

## **SCHEDULE 2 - SPECIFICATION**

### **Section 1 – Introduction**

The First Minister's [Policy Prospectus](#) set out a range of ambitious outcomes for the Scottish Government to deliver by the end of the parliamentary term. These outcomes are framed within the three strategic missions of *Equality* (tackling poverty and protecting people from harm), *Opportunity* (creating a fair, green and growing economy) and *Community* (prioritising our public services). Ensuring rapid progress and transformative change in these key areas is a critical focus for the strategic centre of Government.

### **Section 2 – Background & Context**

To support this focus on delivery and outcomes, the Scottish Government is undertaking some scoping activity to assess the benefits and suitability of establish a Delivery Unit to monitor and accelerate delivery of the First Minister's priorities.

This unit could draw on international best practice and seek to provide targeted, tailored support to policy areas on a time-limited basis to ensure the successful implementation of reforms or achievement of the First Minister's policy goals. Other potential benefits could include developing delivery support and capability for high-quality problem solving; improving coordination across departments to accelerate reform and drive results for the people of Scotland

The Delivery Unit would be based within the Strategy, Performance, Delivery and Resilience Directorate (SPDR). SPDR sits at the centre of the Scottish Government and provides a convening, coordinating and supporting role in developing and delivering the government's priorities.

A phased approach is being deployed to establish the launch of the Delivery Unit. In the first phase, which has been underway since the autumn, an SPDR planning team is undertaking scoping activity and working closely with external partners and expert organisations to establish the optimum size and configuration of the unit. Phase two would see the SPDR scoping team work with an expert organisation to set up the unit and perform a robust value for money assessment.

### **Section 3 - Objectives and Scope of This Procurement**

Research into Delivery Units internationally has pointed to variations in delivery models as well as mixed results in terms of how well those models have been implemented, supported and able to perform.<sup>1</sup> In order to ensure the long-term effectiveness and sustainability of a Scottish Government Delivery Unit, SPDR have identified the need for external, expert input to guide and support its work to establish and embed the unit.

The desired result of this work is to develop a well-resourced but streamlined, effective Delivery Unit that is sufficiently skilled and ideally positioned to support focussed interventions that drive sustainable change and improvement on specific, targeted projects across Scottish Government.

## **Section 4 – Methods**

Drawing on available research and previous experience of designing similar functions in government (or equivalent, demonstrable knowledge and expertise) as well as an in-depth understanding of the governmental context in the UK, the successful supplier should advise SPDR on the most advantageous and effective structure and composition of its Delivery Unit and the optimum delivery model to be deployed. This should include, but not be limited to, the skills and resources needed, comprehensive role descriptions for staff, the unit's scope and methods for selecting priorities, and routines for reporting.

Potential suppliers must be able to advise on the critical elements which make a Delivery Unit successful: planning and set-up, including essential skills when recruiting new members to the unit; advice regarding team formation and building a strong and effective culture; growing the brand of the unit; use of analysis and performance data; problem-solving techniques; capacity building; effective coordination; and negotiation skills. An ability to share examples of best practice is also important.

As part of the tendering process, potential suppliers should propose how, within the allocated budget, they would prioritise their time, input and engagement with officials to have the greatest impact. They should identify the key outcomes they would seek to achieve and what tools and resources they would bring to bear. They should also make clear the format of their expected outputs – whether work would be done chiefly through engagement with staff, trainings, reports or written recommendations – and they should detail what legacy planning or steps would be put in place to ensure gains are sustainable following the conclusion of the contract. Finally, they

should identify any key risks they foresee for this work as well as how they would seek to minimise or address these.

The contractor should specify how they would like to engage with SG officials. Online and in person settings are available. Scottish Government uses MS Teams, and has offices in central Edinburgh and Glasgow. Visitor access and accommodation can be arranged for any meetings, or elements of the work that might be require 'in person' attendance.

## **Section 5 – Outputs and key deliverables**

At the beginning of the contract, the contractor will provide the following output:

- A brief **inception report** (1-2 pages) detailing the agreed full project plan with a minute of the inception meeting as an Appendix. The inception report should provide details on each element of the work (i.e. methodological approach, task allocation, corresponding timescales, reporting schedules, risk management, management arrangements and contingencies etc.).

At the end of the contract, the contractor will provide the following outputs:

- A **final report** including a short executive summary, with a description of the project, a review of what was achieved, clearly articulated findings, and the key learnings and recommendations. This is intended to be a key document for the Scottish Government to use after the contract end point.
- A presentation of the final results to Scottish Government officials.

All outputs should be quality-assured by the designated person in the contracted team and should be fully proof-read prior to submission. This should include checking that the document is well laid-out, technically correct, grammatically correct and that appropriate language is used. In those cases that the client detects proof read errors, they will be returned to the contractor who will be asked to resubmit the returned document as well as a revised timetable detailing how the delay will be dealt with.

The written outputs, including draft outputs, will be expected to be of a high standard (concise, in plain English and featuring high quality analysis and writing). They will communicate in a style that is easily understood by an intelligent lay-person and

adhere to appropriate accessibility standards. Any output not achieving this standard will be returned for revision.

Tenderers are asked to note that the Client may withhold payment until it is completely satisfied that the submitted outputs meet the aims and objectives of the project and are of a high standard.

## **Section 6 – Ownership of outputs**

The ownership of the material including the reports and any data produced lies with the Scottish Ministers. All Intellectual Property Rights in any material including but not limited to reports, guidance, specification, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models, designs which are created or developed by the Supplier on behalf of the Purchaser for use, or intended use, in relation to the performance by the Supplier of its obligations under the Contract are hereby assigned to and shall vest in the Crown absolutely.

Any emails or documents provided to the contractor in the course of the project should be deleted.

## **Section 7 – Publicity**

The Service Provider must not make any press announcement or otherwise publicise the Contract in any way, except with written consent of the Purchaser. The Service Provider will keep the Purchaser fully informed of any contact from the media in relation to the Contract.

## **Section 8 – Data Protection**

The successful contractor will, in conjunction with the Scottish Government and in its own right, and in respect of the research contract, make all necessary preparations to ensure it will be compliant with Data Protection Laws. Please refer to the relevant terms and conditions section of this tender for further detail (Schedule 9).

It is not anticipated that personal data will be collected as part of this project. However, where personal data and/or or special category data, as defined under the General Data Protection Regulation (EU) 2016/679, is to be processed as part of the

contract, the data protection schedule appended to the above SG terms and conditions (shown at Schedule 9) will be completed with the appropriate details and obligations for this contract. The data protection schedule will be signed off as forming part of the overall contract, thereby meeting our obligation to have a legally binding controller processor contract in place where personal data are processed in connection with a contract. For the purposes of any such processing, the supplier will usually act as the data processor and the purchaser (the SG) acts as the data controller.

## Section 9 – Timetable and Milestones

Task	Due date	Payment
Contract Advertised	5 April	-
Deadline for Questions	12 April 12:00	-
Deadline for Answers to questions	15 April	-
Tender submission deadline	22 April 12:00	-
Contract award	26 April	30%
Contract start date	29 April	-
Draft Report submitted	3 June	50%
Contract end date	10 June	20%

These timescales are indicative only and are open to discussion at the inception meeting.

[REDACTED s.33.1(b)]

## Section 11 – Contract Management

[REDACTED s.38.1(b)]

## Section 12 – End of Contract and Exit Arrangements

The contract is expected to commence in the week of 26 April 2024 and end not later than 10 June 2024, the end date of contract with no option for extension, unless the

Contract is terminated in accordance with the Terms and Conditions of Contract of this Invitation to Tender (ITT) document.

## Section 13 – Sustainable Procurement and Fair Work Matters

Scotland's purpose is to focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth. The [National Performance Framework](#) provides a clear vision for Scotland and national outcomes underpinning the purpose.

In-line with this, sustainable public procurement aims to get the best value from the public pound. The [Procurement Reform \(Scotland\) Act 2014](#) established laws about sustainable public procurement to maximise the social, environmental and economic benefits through effective and efficient procurement activity.

The sustainable procurement duty requires that contracting authorities consider how it can improve the social, environmental and economic wellbeing of the area in which it operates.

The Sustainable Procurement Duty can be looked at in the following areas:

<b>Environmental</b>	<b>Socio-Economic</b>
<ul style="list-style-type: none"><li>• Climate change</li></ul>	<ul style="list-style-type: none"><li>• Employment, skills and training</li></ul>
<ul style="list-style-type: none"><li>• Materials</li></ul>	<ul style="list-style-type: none"><li>• Communities</li></ul>
<ul style="list-style-type: none"><li>• Waste</li></ul>	<ul style="list-style-type: none"><li>• Equality</li></ul>
<ul style="list-style-type: none"><li>• Hazardous materials</li></ul>	<ul style="list-style-type: none"><li>• Fair work</li></ul>
<ul style="list-style-type: none"><li>• Biodiversity</li></ul>	<ul style="list-style-type: none"><li>• Fairly and ethically traded</li></ul>
<ul style="list-style-type: none"><li>• Heritage</li></ul>	<ul style="list-style-type: none"><li>• Security and crime</li></ul>
<ul style="list-style-type: none"><li>• Water</li></ul>	<ul style="list-style-type: none"><li>• Health and wellbeing</li></ul>

### Fair Work Matters

Scottish Ministers believe that Fair Work practices can have a direct impact on the quality of the contract's delivery and encourage all tenderers to consider how this can be delivered through this requirement.

Details surrounding Fair Work practices and Fair Work First can be found within the [Fair Work Framework](#). A summary of this can be found here [What is Fair Work – Information Sheet](#).

**From:** [REDACTED s.38.1(b)]<[REDACTED s.38.1(b)]@deliveryassociates.com>

**Sent:** Friday, May 31, 2024 3:10 PM

**To:** [REDACTED s.38.1(b)] <[REDACTED s.38.1(b)]@gov.scot>

**Cc:** [REDACTED s.38.1(b)]@deliveryassociates.com; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>; [REDACTED s.38.1(b)]< [REDACTED s.38.1(b)]@gov.scot>

**Subject:** Re: Delivery Associates/ SG - June priorities

Hi [REDACTED s.38.1(b)],

Thanks for your email and latest steer - we completely understand and appreciate some of the shifting dynamics in the last month. We can pick this up further during our meeting on Monday, but in direct response to your points:

- All clear on developing the product for stand-up of a Delivery Unit with a top 4 and full deliverology model
  - Regarding the wider, less intensive Delivery Division support - we were thinking to provide examples from other units around the world of what this looked like, and then stress-test your thinking based on SG's demand/need and your context/capabilities (including questions we'd recommend you to consider here)
  - If useful, we can also try to connect you with similar units
- One-off upskilling session - in principle we'd be happy to do this. As you suggest though, would be good to be clear on the specifics and timing you have in mind for this
- Happy to stress-test the PfG approach - your suggested time on Tuesday works our side
- Happy to stress-test improved governance work you're undertaking when useful for you

Will come with a proposed workplan update on Monday to reflect this and make sure we're fully aligned.

Thanks,

[REDACTED s.38.1(b)]

On Fri, May 31, 2024 at 12:36 PM <[REDACTED s.38.1(b)]@gov.scot> wrote:

[REDACTED s.38.1(b)]

It was very helpful to talk through how we use the remaining time of the DA contract. We thought that following the General Election a workplan as below made sense:

- Continuing the work with [REDACTED s.38.1(b)] to produce a product of how we stand up a new delivery unit – skills, processes, structures, outputs, products etc. Within this we want to articulate the different levels of support i.e. a top 4 getting full deliverology plus an additional top 10-15 getting enhanced (but less intensive) delivery support.
- Upskilling our senior management team, along the lines of the *One-off* sessions set out in the attached - ideally with an in-person training session in Edinburgh. The focus would be on helping our emerging senior leadership team to deploy a delivery focused approach as we establish our new directorate over the summer. Assuming this is within the scope of the contract, I am happy to convene a meeting with DA and relevant Unit Heads and DDs where we could mutually agree the specifics.
- How we best apply a prioritisation matrix in the Scottish context, including stress testing the PfG workshops planned for mid-June. As part of this it would be useful to discuss our proposed delivery assurance strategy to accompany the PfG production process. I will be in touch directly on this with [REDACTED s.38.1(b)] who is leading on the PfG workshops.
- Stress testing our thinking on improved governance processes to drive delivery across the organisation.

It may not be possible to cover everything set out above so we would be grateful if DA can consider and come back with an updated workplan.

Finally, we are grateful to you for your flexibility as we appreciate the shifting political dynamics during the past month have necessitated a change to some of the core contract objectives.

CCing relevant Unit Heads and DDs for info and I am very happy to discuss this directly on Monday should you have any further questions.

Regards

[REDACTED s.38.1(b)]

[REDACTED s.38.1(b)]

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[REDACTED s.33.1(b)]

## **Schedule 2 - Specification**

### **Section 1 – Background and context**

DG Education & Justice have developed an approach to the delivery of the major Transformational Change Programmes (TCPs) across the DG which combines traditional Project and Programme Management (PPM) discipline with elements of 'Deliverology', an approach advocated by Sir Michael Barber in his book *How to run a Government so that citizens benefit and taxpayers don't go crazy*. We expect this combined approach to lead to more effective delivery of the TCPs, by introducing a greater degree of rigour and routine beyond that offered by traditional PPM tools and techniques.

Having developed this approach over the past year, we would now like support to carry out a delivery capacity review to understand whether the processes and techniques being applied collectively and individually across the DG TCPs have been established effectively to deliver improved outcomes.

### **Section 2 – Statement of Requirement and deliverables**

The objectives of the delivery capacity review are threefold:

1. To conduct a **DG level delivery capacity review** – to undertake analysis of the DGEJ's current delivery approach for its TCPs and to outline the strengths and opportunities for further improvement. This will include a half day in-person workshop with the DG senior management team. The key deliverable for this is a preliminary report on the overall system, using the Deliverology Framework, along with recommendations on how to strengthen capacity.
2. To carry out a **review of one of the TCPs** that is currently in delivery phase – the Scottish Attainment Challenge – looking at the programme's planning, routines, data systems, and progress to date. The key deliverable is a brief report on the Attainment Challenge programme, outlining how well it is set up for delivery success, with recommendations for improvement.
3. Finally, a **summary report providing recommendations** for DGEJ on what practical steps can be taken to further improve delivery practices. The final key deliverable is a report that pulls together all the recommendations and findings from the first two objectives.

It is expected that the review will be conducted through a series of desk based reviews and virtual and in-person meetings and workshops and that it will last for 3-4 weeks in total.

### **Section 3 - Contract Period**

We expect to issue the contract by the end of January 2023 with date for completion being 31<sup>st</sup> March 2023.

[REDACTED s.38.1(b)]

[REDACTED s.33.1(b)]

[REDACTED s.33.1(b)]