

  - **People**: Ensuring our people have the tools, competence and skills they need to deliver.
  - **Principles**: Being clear about the principles of delivery and getting the basics right.
  - **Performance**: Driving a step-change in performance, together with industry, so we can meet future challenges.
# Government Major Projects Portfolio

<table>
<thead>
<tr>
<th>Government Major Projects Portfolio</th>
<th>Total Projects</th>
<th>Whole Life Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformation and Service Delivery</td>
<td>43 projects</td>
<td><strong>£84bn</strong> Whole Life Cost</td>
</tr>
<tr>
<td>Information and Communications Technology (ICT)</td>
<td>27 projects</td>
<td><strong>£10bn</strong> Whole Life Cost</td>
</tr>
<tr>
<td>Infrastructure and Construction</td>
<td>32 projects</td>
<td><strong>£210bn</strong> Whole Life Cost</td>
</tr>
<tr>
<td>Military Capability</td>
<td>31 projects</td>
<td><strong>£138bn</strong> Whole Life Cost</td>
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IPA Annual Report 2018 - 19
Our vision for the Project Delivery Function is “nothing less than world class delivery” and for that we need extraordinary people. People are our most important asset.’ (Nick Smallwood, CEO IPA)

- **Building people capability** is central to delivery of the government’s ambitions for project delivery - and nowhere is this more critical than in major project leadership.
- The MPLA was established by the IPA in 2012 to transform implementation of government policy by creating a world-class cadre of project leaders equipped to deliver major projects successfully.
- In retendering the MPLA contract we want to build on the huge success of this programme to date, while ensuring that it remains leading edge and equips leaders to respond to the challenges of tomorrow’s projects, as well as today’s.
A systemic approach to capability-building

Project Delivery Standard

Project Delivery Capability Framework

Leadership Programmes

Cross-Government Recruitment

Graduates & Apprentices

Talent Management
Developing Project Delivery Leadership

The IPA is responsible for the delivery of two key project leadership programmes that have been critical to supporting the Government’s delivery agenda:

The Major Projects Leadership Academy (MPLA) - launched in 2012
- Our flagship project leadership programme, internationally recognised
- Aimed at Senior Responsible Owners (SROs), Programme Directors and other senior leaders leading delivery of projects within the Government Major Projects Portfolio (GMPP) at Senior Civil Service level (SCS 1-3).
- Currently delivered by Oxford Saïd Business School.

The Project Leadership Programme (PLP) - launched in 2015
- Aimed at leaders of projects in the tier below GMPP, which are still significant and complex undertakings, and people at SCS1 or mainly Grade 6/Grade 7 level who hold key roles in portfolio offices or in GMPP workstreams.
- Currently delivered by a consortium led by Cranfield University School of Management and including PA Consulting and The Project Academy (TPA).
The Project Delivery Capability Framework
The IPA are developing a new framework for project delivery development, assessment and accreditation, aligned to the professional levels of the PDCF.

Development pathways will be linked to external and government development programmes, including PLP and MPLA.
New framework: how it will work

Entry points for non-professionals through supported schemes

Core development programmes open to non-professionals

Clear career ladder for project delivery professionals
What does this mean for MPLA?

**Master Practitioner requirements**

- **MPLA**
- Master’s level qualification
- Project experience ~ 15-20 years
- 30 hrs CPD + 2 reviews

**SRO development**

- MPLA will continue to be a requirement for all SROs of GMPP programmes
- MPLA will be a necessary (but not sufficient) requirement for those who want to progress to master project practitioner level
- MPLA will also be open to other public sector major project leaders if they meet the criteria for entry
MPLA - The current and future programme

Sam Dooley & Nicole Essien
IPA
MPLA Background Information

- Competition with contract awarded to Oxford Saïd Business School, supported by sub-contractors, in January 2012
- 7 year contract (4 + 3 years)
- Additional extension 2019 due to EU Exit
- Programme for government senior project leaders
- Currently delivers 2 to 3 cohorts a year
- Approx min 25 and max 35 participants per cohort
- Fees paid directly by departments to supplier
- Fees set by cost model, agreed with IPA as the Authority
- Programme accredited by a professional body
Purpose of the Academy

The MPLA was set up to:

● Return major project leadership capability to the Civil Service
● Develop project leaders to become world-class at successfully delivering Major Projects
● Create a cadre of world-class project leaders, formed into an expert support network
● Elevate the status of project leadership professionalism in Central Government

The MPLA aims to help participants:

● To understand what a good Major Project Leader looks like;
● To understand and navigate the risks inherent in Major Projects;
● To understand the importance of engaging stakeholders, justifying trust and retaining their confidence through setbacks;
● To understand how to perform over the long term and at a sustainable level
## Competency Framework

<table>
<thead>
<tr>
<th>Competency Domain</th>
<th>Description</th>
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<tr>
<td><strong>Leadership of Self</strong></td>
<td>Distinguishing the self-knowledge to allow a leader to know how to maximise their leadership impact on the project.</td>
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<tr>
<td><strong>Leadership of Major Projects</strong></td>
<td>Distinguishing those leadership attributes which are most germane to major projects (‘temporary organisations’), compared to the leadership of ongoing operations</td>
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<tr>
<td><strong>Commercial Leadership</strong></td>
<td>The competency to provide commercial leadership and exert effective control over the ‘extended delivery team’ across organisational boundaries</td>
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<tr>
<td><strong>Technical Leadership</strong></td>
<td>The competency of appropriately applying the principles, disciplines and tools to programme and project management to support the leadership of the project</td>
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Key considerations

- We do not expect participants to become experts in all areas outlined in the MPLA Competency Framework.
- The model of the “incomplete leader” underpins the MPLA programme.
- We do expect participants to develop sufficient knowledge and self-awareness so that they can build an effective leadership team around them and identify their own development plan to be a successful Major Project Leader.
- We recognise that professional development as a Project Leader will continue after the programme.
- We expect Departments will work with participants to address on-going development needs to be a successful Major Project Leader.
# Programme Overview

<table>
<thead>
<tr>
<th>Leadership of a Major Project (50%)</th>
<th>Module 2</th>
<th>Module 3</th>
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<tbody>
<tr>
<td>Understanding leadership, its limitations and the implications of being ‘incomplete’</td>
<td>Understanding the challenges of operating effectively in a dynamic Major Projects environment</td>
<td>Take full accountability for the successful delivery of your Major Project(s).</td>
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<td>Being the leader of a ‘temporary organisation’, not manager of a scaled-up project</td>
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<td>Fully appreciate that leading major change in an ‘adaptive’ and complex world requires the ability to shape the Project’s culture and drive the right behaviours;</td>
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<td>Engaging and leading internal and external stakeholders</td>
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<td>Sustain personal performance over time</td>
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<tr>
<th>Technical Understanding (25%)</th>
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<tr>
<td>Understand organisation design theory and practice</td>
<td>Examine deeply the risks in a Major Project, including the problems, causes and cures</td>
<td>Designing and implementing the operating environment for Major Project success</td>
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<tr>
<td>Examine whether conventional approaches to project management are fit for purpose in a Major Project environment; Comprehend alternative approaches for Major Project delivery, such as the ‘V model’</td>
<td>Understand the effect of optimism bias and strategic misrepresentation on outcomes</td>
<td>Realising sustainable benefits through initiating and delivering your Major Project</td>
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<td></td>
<td>Develop the ability to assess the effectiveness of alternative methods employed to manage Major Projects</td>
<td>Setting in place structures to manage risk</td>
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<thead>
<tr>
<th>Commercial Competence (25%)</th>
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<tr>
<td>Comprehend the aggregate performance of Government Major Projects</td>
<td>Understanding and employing different procurement, supplier and contract management mechanisms</td>
<td>Combine strategic thinking with robust planning to provide flexibly that ensures the Project’s viability and relevance in the face of powerful and inevitable exogenous events</td>
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<tr>
<td></td>
<td>Designing and implementing strategic financial control mechanisms.</td>
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Current Programme Format
Current Programme Format

Key Elements

- 3 residential modules - 3 x 5 days at Oxford Saïd Business School
- Alternative format no overnights - 15 days as day classes in London
- Participant portal to access materials and resources
- Pre-reading sessions for each module
- Small Action Learning group sessions
- 5 written assignments
- Psychometric test and 360 Feedback at start and end of journey
- Masterclasses
- Final assessment by panel including senior MPLA academic partner, senior IPA leadership team and senior department leadership team member or Permanent Secretary.
Cohort Numbers

- 717 enrolled in the MPLA since 2012 over 25 Cohorts
- 505 participants have graduated
- Cohort numbers enrolled by contract year
  - 2012 = 47
  - 2015 = 77
  - 2018 = 70
  - 2013 = 121
  - 2016 = 62
  - 2019 = 82
  - 2014 = 123
  - 2017 = 100
  - 2020 = 35 so far
- Participant withdrawal numbers to date are 41 - under 6%
- Participant deferral numbers - approx 10%
- 212 SROs and 212 Project Directors have enrolled, with other places taken by those in key roles such as Portfolio Directors
- 516 male and 201 are female leaders
Cohort Numbers Trend

Flexible formats

Average number of participants per cohort is 28
What has MPLA achieved?

Successes:

- Internationally recognised brand
- Has enabled a better understanding of the role of leadership, technical delivery skills, and commercial capability required in successful project leadership.
- Develops the capability to set up projects that are more likely to succeed from the outset
- Has delivered some significant cost savings.
- Has built a network of people with common experiences and skills across departments.
- The requirement of participants undertaking assurance reviews has not only been an effective learning experience for participants but has added value to the process by engaging more government project professionals in reviews and reducing the reliance on external, non government reviewers.
What has MPLA achieved?

The application by participants of ideas introduced on the MPLA resulted in impact across a variety of settings.

1. Personal Impact
2. Team Impact
3. Project Impact
4. Financial Impact
5. Departmental or Government Impact
6. Societal Impact

Cohort 18 benefits realisation and assessment findings
What has MPLA achieved?

Percentage of participants that applied MPLA concepts and frameworks to practice.
Additional programmes

The MPLA also supports other capability building for senior leaders. These include:

**Orchestrating Major Projects (OMP):**
A programme for government’s most senior leaders and decision makers who influence the wider operating environment to enable project success. Examines how the major projects operating environment is shaped to enable project success.

**EU Exit Programme for Project Leaders (EU PPL):**
A practically focused programme about fundamentals of project delivery, geared specifically to the needs of leaders of EU Exit projects. Course content is tailored to meet participant needs.
Appraising and Delivering Successful Major Projects:
To develop the capability of HM Treasury staff to better understand major projects and provide a more effective contribution to major project governance through improved understanding of policy intent, project set-up, cost control, delivery confidence and benefit and financial management.

Ministerial Programme:
A short modular training programme examining Ministers’ role in ensuring that the strategic projects they sponsor deliver benefits to citizens, the people who commit themselves and their careers to delivering these projects, and the public sector bodies and private sector companies who invest and risk their capital to enable communities and customers to prosper.
What MPLA participants tell us they value

- 96.91% of participants felt the high risk Project Assurance Review was valuable to the learning experience
- 94.12% of participants agree that the current duration of MPLA is correct
- 91.18% of participants would undertake the residential version of the programme, however the non-residential version was praised for accommodating those with diverse needs (i.e. carers responsibilities)
- 89.22% of participants believe the competency framework provides the correct foundation for the programme
- 85.42% of participants think programme accreditation by a professional body is important
- 76.29% of participants think the MPLA is value for money
- 75.56% of participants feel the assessment process is valuable to the programme
Feedback and interest in new areas of content and delivery

- 90.19% of participants believe a qualification or pathway to accreditation would have value.
- 72.16% of participants think current modules/topics require improvement for the next iteration of MPLA (more on topics such as digital transformation, commercial topic improved).
- 65.26% of participants think entirely new topics would future-proof the MPLA.
- 42.39% of participants think diversity and inclusivity could be improved on MPLA.
- 37.37% of participants believe the MPLA competencies should be more closely aligned to other government competency frameworks.
- 26.73% of participants think that initial prerequisites to the programme would have been helpful to starting the programme (pre-reading/pre-work).
- 24.74% think there are elements of MPLA that could be delivered through digital solutions/virtual learning to reduce face to face venue based learning.
High Level Requirements

- MPLA is a complex **project leadership development programme** and not a methods based training course
- IPA is seeking to develop a partnership with an **internationally recognised academic provider** with real project delivery expertise with highly capable organisations with **government project delivery know-how** who can deliver high quality learning experiences
- Our partner will also need to demonstrate a **clear understanding of Government and its project delivery challenges**, and have a reputation for a strong academic body of knowledge on project delivery
- We are looking for **innovation** in how this learning offer can be delivered and also new ideas for relevant **high impact content**
- We need to identify suppliers who can **deliver at scale** whilst not sacrificing innovation and quality
Key Deliverables

● Equipping leaders of complex major government projects to deliver them successfully to meet government priorities

● Promoting continuous improvement through leading edge project leadership thinking across all domains (e.g. Infrastructure & Construction, Military Capability, Transformation and Service Delivery, ICT)

● Core element of the development pathway for government’s most senior project leaders as part of a systemic approach to professional development through the new project delivery accreditation framework

● Supporting and promoting broader participation, particularly across under-represented groups

● Innovative delivery methods to meet the evolving challenges and opportunities of major project delivery both for now and in the future
Indicative Procurement Process and Procedure

Pat Desmond
Crown Commercial Service
Indicative Procurement Process

- CCS role in the MPLA procurement process
- Overview of the procurement process (*The information given below is of an indicative nature only; IPA reserve the right to change any or all of the proposals*):
  - Follows UK Public Procurement Regulations
  - Issue of PIN (Prior Information Notice) - Dec 2019
  - OJEU Contract Notice and Formal Tender issue
  - eTendering via CCS eSourcing system [Link](#)
  - Communication channelled through CCS eSourcing system
  - Provisional Timetable:
    - OJEU / Tender publication - Autumn 2020
    - Contract Award - Spring 2021
    - Mobilisation - Spring 2021
Indicative Procurement Procedure

- Bidders Information Webinar
- Following issue of the ITT, an assessment of responses to the selection questionnaire to shortlist a number of candidates based on their financial, technical, professional ability and capability to deliver the contract
- The second stage of the process is an evaluation of bids based on quality and price but with clear minimum quality thresholds
- CCS / IPA will reserve the right to verify information, seek clarification or require evidence or further information in respect of bids at any stage during the process, this may involve visits to bidders premises
- The ITT documentation issued will set out the criteria and approach in more detail
- Likely duration 4 year term with a + 3 year extension option and this will be confirmed in the ITT
Invitation to Tender (ITT)

**MPLA Contract**

**Light Touch Public Procurement Regime**

- ITT comprises mainly of:
  - Guidance document, timetable and evaluation process
  - Terms of participation, Contract Terms & Conditions
  - Statement of Requirements
    - The Selection Questionnaire
    - Compliance certificates
    - The Award Questionnaire
    - The Pricing Schedule

**Evaluation will be based on:**
- Compliance checks
- Mandatory and Non-mandatory selection Questions
- Financial, technical and professional ability and capability
- Information Assurance
  - Data Security
  - Price Schedule
- Competency Based Award Questions
  - Pricing and VFM
Panel Discussion

- Questions and answers will be published on the Crown Commercial Service MPLA procurement web page post event and we will share the link with you all once available.
Next steps

- Confirm if you are happy to share your contact details to consider joining up with others
- Issue of slides and Q&A summary
- 1-2-1 sessions to be held for interested parties.

Next level discussions to help inform the delivery of the MPLA

Genuine conversation with those who feel they have the ability to deliver the MPLA

- To share contact details and or request a 1-2-1 please email mpla@ipa.gov.uk
Further information about the IPA at www.gov.uk/ipa


Further updates on the procurement progress will be issued on the CCS dedicated MPLA webpage including this slide deck and Q&A. The link will be shared shortly.