



# Request for Knowledge Support ICE Design Champions

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## About ICE

The ICE is the professional body for civil engineers. It has 95,000 members worldwide. ICE promotes and advances civil engineering around the globe. It leads the infrastructure debate to create a more sustainable future and ensure high standards through awarding professional qualifications.

## ICE's Knowledge Programmes

The ICE's Knowledge Content Team sits within the Engineering Knowledge Department. The Team takes ideas from ICE's member committees, the Community Advisory Boards (CABs), develops those ideas and uses them as the basis for insight and knowledge sharing through guidance, reports, learning materials and events. The CABs were launched in May 2021 and their purpose is to "drive the production of trusted, authoritative, independent insight into the major issues facing the industry"<sup>1</sup>.

## The problem we need help to resolve

The ICE published a Working Paper "[Defining and developing the design champion role](#)" in August 2022. The ICE is now commissioning an external resource to support the development of further insight on this subject. The ICE wants to hear the views of organisations and people operating in the engineering and design sector on the role of a design champion.

## Background

The 'Design Champion' role was mandated by the UK Government in the publication "[National Infrastructure Strategy](#)", November 2020. It said that:

*"... the government is committed to embedding good design in all infrastructure projects through: ... requiring all infrastructure projects to have a board level design champion in place by the end of 2021 at either the project, programme or organisational level, supported where appropriate by design panels."*<sup>2</sup>

The strategy was a response to the [NIC's 2018 National Infrastructure Assessment](#), which recommended the creation of the design champion role although did not specify what skills, experience and attributes the person should have.

The industry broadly welcomes this development and it wants clarity regarding the skills, experience and attributes that will be required to make a design champion successful in their role.

## Aims and objectives

In November 2020, the UK's first ever 30-year [National Infrastructure Strategy](#) included the bold requirement that all projects were to have a board-level design champion in place by the end of 2021. The purpose of this role was to facilitate delivery of the National Infrastructure Commission (NIC) Design Principles.

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<sup>1</sup> <https://www.ice.org.uk/news-and-insight/latest-ice-news/ice-launches-new-community-advisory-boards#:~:text=The%20Institution%20of%20Civil%20Engineers,knowledge%20programmes%20for%20its%20members.>

<sup>2</sup> National Infrastructure Strategy, 2020, HM Treasury

The main objective of this project is to get the views of stakeholders in the engineering and design sector on what skills, experience and attributes are required to be an effective design champion. The ICE's Knowledge Team will then build on this information to produce an guidance for the industry enabling:

- this requirement to be implemented;
- projects to recruit for this new role; and
- projects to progress in line with recommended design principles.

The ICE wants an external organisation to map the stakeholders who will be invited to participate in a series of semi-structured interviews, carry out those interviews, draft a brief report on the common themes and provide ICE with the raw data from those interviews in an accessible digital format.

## The help we believe we need (scope)

ICE's initial thoughts on the scope of this project are set out in the working paper '[Defining and developing the design champion role](#)'. Our view is that this stage of the project requires the gathering of views from across the engineering and design sector. ICE wants to contract this aspect of the project to an external supplier.

We are seeking to appoint a Supplier to:

- undertake stakeholder mapping to identify the people and organisations that can best contribute to the development of a list of the skills required by a design champion, bearing in mind when identifying interviewees that we need to hear from no less than 20% women and people with protected characteristics, in line with ICE targets;
- conduct a series of semi-structured interviews<sup>3</sup> with up to 30 stakeholders in the engineering and design sector to find out their views on the skills, experience and attributes required to be effective in the role of design champion on an infrastructure project;
- report to the ICE on the key themes that emerge from the stakeholder interviews; and
- provide the ICE with the raw data from the interviews to allow the Knowledge Team to undertake a deeper dive into the findings for their follow-up work.

Excluded from the project are:

- any support required by the employer and/or project team to make the role effective; and
- any form of dissemination of findings eg microsite, glossy report or jazzy graphics.

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<sup>3</sup> We define a semi-structured interview as a qualitative research method that combines a pre-determined set of open questions (questions that prompt discussion) with the opportunity for the interviewer to explore particular themes or responses further.

## Methodology

ICE's Engineering Knowledge team envisages:

- stakeholder mapping to ensure that all the important stakeholders and influencers are represented;
- a series of up to 30 semi-structured interviews, depending on the emergence of common themes, with people from across the infrastructure and design sector; and
- report writing to identify the main issues to emerge from the interviews.

### Stakeholder mapping

The author of the working paper identified a number of projects where one or two members of the project team could be invited to participate in semi-structured interviews. They also identified a number of organisations who may have a view on the role of the design champion.

### ***Project Teams***

- A14 Cambridge to Huntingdon improvement scheme
- A303 Stonehenge
- Cambridge wastewater treatment plant relocation
- Crossrail
- CCUS programme
- HS2 – Euston and Western leg
- London 2012 Olympics
- Lower Thames Crossing
- Milau Viaduct, France
- Orientkaj and Nordhaven, Copenhagen
- Oxford flood alleviation
- Rotterdam Centraal, Netherlands
- Sizewell C
- Thames Tideway Tunnel
- TransPennine route upgrade

### ***Organisations***

- Arts Council
- Association of Consultancy and Engineering
- Design Council
- Engineering Council
- Infrastructure and Projects Authority
- Landscape Institute
- Major Projects Association
- Mayor's Design Advocates
- National Infrastructure Planning Association
- Royal Institute of British Architects
- UK Green Building Council

In addition to the two groups above, the stakeholder mapping exercise may identify other groups such as employers operating in the engineering and design sector eg Arup, WSP etc and the bodies who issue contracts for these projects such as central and local government, energy companies eg EDF Energy, government-owned companies eg National Highways, water companies eg Anglian Water.



Some of these organisations will be based outside the UK eg France, Denmark and the Netherlands and will be selected to bring international best practice to bear. It is to be assumed that any interviews can take place in English.

Other influential stakeholders may be identified during the stakeholder mapping stage of the project and will be considered by the ICE project manager for inclusion in the series of interviews.

### Semi-structured interviews

ICE envisions up to 30 semi-structured interviews, depending on the emergence of common themes, will be held as part of this project. Semi-structured interviews will provide data that allows us to make a quantitative and qualitative analysis of responses.

It is anticipated that the semi-structured interviews will reveal people's views and give ICE a better understanding of:

- how different infrastructure project boards are configured and where the Design Champion role would fit among other roles;
- variations in role, responsibilities, qualities or skills of a Design Champion depending on the project set-up or type of board;
- whether or not there is a need for a Design Champion to sit at board level within a parent-company governance structure as well as on the board of the organisation responsible for project delivery; and
- people's views on some important questions around the scope of the role of a design champion such as:
  - Would a design champion sit at board level within a parent-company governance structure in addition to the board of the organisation responsible for project delivery?
  - What would a proforma job description look like for the role in terms of the skills, qualifications, experience and qualities required to be effective in the role?
  - Will the role, responsibilities, qualities or skills of a champion vary depending on the project set-up or type of board?
  - Where good design has already been put into practice on projects where somebody has taken this role on, what skills, experience and attributes did they have?
  - how are different infrastructure project boards configured and where would the design champion fit among other roles?

## Report writing

Upon completion of the stakeholder mapping and the semi-structured interviews, the contractor will issue a report to the ICE setting out what they see as the key themes that emerge. This report will be provided to the ICE alongside all of the raw data that was collected during the course of the project.

## Key stakeholders

ICE's member-led Engineering Fundamentals Community Advisory Board and the National Infrastructure Commission are both key stakeholders and were involved in the development of the Working Paper.

Internal ICE stakeholders are the Director of Engineering Knowledge, the Knowledge Content Director and members of the Engineering Knowledge team.

## Output structure and specifications

The output of this project will be a short report and all of the raw data that was collected during the course of the research.

The short report will:

- identify the stakeholders who participated in the interviews;
- share the semi-structured interview questionnaire; and
- provide a full quantitative and qualitative analysis of the interviews with charts/diagrams that may illustrate key points.

The raw data will be in electronic format and will be easily accessible to members of ICE's Knowledge Team possibly in Excel.

## Business priorities

Success would mean that the ICE Knowledge Content team has a foundation for the next phase of this project which will propose a template job description that is widely accepted and adopted by the engineering and design sector, building ICE's credibility as an authoritative global beacon of excellence.

## Project management

This project will be managed on a day-to-day basis by Jenny MacDonnell, Lead Project Manager, in the Engineering Knowledge Department of ICE, who will also act as Contract Manager for the project. The ICE expects a named member of the Supplier's staff to be in sole charge of the project. The Supplier will be required to update the ICE contact regularly, likely to be weekly or fortnightly, on progress during the course of the project.

## Timetable

13 January 2023	Closing date for receipt of tenders/proposals
16 to 20 January 2023	ICE reviews tenders/proposals
23 - 26 January 2023	Interview of preferred tender/proposal candidates
3 February 2023	Appointment of successful candidate and contract issued
17 March 2023	Contract signed and returned by ICE
23 March 2023	Kick-off meeting
29 June 2023	First draft of the report
27 July 2023	Final report to be submitted

## Instructions for completing the Request for Proposal

Your proposal should be sent to [jenny.macdonnell@ice.org.uk](mailto:jenny.macdonnell@ice.org.uk) and should arrive not later than **5pm on 13 January 2023**. If your submission is late we reserve the right to exclude it from this process.

Submissions will be assessed against the Award Criteria set out below.

The assessment of submissions will be at the discretion of the ICE.

No submission in response to this Request for Proposal will be deemed to have been accepted until such acceptance has been notified to the supplier in writing. An acceptance of a submission, and/or any invitation to the presentation stage, is not in itself a selection by the ICE of the Preferred Supplier. Any selection of a Preferred Supplier will be at the sole discretion of the ICE.



Without prejudice to the above, the ICE reserves the right to:

- (1) waive or change the requirements of this Request for Proposal from time to time without prior (or any) notice being given by the ICE;
- (2) seek clarification or documents in respect of a Suppliers' submission;
- (3) disqualify any Supplier that does not submit a compliant submission in accordance with the instructions in this Request for Proposal;
- (4) disqualify any Supplier that is guilty of misrepresentation in relation to its Proposal, expression of interest, presentation or any further information provided by it.
- (5) exclude any Suppliers (including any Supplier selected as Preferred Supplier) from the process who has been found to be in breach of confidentiality or intellectual property rights;
- (6) withdraw this Request for Proposal at any time, or to re-invite Proposals on the same or any alternative basis;
- (7) choose not to select any Preferred Supplier firm pursuant to this procurement process; and
- (8) make whatever changes it sees fit to the timetable, structure or content of the procurement process.

The ICE will not in any circumstances be liable for any damages, costs, expenditure, work or effort incurred by a Supplier in carrying out enquiries in relation to, proceeding with, or participating in, this procurement process, including if the process is terminated or amended by the Institution of Civil Engineers, and/or if the selection of a preferred development firm does not result in a contract award.

## Commercial Confidence and Privacy

All information, including personal and other contact details, will be processed in line with our privacy notice which can be found at <https://www.ice.org.uk/privacy-policy>.

All submissions will be treated in commercial confidence and not shared with other applicants. Full submissions will be retained for our records.

## Award Criteria

Proposals should be submitted by email to Jenny Mac Donnell ([jenny.macdonnell@ice.org.uk](mailto:jenny.macdonnell@ice.org.uk)) and must include a proposal which specifies deliverables, includes a cost breakdown and addresses all points above. See below for the criteria each tender will be assessed against.

### Criteria

#### Why we should choose you as our Preferred Supplier

This should cover:

- Why you want to work with us.
- The way you propose to work with us on a day to day basis.
- The skills, knowledge and added value your team would bring to the project.
- Previous experience delivering similar projects.
- Any endorsements/recommendations from organisations that you have worked with on prior comparable projects.

#### Your Proposal should cover:

- How you propose to deliver this project.
- The skills/resources that will be used by your company to deliver the work. This should cover roles, experience, time estimated, cost of resources.
- An outline plan of how you will deliver this work setting out the key elements, milestones and deliverables as you see them.
- The resources you will need from ICE i.e. access to key staff, systems, suppliers etc.
- Issues/Risks you see in completing this work and how you will mitigate them.
- The overall cost of the work.