



MPLA – Market Engagement Feedback Key Themes

The Infrastructure Project Authority (IPA) supported by Crown Commercial Service (CCS) hosted 1 to 1 supplier engagement sessions during June and July 2020. The purpose was to have a broad discussion on the MPLA programme and the procurement.

As we continue to engage with customers and suppliers during the upcoming period, we reserve the right to review, revise or modify the requirements and our thinking, as set out below, to reflect new insights and business needs.

The below summarises the key themes discussed, our initial thinking and points proposed by suppliers, for IPA/CCS to consider.

Feedback Theme	IPA / CCS comments
Delivery Model	
IPA Vision and High Level Requirements	<ul style="list-style-type: none"> ● Our aim is to deliver a route to market, compliant with the public contract regulations, which provides access to world class academic institution/s to ensure continuity of a future proofed and cutting-edge MPLA offer, which is financially sustainable ● The MPLA was established by the IPA in 2012 to transform implementation of government policy by creating a world-class cadre of project leaders and in retendering the MPLA contract we want to build on the huge success of this programme to date. We expect to continue to build on our current model, as we have something that works well, whilst taking the opportunity to innovate and improve ● Building people capability is central to delivery of the government’s ambitions for project delivery and at the heart of the agenda for future civil service capability. Probably never been a more important time ● MPLA is a 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 ● We want to ensure that MPLA remains leading edge with innovative content and 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



- Developing a positive culture and creating a safe space to explore new concepts in learning is critical. The social capital as well as the intellectual capital is important. The programme needs to be challenging and innovative both in content and delivery
- The MPLA is a key component in the ongoing capability development and support of our major project leaders. It is crucial there is comprehensive contingency planning throughout the life of the contract, to ensure that where situations arise (such as COVID-19), there is minimal future service disruption, whilst maintaining the quality and outcomes of the learning
- MPLA will promote continuous improvement through leading edge project leadership thinking across all domains (e.g. Infrastructure & Construction, Military Capability, Transformation and Service Delivery, ICT)
- The programme will contribute to government diversity and inclusion priorities, promoting broader participation and accessibility, particularly across under-represented groups, and ensuring inclusive processes, format, content and delivery as this brings innovation
- MPLA is a complex leadership development programme and not a methods based training course
- We want to further collaborate with international government bodies and to learn from their experience in delivering major projects
- Elements of the current programme which participants view as beneficial/successful are:
 - Assurance Review
 - Length of programme
 - Having both a residential and non residential format
 - Peer learning and networking
 - Competency Framework a good foundation



	<ul style="list-style-type: none">○ Accredited by a professional body○ Assessment process
What does success look like?	<ul style="list-style-type: none">● We need to identify suppliers who can deliver efficiently and effectively at scale, ensuring value for money of public funds, whilst maintaining world class learning, both content and delivery and ensuring ongoing innovation over the life of the contract. Key success factors will include:<ul style="list-style-type: none">○ Expert learning design - combining leading practitioner insights with world class academic research, content and teaching, to drive top level programme leadership○ An impactful learning experience for participants, demonstrated through practical evaluation of the programme, including high demand and satisfaction levels○ A highly effective intervention, ensuring we develop major project leaders so that they have the right capability to lead government's most complex and challenging projects, both now and for the future.○ Delivering demonstrable benefit, not only for individual participants but also in terms of the impact on government project delivery. We require our partner/s to work with us to develop a robust methodology to measure and quantify the return on investment
Residential & Non-Residential	<ul style="list-style-type: none">● We intend to continue to provide accessibility, choice and flexibility by offering both the residential and non-residential formats● Participants value the residential format, at a central offsite location, which includes, alongside the formal learning, networking, peer learning and sociability benefits.● The non residential format supports diversity and inclusion, provides accessibility and broadens participation.
Delivery Method	<ul style="list-style-type: none">● We want flexibility but not a totally distance or virtual model. While we could move some of the content to training online, instructor led classroom based training remains very important.



Content	<ul style="list-style-type: none">● We are looking to 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.● We have completed extensive consultation to determine what the key elements are that we seek to retain and there will be some existing design content that will require a refresh and other new learning that will need to be designed as well. As part of continuous improvement the supplier will be required to keep innovating and improving the content and delivery. Further information will be provided in the tender pack● Our partners, through their thought leaders, will help to drive content. We want to strengthen commercial leadership learning and commercial capability, and ensure that the MPLA builds competence in all domains (e.g. Infrastructure & Construction, Military Capability, Transformation and Service Delivery, ICT) with a view to broadening learning around transformation. We require ongoing improvements in innovation, as well as, personal development - reflection of self and relationship with others, personal resilience, and experiential learning.
Diversity & Inclusion	<ul style="list-style-type: none">● The MPLA provides the opportunity to bring thinking about diversity and inclusion more to the fore at senior levels in the government project delivery field. We want to do more to promote this, and the MPLA therefore needs to be modelled, delivered and marketed with diversity and inclusion at the forefront to drive this agenda and deliver the benefits across major government projects
Programme and Personal Accreditation	<ul style="list-style-type: none">● As well as the requirement for the Programme itself to be accredited by a professional body, it is intended that the MPLA will be a 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, which will require a balance of academic and experiential requirements.
Personal Qualification	<ul style="list-style-type: none">● Some participants will want to continue their learning and there are opportunities to look at aligning some qualifications, which could be considered for the future MPLA or an add on as a pathway to manage and support external qualifications



	<ul style="list-style-type: none">• There is a general consensus that the current iteration of the MPLA is not long enough to enable a MSc. but would possibly be compatible with a PGCert.L7 qualification; or alternatively could contribute some credits towards a master's level qualification.• We want to further explore our thinking around the options
Alumni Engagement	<ul style="list-style-type: none">• We want greater alumni engagement through, but not limited to, formal / informal events and networking, key speakers, and thought provoking material / content, including more use of online channels
Partnering Relations	<ul style="list-style-type: none">• IPA is seeking to develop a strategic partnership to include an internationally recognised academic provider(s) with real project delivery expertise, leading pioneering content and research and government project delivery know-how to 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
Impact & Evaluation	<ul style="list-style-type: none">• We require our delivery partner(s) to advise of solutions including latest thinking and tools to measure the impact and benefits of MPLA across government project delivery
Bidding Model	<ul style="list-style-type: none">• Bidding entities who meet the essential criteria are encouraged to bid. It will be up to the individual entities to determine in the first place if they meet both the mandatory and essential criteria• Whilst we are not suggesting or prescribing a bidder approach, as this is for the market to determine, there is a requirement for a recognised world class academic institution at the forefront to play a leading role in the partnership• If working in a consortium works best for you, in terms of providing expertise from a number of institutions to meet our needs and delivering the required services, then you should consider this option. If bidding on your own works best for you then you could follow that route• There will be provisions to enable changes to any subcontracting arrangements during the life of the contract, with the agreement of IPA



Procurement	
Procurement Process	<ul style="list-style-type: none">● A robust and bespoke process will be designed, specifically for the MPLA, using the flexibilities of the Light Touch Regime, to ensure a high quality outcome is secured. The process will be sufficiently robust to enable CCS/IPA to verify information, seek clarification or require evidence or further information in respect of bids
Statement of Requirements	<ul style="list-style-type: none">● The statement of requirements will be designed sufficiently broad enough to enable the market to innovate i.e. specific on the 'what' (outcomes) and broad on the 'how' (delivery), whilst also setting out the performance in terms of the operational requirements
Terms and Conditions	<ul style="list-style-type: none">● It is envisaged that the Model services contract will form the basis of the terms and conditions of contract and these will be tailored specifically for the MPLA as required
Further Dialogue	<ul style="list-style-type: none">● We plan to share a draft form of the statement of requirements with the market, for feedback, prior to formal publication of the tender pack● A bidders webinar will be held on publication of the tender documentation and there will be a clarification period during the ITT, which will enable both bidders and IPA to clarify aspects of the process and responses via the e-sourcing suite● N.B. It is the responsibility of suppliers to monitor this CCS dedicated MPLA web page for details of any future events and information about this procurement
Evaluation, Selection and Award Criteria	<ul style="list-style-type: none">● Bids will initially be evaluated and shortlisted based on a set of selection criteria that will relate to:<ul style="list-style-type: none">○ suitability to pursue a professional activity○ economic and financial standing○ technical and professional ability● Those bidders that are shortlisted will then be evaluated against a set of transparent award criteria based on the Most Economically Advantageous Tender (MEAT) in terms of quality and price, which will be weighted and scored appropriately.



	<p>To proceed to the pricing stage of the evaluation bidders must reach a pre-set minimum quality threshold of the total quality marks available</p> <ul style="list-style-type: none"> ● CCS/IPA 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
Pricing Approach	<ul style="list-style-type: none"> ● The commercial model is likely to be based on the current model, which is chargeable per participant. It will be future proofed to allow flexibility and innovation as required ● Transparency of costs will be expected via a cost component breakdown table. Further detail will be confirmed in the tender pack
Timeline and Time Frame	<ul style="list-style-type: none"> ● Following the feedback we have received through this engagement process and further planning we have revised the provisional high level timetable: <ul style="list-style-type: none"> ○ OJEU / Tender publication - Early 2021 ○ Contract Award - Summer 2021 ○ Mobilisation - Autumn/Winter 2021 - estimated up to 6 months ● As the procurement planning stage progresses further information will be available and the market will be updated of any changes to the timetable via this CCS dedicated MPLA webpage ● Key milestones will be clearly laid out in the ITT and sufficient time will be included during the tender clarification period for responses and to enable bidders to complete and submit quality bids

Areas suggested by suppliers for IPA to consider

More blended delivery model including virtual learning, simulations, learning sets and self directed learning



Selection criteria to include workforce strategy capability
Be clear on the capabilities we would judge a partner must have to add value, what a successful partnership should look like and what is required from the supplier, share broader thinking and set expectations
Make the MPLA more readily available across wider public sector
Include mobilisation / resource plan in the tender and ensure that this has commitment from all parties
Diversity and inclusion should be part of the early assessment process of bids Mandatory training in diversity and inclusion for those delivering the programme Provide information on diversity and inclusion data
IP rights/ protection and management
Demand analysis - provide volume trends together with the rationale and assumptions for the predicted demand in the tender bid pack so as to enable bidders to submit an informed commercial response.
Build MPLA success stories into the design
Greater analysis and evaluation of the MPLA impact on the broader Project Delivery Profession. Do not put all the evaluation emphasis on quantitative data, focus on learning impact and drive more in project ROI activity.
Challenges: <ul style="list-style-type: none">• Change of provider and management• Civil Service transformation• Levelling Up agenda moving out of London - residential impact
Allow bidders to articulate the totality of their offer in their tender submission Ensure prompt responses to clarification Ensure sufficient text box space will be allocated to enable bidders to provide detailed responses and avoid overly restricting answers



Ensure a sufficient window is built into the timetable to enable bidders to consider and develop their bidding model and submit a quality response
Avoid requesting bidders to complete and submit the tender over the Christmas holiday period. N.B. This has been reflected in the revised high level timeline above