



MPLA High Level Requirements

1. INTRODUCTION

- 1.1. The Cabinet Office, represented by the Infrastructure and Projects Authority IPA (the “Authority”), is seeking to establish a Contract for the continued provision of the Major Projects Leadership Academy (the “MPLA”).
- 1.2. The Senior Responsible Owner (SRO) for the reprourement of the MPLA 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 MPLA. The Director will specify a named contact with whom the Supplier shall work on a day-to-day basis.
- 1.3. Crown Commercial Service (CCS) (hereinafter referred to as the “Agent”) will manage and facilitate the procurement on behalf of the Contracting Authority.
- 1.4. The Contract is currently intended to be awarded for an initial period of 4 years.

2. THE ROLE OF INFRASTRUCTURE AND PROJECTS AUTHORITY (IPA)

- 2.1. The Infrastructure and Projects Authority (IPA), formed on 1 January 2016, is the government’s centre for project delivery and 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.
- 2.2. The purpose of the IPA 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 MPLA is in line with the IPA’s own guidance on project delivery. <https://www.gov.uk/government/publications/project-delivery-functional-standard - more information can be found on 'GOV.UK'>
- 2.3. 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.
- 2.4. 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>

2.5. [More information on the GMPP can be found on 'GOV.UK'](#)

2.6. [More information on project leadership roles and responsibilities can be found on 'GOV.UK'](#)

3. INTRODUCTION TO MPLA & RELATED PROGRAMMES

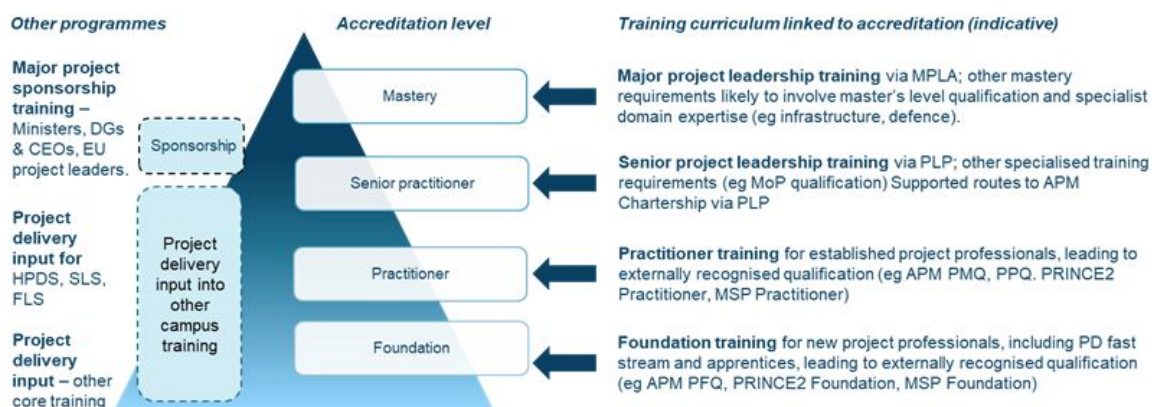
3.1. The MPLA was created in 2012 after a major project review identified a need to build project leadership capability within the Civil Service. The aim of the Academy being to build a cadre of world class leaders successfully delivering Major Projects (“Major Projects” means those projects which feature in the Government’s Major Project Portfolio (GMPP)).

3.2. The diagram below sets out how the MPLA is positioned along the spectrum of professional capability for the project delivery profession in Government, consistent with the Government project delivery capability framework PDCF (available at the following link)

<https://www.gov.uk/government/publications/project-delivery-capability-framework-for-civil-servants>

3.3. In addition the diagram below details the proposed Project Delivery Accreditation Framework and the training linked to the different accreditation levels, Foundation, Practitioner, Senior Practitioner and Mastery. MPLA is part of the top level accreditation of Mastery, with other mastery requirements likely to involve a master's level qualification and specialist domain expertise. The diagram also details sponsorship training as a key component in moving from Senior Practitioner to Mastery accreditation level.

Bringing together government, industry and academic expertise to deliver world class training and skills



Please note, the learning offer that supports the new Project Delivery accreditation framework will be subject to further review over the next year, but it is anticipated that the MPLA will remain a core element of the framework, positioned at the same level.

- 3.4. The current contract for the MPLA was awarded in 2012 to Oxford Said Business School, University of Oxford. The programme and other related bespoke programmes are delivered by the school, headed by a Programme Director, and is supported by key sub-contractors.
- 3.5. The programme handbook for the current MPLA is provided as an attachment to this document. The existing programme has proved successful and will remain the core foundation of the programme, however 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.
- 3.6. The MPLA 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 MPLA. No private individuals will be permitted to attend the course. Participation shall always be subject to discussion with, and agreement by, the Authority.
- 3.7. The MPLA is aimed at senior individuals who are primarily:
 - 3.7.1. **EITHER** currently in a Senior Responsible Owner (SRO) or Project Director (PD) role (or equivalent) leading a GMPP project which has most, or all, of the following attributes:
 - 3.7.1.1. is critical to one or more Departmental objectives;
 - 3.7.1.2. provides a critical dependency for another project or programme within a departmental portfolio;
 - 3.7.1.3. is commercially challenging;
 - 3.7.1.4. involves significant resources;
 - 3.7.1.5. is complex;
 - 3.7.2. **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.).
- 3.8. The MPLA contract also includes the design and delivery of other related bespoke programmes and services, the details of which will be included in the mandatory requirements subsection.

4. DESCRIPTION OF SERVICES

- 4.1. The Authority anticipates the current MPLA format (see the current programme handbook) will provide a foundation for the programme design and proposals, which will include new and innovative approaches to both content and delivery methods.

- 4.2.** In summary, the Supplier shall be responsible for the main service requirements as follows:
- 4.2.1. Refresh of the design of the MPLA and the other related bespoke programmes
 - 4.2.2. Refresh of the competency framework for the MPLA
 - 4.2.3. Refresh of the curriculum of the MPLA and the other related bespoke programmes
 - 4.2.4. Responsible for the personal and programmes assessment framework for the MPLA
 - 4.2.5. Responsible for providing all faculty, practitioners and other speakers required to deliver the MPLA and the other related bespoke programmes
 - 4.2.6. Responsible for the marketing materials and applications process for the MPLA and the other related bespoke programmes
 - 4.2.7. Responsible for providing all course equipment and materials for MPLA and the related bespoke programmes.
 - 4.2.8. Responsible for all course administration, scheduling and booking for the MPLA and the related bespoke programmes.
 - 4.2.9. Responsible for the final programme assessment processes and closing event for participants for MPLA
 - 4.2.10. Responsible for delivering other ad hoc services as may be requested by the the Authority

4.3. The supplier shall comply with the below key milestones following contract award:

Phase	Milestone/Activities
Phase 1 Months 1 - 2	<ul style="list-style-type: none"> ● Agree Governance and detailed Plan of Works ● Agree MPLA Programme Format(s) and provisional Scheduling ● Refresh of the MPLA Competency Framework ● Refresh MPLA Programme content ● Agree Assessment Framework ● Online Platform/tech support services/participant services set and tested ● Nomination/application processes set and tested
Month 3	<ul style="list-style-type: none"> ● Online Platform live for application access ● Nomination/application process launched
Months 3 - 5	<ul style="list-style-type: none"> ● Finalise and sign off MPLA ● Design/refresh of and planning Bespoke Programmes

Phase 2 Month 5	<ul style="list-style-type: none"> ● Launch of first MPLA cohort ● Review of MPLA cohort delivery
Month 6 - 12	<ul style="list-style-type: none"> ● Revision of MPLA cohort format/content as nec. ● Roll out further MPLA cohorts ● Finalise and sign off of Bespoke Programmes ● Roll out of initial Bespoke Programmes

4.4. MANDATORY REQUIREMENTS

MPLA Programme Design and Delivery

- 4.4.1. The Supplier shall provide access to internationally recognised world class academic resources with real project delivery expertise, leading pioneering content and research and government project delivery know-how to deliver high quality learning experiences.
- 4.4.2. The Supplier shall ensure that MPLA remains leading edge with innovative content and world class, modern delivery methods that equip leaders to respond to and meet the evolving challenges and opportunities of major project delivery in government both now and in the future.
- 4.4.3. The Supplier shall build upon the current MPLA, ensuring innovation in how this learning offer can be delivered and also new ideas for relevant high impact content, including on how project delivery will need to innovate and adapt to meet future challenges and opportunities, rather than just today's.
- 4.4.4. 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, Public Sector and Government.
- 4.4.5. The Supplier shall design and deliver the MPLA so that each cohort of Participants is able to complete their programme journey from first activity to assessment over an 18 month period. The Supplier shall note that any exceptions to this will be agreed with the Authority
- 4.4.6. The Supplier shall design and deliver the MPLA so that each cohort of participants receive 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.
- 4.4.7. The Supplier shall design and deliver the MPLA 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.

- 4.4.8. The Supplier shall, at all times, ensure that it designs and delivers the MPLA to enable Participants to achieve a real and evidenced shift in knowledge, skills and behaviours to meet the requirements of the competency framework as set out in (Annex to be supplied with tender pack) of this document.
- 4.4.9. All training material and all Services shall be signed off and agreed with the Authority prior to delivery of the MPLA. The Authority reserves the right, in its absolute discretion, to direct the Supplier to amend the content or provision of the MPLA in any manner it reasonably deems necessary.
- 4.4.10. The Supplier shall be responsible for designing and delivering all known and future aspects of the Services through a single point to the Authority.

4.5. Phase 1 - MPLA Programme Design Refresh

- 4.5.1. Phase 1 will be the design refresh stage and will require the development of the broad structure and components for the core Programme, which is likely to be up to 18 months.
- 4.5.2. The Supplier shall be required to propose a refreshed programme design that brings in state of the art/up to date content/theories/activities that can be delivered through a residential model and be able to be adapted to a more flexible non residential version.
- 4.5.3. The Supplier shall deliver, in addition to the primary residential format, a version of MPLA without any overnight components (non residential), including digital content and delivery. This is 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 the refresh of the existing flexible format and delivery will be agreed between the Authority and the Supplier.
- 4.5.4. The Supplier shall ensure that appropriately qualified and experienced academic subject experts, who are recognised in their field nationally and internationally and have a proven track record in teaching and/or facilitation, lead the revision, innovation and development of the MPLA, 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.
- 4.5.5. The Supplier shall work collaboratively with the Authority to revise, innovate, develop and finalise the design refresh of the MPLA, 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).
- 4.5.6. Throughout Phase 1 and Phase 2, the Supplier shall, at all times, ensure that MPLA learning outcomes are based on the MPLA Competency Framework.

- 4.5.7. The current framework will be supplied with the tender pack). It is expected the supplier shall work with the authority to review and update the framework as part of the Phase 1 design stage.
- 4.5.8. 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.
- 4.5.9. The Supplier shall design the MPLA so it provides a number of directed learning hours/days to be agreed with the Authority.
- 4.5.10. The Supplier shall design the primary format for the MPLA so that the programme offers a cohort with a residential component. Any costs for participants or the supplier for accommodation must be included in the participant course fee.

4.6. Competency Domains

- 4.6.1. The current MPLA is structured around four separate competency domains:
- (i) Leadership of Self (50%) - Distinguishing the self-knowledge to allow a leader to know how to maximise their leadership impact on the project.
 - (ii) Leadership of Major Projects (50%) - Distinguishing those leadership attributes which are most germane to major projects ('temporary organisations'), compared to the leadership of ongoing operations
 - (iii) Commercial Leadership (25%) - The competency to provide commercial leadership and exert effective control over the 'extended delivery team' across organisational boundaries
 - (iv) Technical Leadership (25%) - The competency of appropriately applying the principles, disciplines and tools to programme and project management to support the leadership of the project
- 4.6.2. The authority anticipates these four 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 four 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

- 4.6.3. The MPLA competency framework must remain a bespoke framework for the programme, delivering its learning outcomes. 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 the Government accreditation framework for Project

Delivery Professionals. This mapping will be for the purposes of supporting participants with their development planning and activities.

4.7. Learning Content and Approach

4.7.1. The Supplier shall ensure that the learning content and approach of the MPLA 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.

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

4.7.3. The Supplier shall ensure that the MPLA addresses the functional standard for project delivery (see 2.2.) and the core principles for project success:

<https://ipa.blog.gov.uk/2020/07/13/getting-the-basics-right-the-eight-principles-for-project-success/>

4.7.4. The Supplier should also address the skills, knowledge and behaviours required for successful major project leadership in government.

4.7.5. 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.

4.8. Additional Programmes & Services

4.9. The Supplier shall be required to refresh, design and deliver additional programmes as and when required by the Authority. Current programmes include Orchestrating Major Projects, Appraising and Delivering Successful Major Projects, Sponsoring Major Projects Ministerial Programme and these may be subject to change.

4.10. **Orchestrating Major Projects (OMP)** is for government's most senior leaders and decision makers (Directorwho influence the wider operating environment to enable project success. The programme examines how the major projects operating environment is shaped to enable project success.

4.10.1. Currently, this is delivered over 6 months and based on a short orientation event, a residential week (4 days over 5), 3 masterclasses and a capstone day.

The participants will also participate in tutorials and are asked to undertake a group experiment.

- 4.11. Sponsoring Major Projects Ministerial Programme (SMPMP)** currently comprises a series of short modules to introduce ministers to core delivery concepts, with input and experiences from major project practitioners - tailored to ministers' role as sponsors of strategic projects and leading the work of government departments.
- 4.12. Appraising and Delivering Successful Major Projects (ADSMP)** - currently a two day residential workshop and a one day masterclass to develop the capability of HM Treasury senior leaders 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.
- 4.13.** The Supplier shall, as and when requested by the Authority, provide suitably qualified and suitably experienced personnel to design and deliver additional programmes, workshops and related services, including, but not limited to:
- 4.13.1. Develop and deliver ad-hoc workshops and/or other specialist events for current Participants or alumni;
 - 4.13.2. Develop and deliver 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;
 - 4.13.3. Develop and deliver 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;
 - 4.13.4. Collaborating with the Authority to improve existing or develop new learning resources for project delivery professionals.
- 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 MPLA. It is expected that the Supplier will be invited to attend and/or to speak at events organised by the Authority for this group.
- 4.15. Phase 2 - Delivery**
- 4.15.1. The Supplier shall be required to deliver the MPLA as agreed and directed by the Authority, throughout the duration of the Contract.
 - 4.15.2. The Supplier shall ensure that it implements procedures for maintaining quality and consistency of delivery across each Academy cohort in any differing formats and all additional programmes across the MPLA as a whole.
 - 4.15.3. The MPLA must be taught/delivered by a mix of world-class faculty/academic subject experts and experienced project practitioners, who are recognised in their

field and have a proven track record in teaching and/or project leadership development (The term “world-class” for the purposes of this document, means people who are recognised nationally or internationally for their substantial, project delivery experience/research; and/or have successfully and demonstrably led and delivered projects of a size, scale, complexity and risk that is comparable to significant government projects, and are credible high calibre role models for major project leaders entering the MPLA).

- 4.15.4. The Supplier shall ensure that the delivery includes specific contributions from experienced project leaders from the private and public sectors.
- 4.15.5. The Supplier is expected to ensure that marketing and provisional dates should be published in advance, and the participant nominations process for the first cohort must commence a minimum of 3 months ahead of its cohort launch date.
- 4.15.6. The timelines for development and delivery of the MPLA format and other bespoke additional programmes will be agreed between the Authority and the Supplier (please see suggested timelines in point 4.3).
- 4.15.7. This phase has been designed to anticipate a transition between the old and new contracts to ensure the flow of service delivery.
- 4.15.8. 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.

4.16. Cohort Mix and Scheduling

- 4.16.1. 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.
- 4.16.2. The Supplier will only launch a cohort where enough participants have been enrolled to meet the minimum numbers required.
- 4.16.3. This minimum number of participants per cohort will be set by the Authority and any changes will be agreed with the Supplier.
- 4.16.4. A “cohort” is defined as a single iteration of the end-to-end Major Projects Leadership Academy.
- 4.16.5. 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.).
- 4.16.6. 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 MPLA. 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.

4.16.7. The Supplier shall set a maximum time limit 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.

4.16.8. Upon request by the Authority, The Supplier shall provide additional cohorts of the MPLA. 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.

4.17. Assessment and Feedback

4.17.1. The Supplier shall be required to undertake an assessment of each participant's project leadership experience and competencies* before commencing the MPLA and at the conclusion of the programme.

4.17.2. *The term "competencies" for the purposes of this document is used to describe the skills, knowledge, attitudes and behaviours relevant to major project leadership in central government, as defined within the MPLA Competency Framework (the current framework will be set out in the tender pack).

4.17.3. The Supplier shall assess each attendee's project leadership experience and competence against the MPLA competency framework (revised and agreed version) before they begin the programme and at the end of the programme.

4.17.4. The Supplier shall:

4.17.4.1. Ensure measurement of participant satisfaction takes place after the completion of each formal learning module, and that this information is provided to the Authority;

4.17.4.2. Ensure measurement of learning outcomes takes place after the completion of each learning module, and this information is provided to the Authority;

4.17.4.3. Ensure measurement of satisfaction with, and success of, the MPLA as a whole, from the perspective of Participants and their sponsors or Heads of Profession;

4.17.4.4. Ensure measurement of the wider impacts and benefits of the MPLA, including from a departmental and IPA perspective

4.18. Guest Speakers

- 4.18.1. The Supplier shall be responsible for the provision of suitably qualified speakers as part of the services required to deliver the MPLA and other bespoke programmes. The Authority will 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.
- 4.18.2. 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.

4.19. Venues and Locations

- 4.19.1. The Supplier must ensure the venue(s) for delivery of the primary format for MPLA, which will be based on a residential model, will be located in the south of England within 2 hours travel time (on public transport) from a Zone 1 London station.
- 4.19.2. For the alternative flexible format, the Supplier will agree a suitable location and venue with the Authority.
- 4.19.3. 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.
- 4.19.4. The Supplier shall ensure that appropriate contingency arrangements are put in place to prevent disruption to planned services and events.
- 4.19.5. 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 MPLA. The cost of all such catering or refreshments shall be included in the participant course fee.
- 4.19.6. 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.
- 4.19.7. 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.
- 4.19.8. The Authority anticipates that during the life of the contract there may be a requirement for MPLA to be delivered in other regions of England (see Government initiatives on future working <https://www.gov.uk/government/collections/smartergov>).

4.20. Accreditation

- 4.20.1. The Supplier shall include a proposal for formal professional programme accreditation for the MPLA 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.

4.20.2. The Supplier shall map, if required by the Authority, the MPLA programme against 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.

4.21. Participants Records and Data

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

- 4.21.1.1. Application process and status
- 4.21.1.2. Programme progression
- 4.21.1.3. Programme assessment and certification outcomes
- 4.21.1.4. Participation issues, delays and deferrals
- 4.21.1.5. D&I data collection
- 4.21.1.6. Programme impact and benefits

4.21.2. The Supplier shall ensure that all records are up-to-date and maintained securely at all times.

4.21.3. The Authority may request data and reports on an ad hoc basis to assist with FOI requests, Parliamentary Questions (PQs). The Supplier shall within one working day of request by Authority provide the required data or information at no additional cost.

4.21.4. The Supplier shall provide, as and when requested by the Authority, support to senior civil servants, government Ministers, and government committees, which may include providing advice, producing or contributing to written submissions / reports and attendance at hearings, briefings and events, in relation to this contract.

4.22. Security Requirements

4.22.1. 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 should may wish to review the Government's security policy framework at <https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework>

- 4.22.2. The Supplier shall demonstrate that they and any key subcontractors or third parties have, or are willing to obtain certification for ISO 27001:2013 and/or Cyber Essential Plus within three months of contract award, and a robust security management system which addresses risks relating to the following; physical, personnel and technical/cyber.
- 4.22.3. The Supplier shall provide a nominated security resource to work with the Authority's Security Management Team including support to the Security Working Group (SWG) and provide the SWG with regular security updates as agreed with the Authority
- 4.22.4. The Supplier shall, in conjunction with the Authority, implement a security policy (including physical, personnel and technical/cyber) in line with the Government [Cloud security principles](#) for the system including:
- 4.22.4.1. Producing security risk management documentation including a formal information risk assessment and risk treatment plan for the services provided
 - 4.22.4.2. Maintaining and updating the documentation throughout the lifetime of the contract.
- 4.22.5. The Supplier must ensure an effective protective monitoring regime is in place at all times and produce sufficient evidence in the form of logs and other documents to the Authority to confirm this. The Supplier shall:
- 4.22.5.1. Provide operational security management reports.
 - 4.22.5.2. Engage with the Authority incident management process
 - 4.22.5.3. Demonstrate the ability to deliver protective monitoring across the supply chain
 - 4.22.5.4. Incorporate National Cyber Security Centre (NCSC) guidance on how to design a security operations centre ([SOC](#))
- 4.22.6. The Supplier must proactively monitor supplier vulnerability websites. Demonstrate the ability to ensure all necessary patches and upgrades are applied to maintain security, integrity and availability in accordance with the Cloud Security Principles.
- 4.22.7. The Supplier must carry out:
- 4.22.7.1. appropriate security assurance activities to demonstrate that the people, process, technical and physical controls have been delivered in an effective way
 - 4.22.7.2. Penetration testing to be carried out by certified Check supplier/team.

- 4.22.7.3. Penetration testing of the production environment before the first release to that environment and at such times after that as the Authority may require.
- 4.22.7.4. An annual IT Health Check (scope to be agreed with the Authority) and where there is a significant change to infrastructure/service.
- 4.22.8. After receiving the IT health check report the Supplier must produce remediation plans and address any medium and above vulnerabilities to agreed timescales.
- 4.22.9. The Supplier shall demonstrate they have clear user access policy which includes the following:
 - 4.22.9.1. Robust password policy
 - 4.22.9.2. Process for Removal of access privileges
 - 4.22.9.3. Joiner and leaver policy
 - 4.22.9.4. Appropriate technical controls on user access
 - 4.22.9.5. A process for role based access control
- 4.22.10. All Supplier personnel who have access to Authority data will be required to undergo vetting to meet the Baseline Personnel Security Standard (BPSS) as a minimum. The Supplier staff who have access to bulk personal data may be required to undergo enhanced vetting to the Security Check (SC) standard.
- 4.22.11. *Bidders should note that as part of the tender process they will be required to set out how their proposed solution complies with NCSC's 15 controls related to Protecting Bulk Personal Data and that their response will be subject to evaluation. Further details of the evaluation process will be included in the bid pack.*

<https://www.ncsc.gov.uk/guidance/protecting-bulk-personal-data-main> and to note that they may be asked to re-confirm compliance with these controls periodically during the life of the contract.
- 4.22.12. The Supplier shall install and maintain anti-Malicious Software on any part of the supplier system which may process Authority Data and ensure that such anti-Malicious Software is configured to perform automatic software and definition updates as well as regular scans of the supplier system.
- 4.22.13. The supplier shall ensure that all Authority data is stored, processed and viewed within the UK/EEA. This requirement will also apply to any subcontractors or third party suppliers and products.
- 4.22.14. The Supplier must on demand provide the Authority with all Authority data in an agreed format and securely erase all data and media when requested to do so.

4.22.15. All Authority data which resides on a mobile, removable or physically uncontrolled device should be stored in encrypted format and any Authority data transmitted over a public network must be encrypted in transit.

4.22.16. The Supplier shall ensure that all Supplier COTS Software and Third Party COTS Software is kept up to date and in mainstream support.

4.23. Digital Solutions and Online Platform

4.23.1. 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:

4.23.1.1. 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

4.23.1.2. 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

4.24. Customer Service, Helpdesk and Booking

4.24.1. The Supplier shall ensure at all times that the technological expertise, equipment and other resources (including staffing levels) are sufficient to offer participants at all times, a continual and reliable support service. This service shall

include a technical help desk facility and a single point of contact for the purpose of escalating any service-related complaints or other services issues that may arise throughout the contract period.

- 4.24.2. The Supplier shall provide a customer service helpdesk which:
 - 4.24.2.1. Provides a telephone number and email contact point
 - 4.24.2.2. Is available between 8.30am and 5.30pm on working days (excluding UK Bank Holidays)
 - 4.24.2.3. Acknowledges all enquiries by the next working day
 - 4.24.2.4. Can provide password resets for any online service
 - 4.24.2.5. Can deal with general participant issues
- 4.24.3. 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);
- 4.24.4. Ensure timely provision of appropriate MPLA module and logistical information to all authorised Participants;
- 4.24.5. Provide all learning support resources and materials to support Participants throughout the programme.

Equality, Diversity and Inclusion

- 4.24.6. The Authority is committed to providing Services which embrace diversity and inclusion and which promote equality of opportunity. Given the diversity of Participants who will access the MPLA, the Supplier shall give appropriate consideration to any potential diversity, inclusion and equality impacts and risks and be capable of demonstrating how they will address these in delivery of the services.
- 4.24.7. The Supplier shall ensure a robust equality, diversity and inclusion policy is in place within their organisation and that this is reviewed at least annually.
- 4.24.8. The Supplier shall ensure the design, development and delivery of the MPLA will support the Civil Service strategies on diversity and inclusion, including the Government Project Delivery Profession Diversity and Inclusion Strategy:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/922743/GPDP_D+I_Strategy_2020-23.pdf
- 4.24.9. 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.
- 4.24.10. 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 and included in the participant fee. The Supplier shall submit in advance any additional cost, which must be agreed by the Authority.

4.24.11. 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”).

4.24.12. 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 MPLA participation. The data to be gathered will be by agreement with the Authority.

Communications, Branding and Marketing

4.24.13. 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 MPLA are appropriate and have Authority approval.

4.24.14. The Supplier shall provide appropriately skilled communications resource to:

4.24.14.1. Maintain active communications with all those working within the Supplier’s organisation and supply chain and to ensure all parties are kept up to date with developments.

4.24.14.2. Ensure regular coordination of communications with the Authority and other delivery partners working for the Authority.

4.24.15. The Supplier shall provide appropriately skilled support to work with the Authority to provide a reactive media service where required.

4.24.16. The MPLA 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.

4.24.17. The Supplier shall ensure consistent application of branding, including visual identity and maintaining the Authority style and tone of voice (or development of alternative branding approaches for different customer groups, e.g. Ministers, as required).

4.24.18. 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.

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

Continuous improvement

- 4.24.20. The Supplier shall proactively manage the MPLA services to innovate and learn from the experience of working in learning and thought leadership to create impactful learning experiences in line with changing business priorities that:
- 4.24.20.1. Uses evidence from management information, learning evaluation and participant experience to inform decision making about the MPLA design, ensuring it is improving capability and business outcomes and provides value for money.
 - 4.24.20.2. Offers the flexibility to meet changing MPLA demands and develop products for future requirements through: learning consultation expertise, and design capability.
 - 4.24.20.3. Uses research evidence to create the best learning experiences to support behaviour change e.g. neuroscience and behavioural insights.
- 4.24.21. The Supplier shall identify data sources, manage and analyse data and use it to continuously improve outcomes from the Services provided to the Authority and the MPLA participants on an ongoing basis.
- 4.24.22. The Supplier shall gather qualitative feedback and lessons learned from each cohort and module and use this information within the continuous improvement and refinement of the MPLA, thereby ensuring that the content and approach remains current, relevant and effective throughout the lifetime of the Contract.

4.25. Intellectual Property

- 4.25.1. The Supplier shall not allow any of the intellectual property licensed to the Supplier for the purposes of delivering the services to be re-used, re-produced or otherwise distributed without prior approval of the Authority.
- 4.25.2. The Supplier/Authority owns the newly created MPLA specific intellectual property.

4.26. Transition Arrangements

- 4.26.1. The Supplier will be required to work with the incumbent supplier to ensure a smooth transition. It should be noted that there may be transitional arrangements in place that allow for the existing supplier to complete some requirements that commenced under the current contract arrangements.
- 4.26.2. 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.

4.27. Value for Money, Charging and Invoicing

- 4.27.1. The Supplier shall proactively and continually explore and identify opportunities for maximising value for money and savings in the design and delivery of the requirements.
- 4.27.2. The Supplier shall provide a proactive and committed approach to cost reductions and innovative, transparent pricing mechanisms.
- 4.27.3. The Supplier may propose, for consideration and approval by the Authority, alternative pricing models, methodologies and discount structures throughout the duration of the contract, which offer best value for money.
- 4.27.4. The Supplier shall provide clear, transparent open book data for pricing including the provision of a cost breakdown of all of the component elements that together form the cost of the products and services to the Authority throughout the duration of the Contract. 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.
- 4.27.5. The Supplier shall ensure all design refresh costs for Phase 1 are identified and itemised.
- 4.27.6. 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.
 - (iii) 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.
- 4.27.7. The Supplier shall ensure that the cost of providing all support services is included within the participant programme fee.
- 4.27.8. The Supplier shall ensure that all costs and overheads associated with the delivery of the requirements are included in the participant course fee, unless otherwise agreed in advance (and in writing) by the Authority.