



RM1502 CONSULTANCY ONE FRAMEWORK AGREEMENT

LOT 1 – MULTI SPECIALISM PROGRAMME DELIVERY

CARE QUALITY COMMISSION (The Customer)

And

ACTICA CONSULTING LIMITED (The Supplier)

REF: CQC PSO 109

OVERARCHING CONTRACT COMMENCEMENT DATE: 12TH JUNE 2017

SCHEDULE 01: CALL OFF REF 004 VARIATION (ARCHITECTURE STRATEGY)

No of Order Form being varied: 01

Variation Form No: 004

Date of issue: 14th November 2017

BETWEEN:

Care Quality Commission ("the Customer")

and

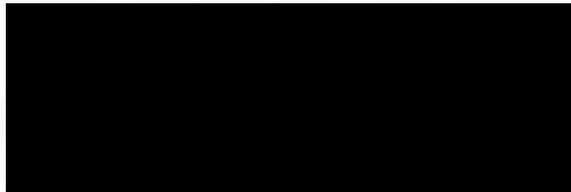
Actica Consulting ("the Supplier")

1. **This Contract is varied as follows and shall take effect on the date signed by both Parties:**
 - The additional identified requirements detailed in Section 1 – Statement of Requirements (below) and appended to this Variation Form are to be called off and delivered in line with the provisions detailed in Section 2 – Response to Statement of Requirements, below) under the overarching provisions of the contract between the Customer and Supplier dated 12th June 2017, and specifically detailed within Appendix 3 (Variations and/or supplements to the Call-Off Terms).
2. **Words and expressions in this Variation shall have the meanings given to them in the overarching contract dated 12th June 2017.**
3. **The overarching contract dated 12th June 2017 shall remain effective and unaltered except as amended by this Variation.**

COMMERCIAL IN CONFIDENCE

Signed by an authorised signatory to sign for and on behalf of the Supplier

Signature



Date

Name

Address

4 Stirling House, Stirling Road, Surrey Research Park, Guildford, GU2 7RF

Signed by an authorised signatory for and on behalf of the Customer

Signature



Date

Name

Address

151 Buckingham Palace Rd
Victoria, London SW1W 9SZ



CQC reference CQC PS0 109

Call off Ref 004

Architecture Strategy

STATEMENT OF REQUIREMENTS

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Section 1 – Statement of Requirements

1. Executive Summary

1.1 About CQC

The Care Quality Commission (CQC) is the independent regulator of health and adult social care in England. We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve. We register health and adult social care services that meet the 'fundamental standards' of quality and safety. Before a care provider can carry out any of the activities that we regulate, they must register with us and satisfy us that they will be able to meet a number of legal requirements, including fundamental standards. Activities we regulate include the treatment, care and support provided by hospitals, GP practices, dental practices, ambulance services, care homes and home-care agencies.

1.2 What we do

CQC monitor and inspect services to see whether they are safe, effective, caring, responsive and well-led. Once a service has registered with us, we monitor it continuously. The information we gather, which includes the views of the public, helps us decide when, where and what to inspect. Inspections give us an opportunity to talk to staff and people who use services, as well as allowing us to observe care and to check the systems and processes that the service uses.

There are five questions we ask of all care services. They are at the heart of the way we regulate and they help us to make sure we focus on the things that matter to you. We ask the following 'key questions' of each service.

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive?
- Is it well-led?

CQC protects the rights of people made vulnerable by their circumstances, including those whose rights are restricted under the Mental Health Act.

CQC involve people who use health and social care services in all areas of our work, including our inspections. Some of the organisations we work with include Healthwatch England, NHS Improvement, NHS England and Ofsted.

CQC publish information about the quality of individual services, including reports and ratings, to help people choose their care. After each inspection, we produce a report and publish it on our website. The reports set out what our findings on each of the five key questions mean for the people who use the service. CQC describe the good practice we find, as well as any concerns we have; where appropriate we take action if care services are failing to meet the fundamental standards. We have specific powers and guidelines as to what actions are available to us depending on what we find.

CQC publish regional and national views of the quality of health and social care, and encourage improvement by highlighting good practice. As a regulator and inspector we can provide a unique view on the quality of health and adult social care in England, helping to share learning and encourage improvement across the sectors. We carry out and publish reviews and specific inspection programmes that focus on aspects of health and social care, including:

- the experiences of certain groups of people
- how different services work together to care for people; and
- the quality of services, or all services, in an area

1.3 CQC Digital Strategy & Transformation work

CQC has a clearly articulated strategy to become Intelligence and Information led, requiring significantly increased maturity in data stewardship, data processing and analytics. CQC aims to increase its use of information while reducing burden on providers. Where interoperability is important, CQC's information architecture and data platforms need to align with the National Information Board's overarching data strategy.

CQC currently operates several monolithic, poorly connected services which are not fit for purpose as a foundation on which to build new digital services. This sit within a broader legacy technology environment requiring significant modernisation.

The architecture strategy will allow CQC to highlight how best to move to a digitally enabled systems landscape, which of the newest systems to keep (to get a better Return on Investment), how to separate out information from technology to avoid vendor lock in, and which systems to follow a more aggressive pattern by simply migrating data to a newer technology and switching off the older legacy system.

Achieving these objectives requires a clear articulation of a future architecture, a mechanism by which to arrive at, publish, maintain and enforce standards and a transition plan to move from existing legacy systems towards a new architecture. This request supports the adoption of an approach for coherently managing the above objectives within a single framework.

CQC requires this approach to suit an Agile delivery pattern. CQC lacks the ability and the resource to produce a clear approach to developing Architectural blueprints in an Agile manner. This manifests in the following ways:

- CQC cannot produce architecture blue prints at pace
- CQC cannot produce architecture documents in agile way (incrementally)
- CQC cannot support operating model decision making through effective impact analysis of options
- CQC cannot support organisational strategy through effective technology roadmaps

The resolution of these issues will underpin CQC's move from using legacy systems and processes to a fresh component driven digital approach.

2. The Requirement

CQC is delivering change in both new digital environments and against current legacy systems. These need to be set in the context of the broader technology landscape within partner organisations and CQC especially needs to focus on interoperability between legacy, external and new systems.

CQC requires a strategy that allows CQC to understand how to create an architectural blueprint against which to implement, and assess the impact of, transformational Digital change.

The expected output will be a report and associated knowledge transfer detailing an architectural strategy covering, but not limited to, the following areas:

- **Task 1: Baseline of architectural documentation review and Best Practice comparison**
 - A review of existing Architectural Principles and their application (or lack thereof) against CQCs core information and technology assets
 - An appraisal of current documentation and its state of completeness across the 4 TOGAF domains of Business, Information, Application and Technology

- **Task 2: Recommended strategy, resourcing and delivery of a core catalogue of architectural artefacts to support agile delivery**
 - Outline principles and rationale for adoption across the stack
 - Proposed governance arrangements, sign-off, role and responsibilities
 - A standard set of architectural artefacts (templated) required for future projects (adopted from Agile best practice as demonstrably used to benefit in other large scale transformations)
 - Recommendations for the design of an appropriate resourcing model, job roles and scale for a future CQC architecture function, sufficient to inform a balanced resourcing strategy and business case for a mixed internal management and external specialist assurance model
 - The creation of a Technology Radar for existing technologies and systems outlining their lifecycle and continued pathway to inform future development and procurements
 - Specific application of the approach to a subset of the following by way of worked example:
 - An approach to develop a roadmap for disaggregation of data out of vendor specific solutions and formats, into its own distinct layer which is referenced
 - An approach to developing a roadmap for separating out applications into their own distinct layer which references the data layer
 - An approach to moving towards effective Master Data Management
 - Options for moving legacy systems to cloud hosted components (e.g. moving all of the system and database to a cloud hosted environment, moving to a newer technology solution etc.)

- **Task 3: Implementation and embedding of the approach**
 - Knowledge transfer and initial coaching to key stakeholders to fully explain the approach, its principles, their relevance and importance in the process.
 - Initial oversight of the implementation of the outline governance framework for architectural decision making and the adoption/enforcement within key development projects
 - Recommendations for next steps, gaps and additional improvements

3. Cost Envelope

Cost Envelope
Call-off value based on a negotiated price against current rate card with discounts in recognition for what is additional business, evidenced by the methodology and skills deployed from Actica

4. Length of Contract

Start Date	End Date	Extension (If Applicable)
October 2017	W/C 8th January 2017	1 month for additional hand over to Head of Enterprise Architecture should it be required

5. CQC Responsibilities

- Supplier to provide own Laptop for the purpose of work
- CQC to provide building access to 151 Buckingham Palace Road
- Provide work space

6. Contractor Responsibilities

- Some working co-located with the team in 151 Buckingham Palace Road is expected; provision for remote working is in place.
- Limited travel to other CQC premises in England may be required
- Working alongside the delivery team during others working hours is expected; this in practice means Monday to Friday 9am until 5.30pm normally but is flexible dependent on task, deadlines and the required involvement of other people.

7. Contract Management Arrangement

The supplier will be expected to work in an agile way with the digital team and key senior stakeholders via daily stand-ups, weekly formal progress updates and regular show and tells of sprint outputs. The supplier will attend contract management meetings with CQC to review KPI's and Milestones against targets.

8. Key Performance Indicators

Indicator	Measured by	Reference Point or Target	Review Date
Milestones to be delivered	CQC Reviewing written report and associated sections for Tasks	Report sections being completed on time with appropriate content	Per Milestone dates +5 days
Quality of reports to meet CQC needs	CQC Reviewing written report and associated sections for Tasks, verbal updates and meetings	Report sections being completed on time with appropriate content, meeting attendance	Per Milestone dates +5 days
Accurate and timely invoicing	Submission of invoices on completion of Tasks:	Task 1 (10%) Task 2 (50%) Task 3 (40%)	Per Milestone dates +5 days

9. Milestones

Description	Target Date	Action to Achieve Milestone	Review Date
Task 1: Review Existing Principles against current assets	20th October 2017	Review current documentation, Verbal discussion, written assessment in report	18th October
Task 1: Review of current documentation against TOGAF standard	27th October 2017	Review current documentation, Verbal discussion, written assessment in report	18th October 20th October 25th October
Task 2: Outline Principles and rationale for adoption	3rd November 2017	Verbal discussion, written assessment in report	18th October 25th October 1st November
Task 2: Suggested governance	3rd November 2017	Verbal discussion, written assessment in report	8th October 25th October 1st November
Task 2: Suggested Artefacts for projects to utilise in their delivery	3rd November 2017	Verbal discussion, written assessment in report	8th October 25th October 1st November
Task 2: Recommendations for resourcing model to support revised architecture	1st December 2017	Verbal discussion, written assessment in report	27th October 10th November 24th November
Task 2: Technology Radar	8th December 2017	Verbal discussion, written assessment in report	27th October 10th November 24th November 1st December
Task 2: Worked examples for separating out data, applications	15th December 2017	Written report section in	17th November 24th November 8th December

Task 2: Worked examples for strategic implementation of Master Data Management	15th December 2017	Written report section in	17th November 24th November 8th December
Task 2: Worked examples of strategy for moving legacy systems to cloud infrastructure solutions /	15th December 2017	Written report section in	17th November 24th November 8th December
Task 3: Draft report submission	19th December	Verbal discussion, written assessment in report	25th October 8th November 22nd November 6th December
Task 3: Final report	8th January 2017	Verbal discussion, written assessment in report	13th December 15th December 19th December 3rd January

10. Skills and Knowledge Transfer

The supplier will be co-located with our permanent staff, and we are expecting skills and knowledge transfer to permanent CQC staff. As part of the engagement we would like the following undertaken:

- Knowledge transfer of Drupal standard modules and best practices to CQC development staff
- Ability to undertake code reviews through, shadowing, pair programming and peer review work
- Suggested revisions to Non-functional requirements and Principles to reflect solution architecture review.

Care Quality Commission



CQC reference: CQC PSO 109

Call Off Ref 004

BUSINESS CHANGE CONSULTANCY – STRATEGIC CHANGE

RESPONSE TO STATEMENTS OF REQUIREMENT

NAME OF TENDERER: Actica Consulting Ltd.

Overview

Executive Summary

Within the Initial Call Off work package, we worked with CQC colleagues to develop a future vision for CQC and a plan for the changes required in the next 3 years. The deliverables produced within this initial work package included:

- A review of the current operating model and user journeys and the identification of strengths and weaknesses.
- An integrated roadmap that describes how CQC needs to evolve across its organisation to deliver its strategy. This roadmap describes the changes across the different operating model programmes and the support required from different functions in the organisation.
- A roadmap that depicts a 3 year transformation of the Registration Service, a fundamental principle of which is to iteratively develop an end to end service for different provider types and introduce capability.

The subsequent call of work packages will build on the initial work through tasks that have been identified and prioritised by CQC as critical to the realisation of CQC's strategy. We are delighted to submit this proposal in response to the Statements of Requirement in Call Off Reference:

- 004 - Architecture Strategy.

We are proposing resources from Actica to support you. Our team provides the following benefits:

- Deep technical expertise across the full range of needs in this framework;
- Experience across health, social care and regulatory transformation;
- Experience of delivering service design and digital change against the GDS standard;
- A joint set of values that place CQC first, and ensure we can develop a pragmatic, tailored solution that is right for you;
- Working in partnership with you – not doing it for you.

The structure of this response is as follows:

- Method statement for the overall contract requirement that details our approach to the overarching engagement;
 - Method statement for Reference 004 – outlines our approach for Architecture Strategy;
 - Experience and Skills – outlines our proposed Team including CVs and relevant wider Actica examples.
 - Commercial Proposal.
- 

Contact Information

Contact and Administrative Information	
Tenderer's Name:	Actica Consulting Ltd.
Address:	4 Stirling House, Stirling Road, Surrey Research Park, Guildford, Surrey, UK, GU2 7RF
Company Number	
VAT Number	
Telephone number:	
Fax:	
E-mail address:	opportunities@actica.co.uk
Website:	www.actica.co.uk
Contact person for this tender:	

Method Statement for Overall Contract Requirement (Business Analysis and Change Management/Delivery)

Approach

This is a challenging and exciting time for the Care Quality Commission. You are delivering an ambitious change agenda to develop intelligence-led and cost effective regulation whilst championing quality across the health and social care sector. You manage a complex workload delivering five core services (Registration, Monitor, Inspect and Rate, Enforcement, and Independent Voice), across the adult social care, hospitals and primary medical services domains.

The health sector is rapidly changing, and as a result, you not only need to rapidly drive up quality through your processes, you need to do so in a way that supports these changes. Health and social care delivery is increasingly spans multiple providers and it is recognised that planning and commissioning should be done at a system level. The three challenges of achieving operational performance, financial sustainability, and quality of service and outcomes are becoming even greater.

You need the right combination of end-to-end strategic support in order to scope, mobilise, and support the delivery of an overall change roadmap, as well as practical hands-on support to individual improvement projects at all stages in their lifecycle.

We will continue to use our combined expertise and resource pool in a flexible and pragmatic way to develop tailored approaches that respond to your needs in a way that you can use. As leading experts in our respective fields, we can draw on a range of technical approaches, tools and experiences, but we do not assume a one-size fits all approach. Instead we will roll our sleeves up and work with you in partnership to deliver the most appropriate intervention for the challenges.

We will apply these skills pragmatically across our partnership to deliver a leading, tailored response to any needs you face on this contract. We are confident we can achieve this because of the following:

- **Our management approach.** We have a common approach to managing this contract and engagements within it which ensures the right skills, right experience and right approach for you, when you need it. We will continue to take a single view across all of our work for CQC to reduce duplication and accelerate delivery across the teams.
- **Our joint values.** We have a common value across all of our organisations, and we are comfortable working partnerships to deliver success.
- **Our skills and experience.** Between us we have experience of delivering complex change across a number of high profile health, regulatory and operating model transformations.

Our values

We are customer-focused organisations and all exist to help making a lasting impact to our clients. Whilst we each bring unique areas of experience, expertise and focus, we are all driven to:

- **Deliver excellence in our areas of expertise** – we are not all things to all people, we are excellent in our respective areas of focus.
- **Act independently** – we are impartial and are not conflicted by ownership or an alternative audit arm that creates conflicts or constraints on our advice.

- **Work in partnership, building skills** – we work with our clients, helping to build the knowledge and understanding. We also work in partnership with others to build best of breed solutions drawing on a range of expertise.
- **Work flexibly** – recognising that the needs of clients will vary and that there is no one size fits all approach.
- **Deliver great value for money** – we do not bring the overheads of many other competitors in the market. We are nimble, flexible and focused on the right expertise which ensures outstanding value for money.

Quality Assurance

Actica's quality assurance system is certified as compliant with International Standards ISO 9001: 2008 by TUV UK QA (certificate number GB00201). Our quality policy is to maintain our reputation for excellence by providing customers with a flexible and efficient consultancy service that meets their requirements effectively. This is achieved by applying planning, independent review and audit to all work, by presenting work to consistent and professional standards and by providing a suitable working environment, training and resources.

Our quality assurance processes will be applied to all of the work undertaken under this contract to ensure that our team deliver to agreed timescales and budget and produce deliverables that meet or exceed your expectations.

The key features of the QMS as applied to this project are as follows:

- A Project Director [REDACTED] has been appointed to be responsible for the day to day running and successful outcome of the project. A key part of her role will be ensuring coherence between the 3 separate Call Offs to ensure that the work will meet the wider CQC objectives.
- Reviewers will be appointed, reporting to the Project Director. No formal deliverables will be issued to the client until they have been internally reviewed and declared to be acceptable. Our intention for this framework is to operate a 'double' reviewer system, with both senior and well respected consultants as one layer, and professionals with highly relevant and detailed clinical experience acting as a second layer. This approach will provide you with assurance that all aspects of the work have been effectively considered in every deliverable. All products will be subject to Actica's configuration management procedures, which defines how configuration items are to be identified and managed.
- An internal quality management plan (QMP) will be prepared for the project. The QMP will be prepared by the Project Manager / Director and a deputy quality manager.

Full details of the Actica QMS can be provided on request.

Method Statement for Call Off Reference 004 – Architecture Strategy

Approach

CQC's strategy to become intelligence and information led and move from its legacy systems context to a digitally enabled systems landscape requires a clearly articulated architecture and future architecture function that can deliver high-quality, timely outcomes. This Call Off Requirement response sets out our approach to support CQC in moving towards these goals by developing an architecture strategy.

CQC has identified that its architecture function needs to be revised to ensure it is able to deliver against this vision while supporting Agile delivery approaches. The architecture strategy will need address the key challenges facing the architecture function identified by CQC, which are:

- CQC cannot produce architecture blueprints at pace;
- CQC cannot produce architecture documents in an agile, incremental manner;
- CQC cannot support operating model decision making through effective impact analysis of options;
- CQC cannot support organisational strategy through effective technology roadmaps.

Our approach to support CQC to address these issues combines Architecture leadership with recent experience of providing strategic architecture support in a large-scale Agile transformation programme. We understand that rapid, responsive architecture input, decision making and assurance is crucial to enabling effective Agile delivery that meets organisational goals. Our EA Lead, [REDACTED] recently headed the Business Architecture and Analysis practice in a large MoJ Agile transformation programme and has extensive experience in developing architecture roadmaps. Our Architecture Subject Matter Expert, [REDACTED] has extensive experience of developing and leading architecture functions, including as Head of Enterprise Architecture for the UK Hydrographic Office.

The overall output will be an Architecture Strategy that:

- Draws together current position in terms of coverage and completeness of architecture artefacts against the TOGAF standard.
- Identifies any gaps in the level of coverage and maturity required to support effective agile delivery, and sets out the approach by which the gap should be filled. This will require us to :
 - understand and capture the current delivery priorities and architectural decisions that are required;
 - understand the programme and project landscape to deliver the 2020 strategy, and the part that architecture plays now and in the future;
 - develop the 'to-be' architecture framework from existing materials.
- Proposes suitable approaches to ensure that the architecture is iterated and updated, aligned to support agile project delivery. This will include consideration of:
 - the repository approach;
 - resourcing requirements;

- governance, assurance and maintenance mechanisms by which the artefacts should be kept up-to-date.

A key outcome of this work should be that the incoming Head of Enterprise Architecture has a clearly articulated guide to the current state of architectural maturity and direction of travel, aligned to on-going and planned agile deliveries.

The start date for this assignment is later than assumed in the original RFQ and the scope of the requirement is broad. We have therefore applied an Agile timebox approach to the output with a checkpoint review at the end of November to ensure the second half of the assignment is appropriately focused. We will start the engagement by reviewing priority areas and desired outcomes with CQC and engage throughout.

The main features of our approach follow the structure set out in the Statement of Requirements. To deliver the outcomes required by CQC we will review the plan with CQC on a regular basis.

Task 1: We will use task 1 as the kick-off and initiation activity, ensuring that all relevant background information on the as-is position is gathered and engage all key stakeholders to ensure that we fully understand the landscape and current issues facing CQC Architecture. The main activities in this task are as follows:

- Conduct a review of the current Architecture Principles.
- Review existing architecture documentation against the four main TOGAF domains of Business, Information, Applications and Technology. We will use the core TOGAF catalogue of artefacts to quickly ascertain coverage and document this is to provide a reference for the incoming Head of EA.
- Review the overall portfolio environment to deliver the 2020 strategy, identify the priority projects and consult with architecture stakeholders so that all aspects for the strategy are considered and any pain points are identified. We will draw on the Actica work to date, including in particular the portfolio roadmap which was endorsed by ET in September, and our ongoing work supporting PMS PIC, Registration and Governance.

So that we can commence this assignment at pace, we assume that CQC will assemble the appropriate documentation for review and identify key stakeholders.

Task 2: The main bulk of the effort against this Call-Off Requirement is in task 2, which covers the following activities:

- Develop the architecture vision based on the findings of the reviews in Task 1, including the 'to-be' framework identifying the key TOGAF artefacts for the priority projects.
- If necessary, refreshing the architectural principles reviewed in Task 1, including those describing how the function will operate.
- Produce recommendations on the future architecture function ways of working and how key artefacts will be developed and iterated through agile delivery phases. Specifically:
 - How projects will iteratively build the artefacts in each domain.
 - How artefacts will build up into a repository that is accessible and maintainable, including recommendations on the repository tooling and management approach.
 - Example scale, roles skill-sets and resourcing model (including the mix of internal and external resources) to achieve the above.
- Developing architectural governance arrangements that will support project delivery and assurance. To support effective agile delivery, architectural governance will need to

be aligned to project delivery cycles, phases and existing governance. This will need to support multiple projects running simultaneously.

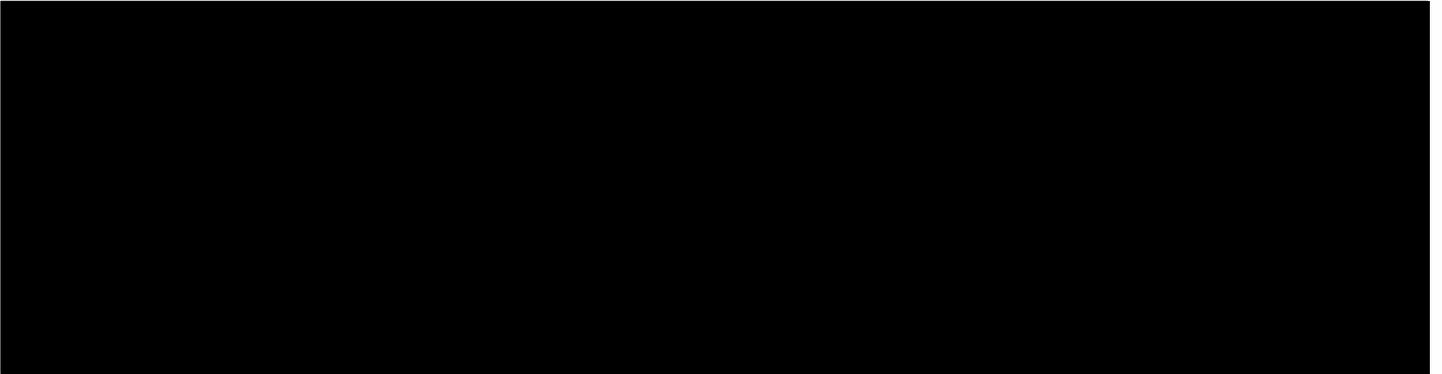
- Build on our landscape review from Task 1 to develop a 'Technology Radar' to support decision making regarding legacy systems/project roadmaps. We recommend that production of the Radar would be through one or more workshops with relevant technology stakeholders within CQC.
- The RFQ requests outputs that showcase how a roadmap could be developed in one or more of the areas outlined in the Statement of Requirements through a 'worked example'. The first sub-task will be to review and agree the priority area(s) with CQC. The range of areas specified in the Call Off Requirement are:
 - an approach to generating a data disaggregation roadmap;
 - an approach to developing a roadmap for separating application into a distinct architectural layer;
 - an approach to move towards Master Data Management;
 - options for moving legacy systems to Cloud hosted components.

Task 3: This task covers production of the written output, knowledge sharing and recommendations for next steps and improvements. To ensure that the output is appropriate and will cover the key areas

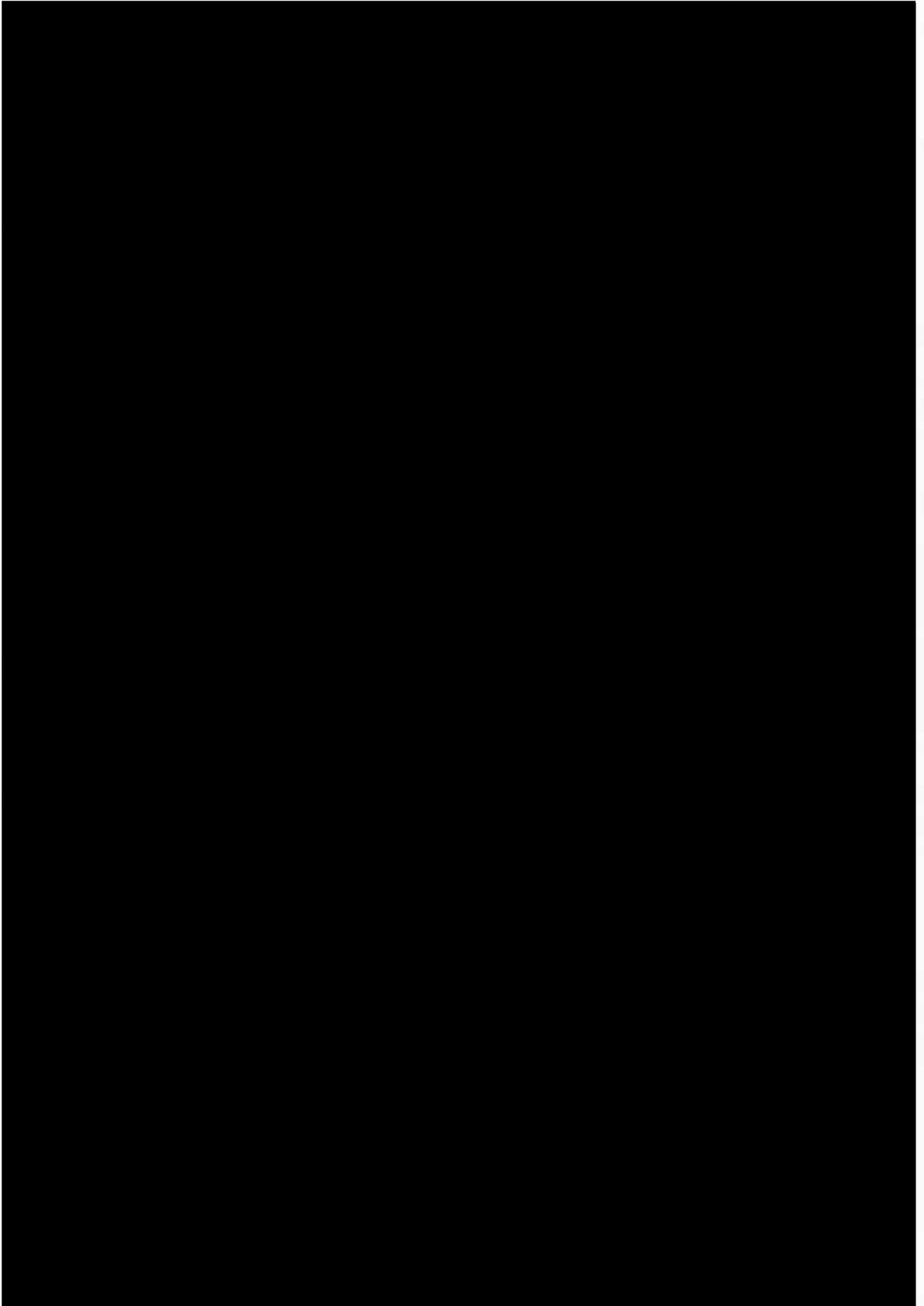
- Develop an interim draft architecture strategy for informal review and discussion covering the as-is state, portfolio environment, outline architecture vision and future ways of working. This will provide a framework to review progress with CQC and confirm objectives and tasks for the remainder of the engagement.
- Develop the final report to incorporate feedback from the interim checkpoint and iterate the draft architecture strategy to include the tech radar, any worked examples and the roadmap of architecture decisions required by projects.

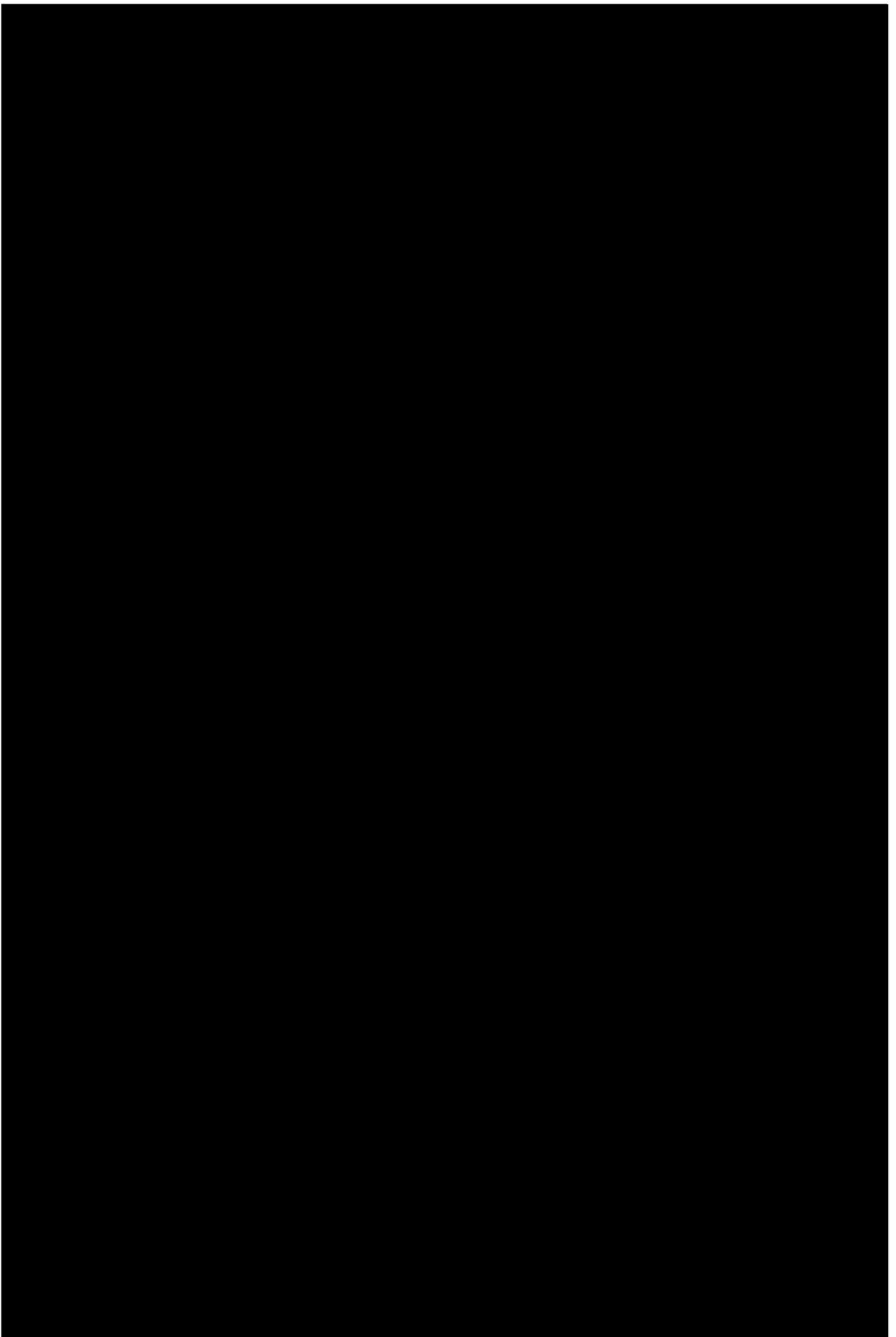
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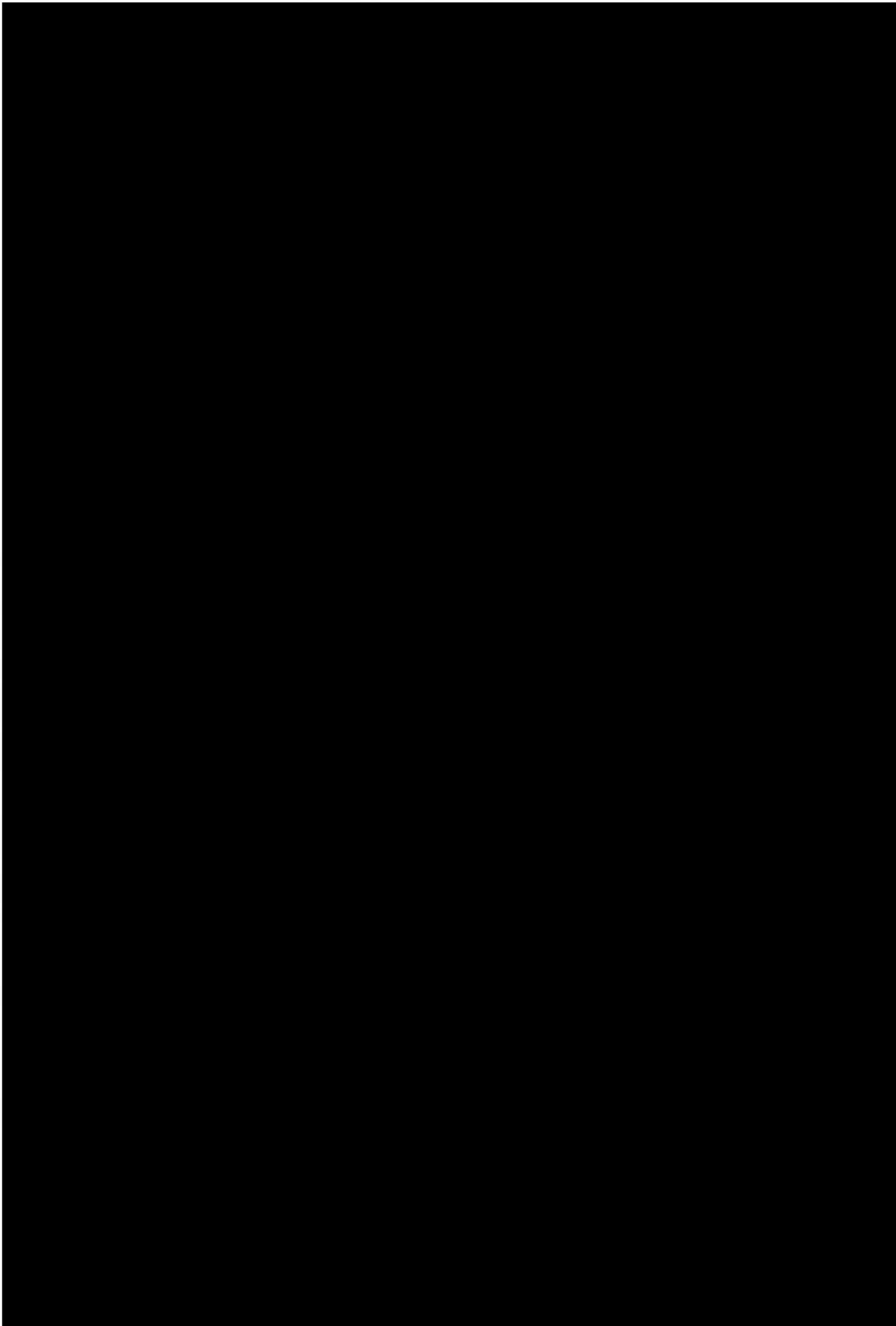
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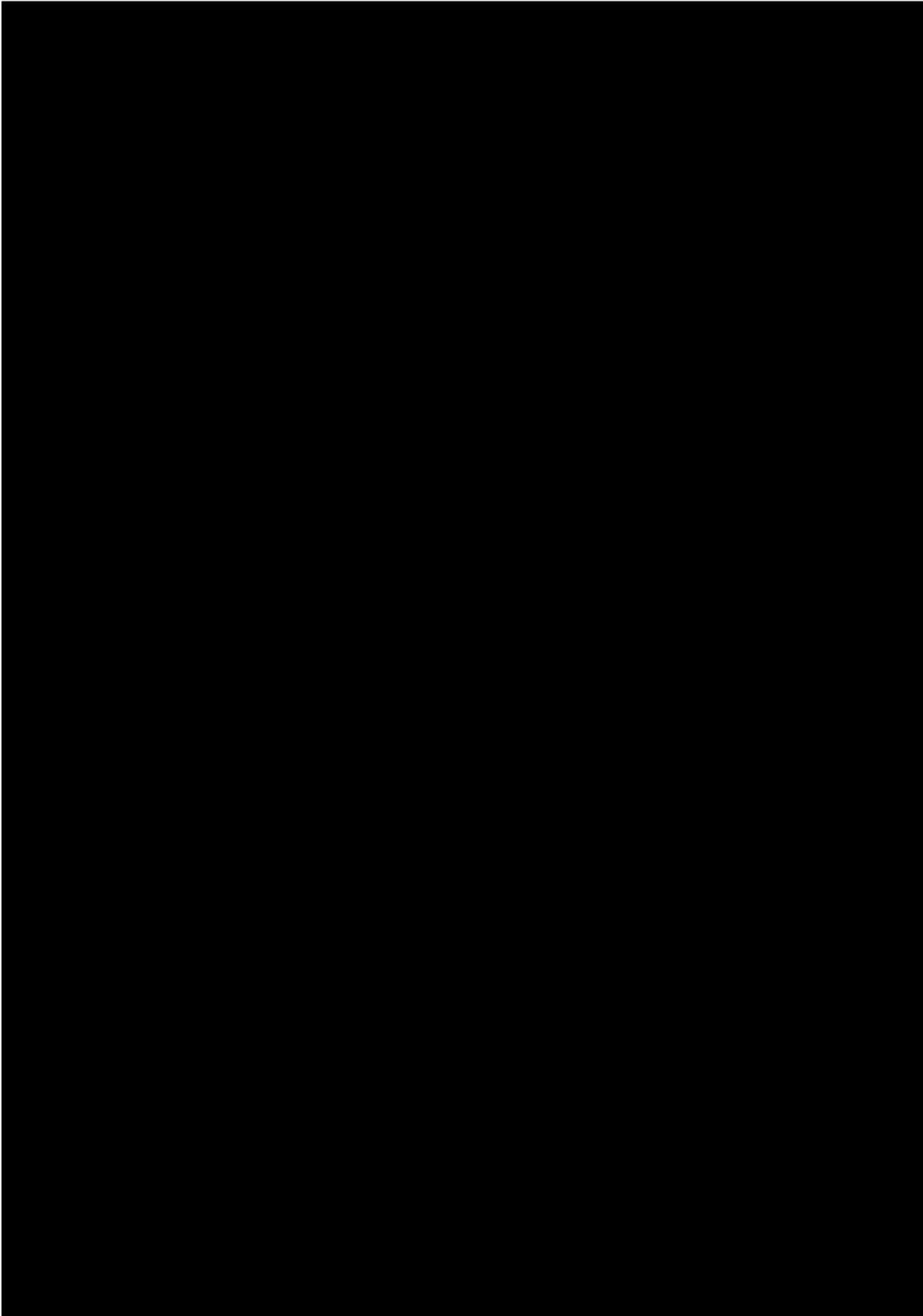


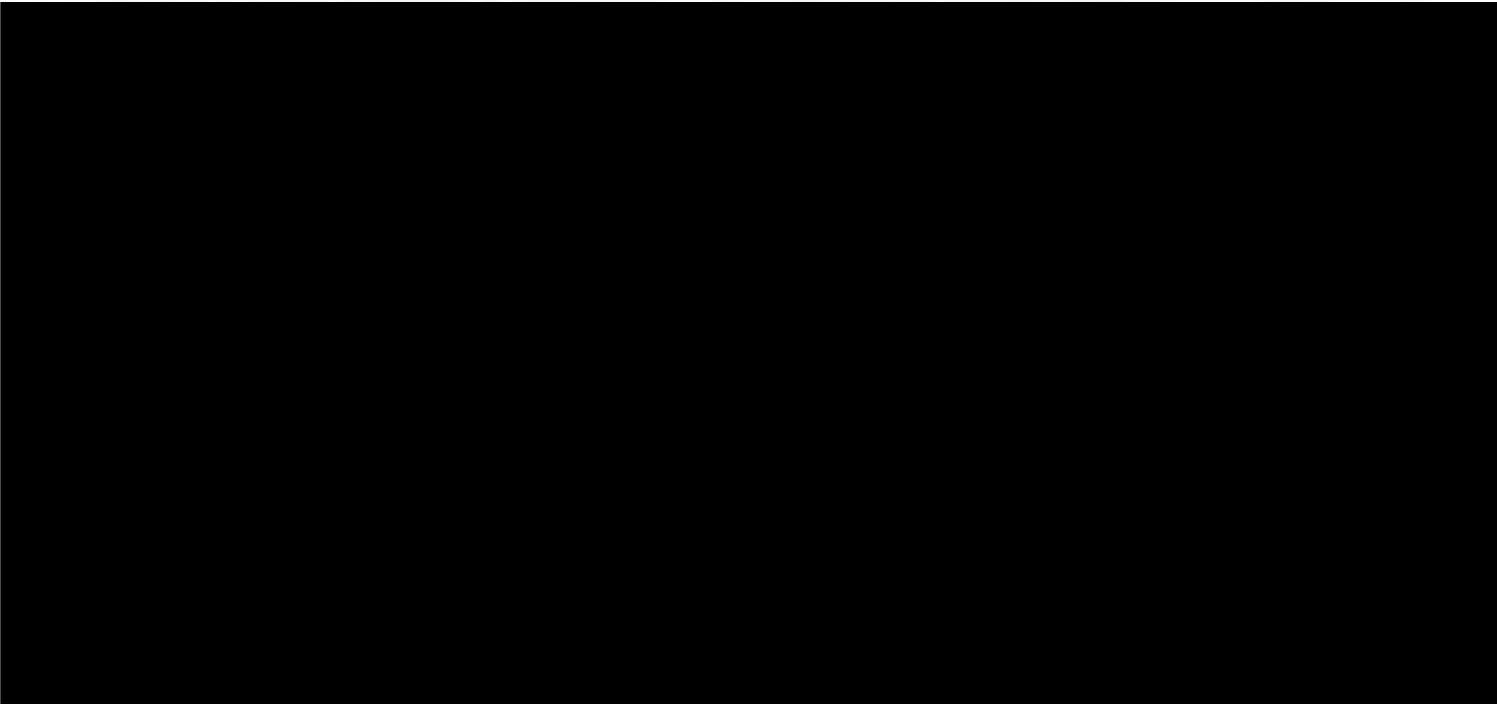
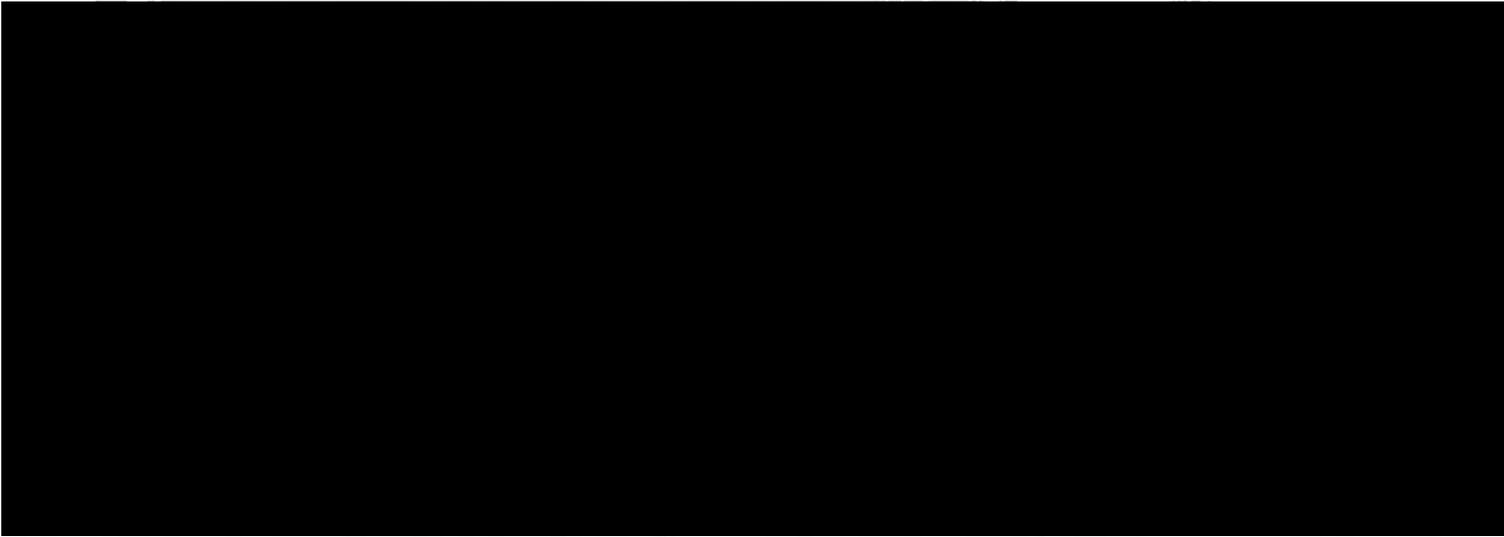
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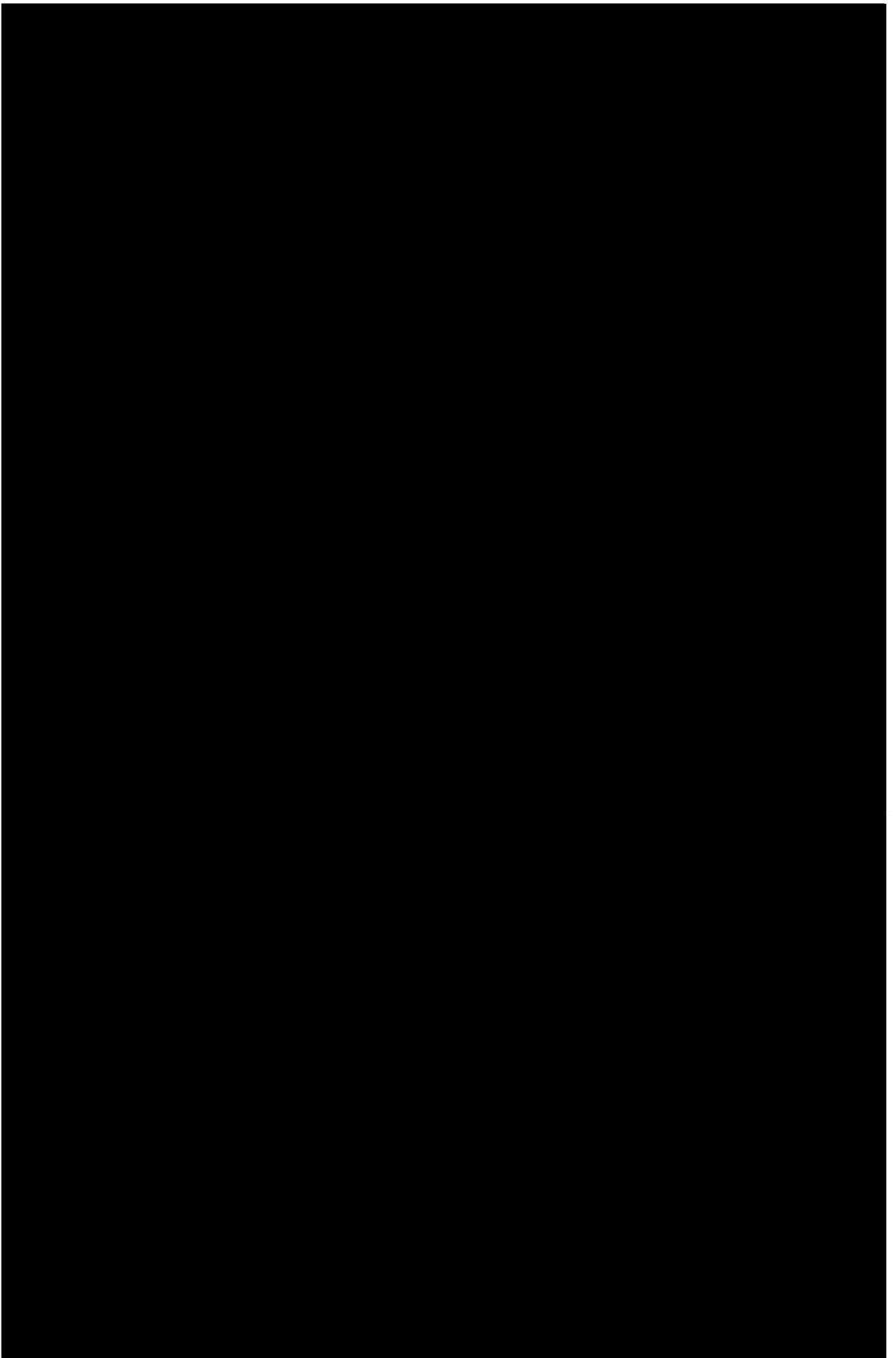


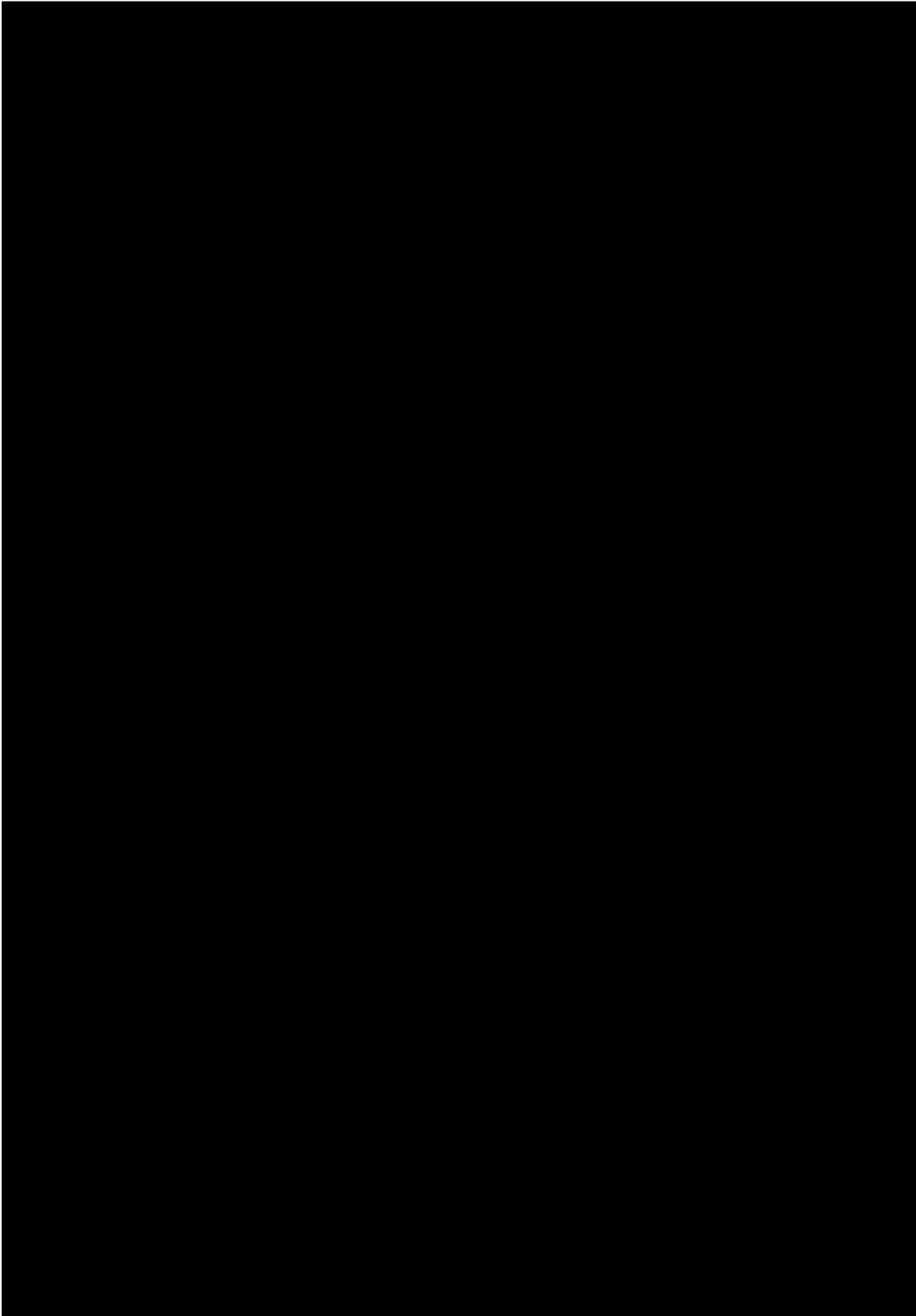


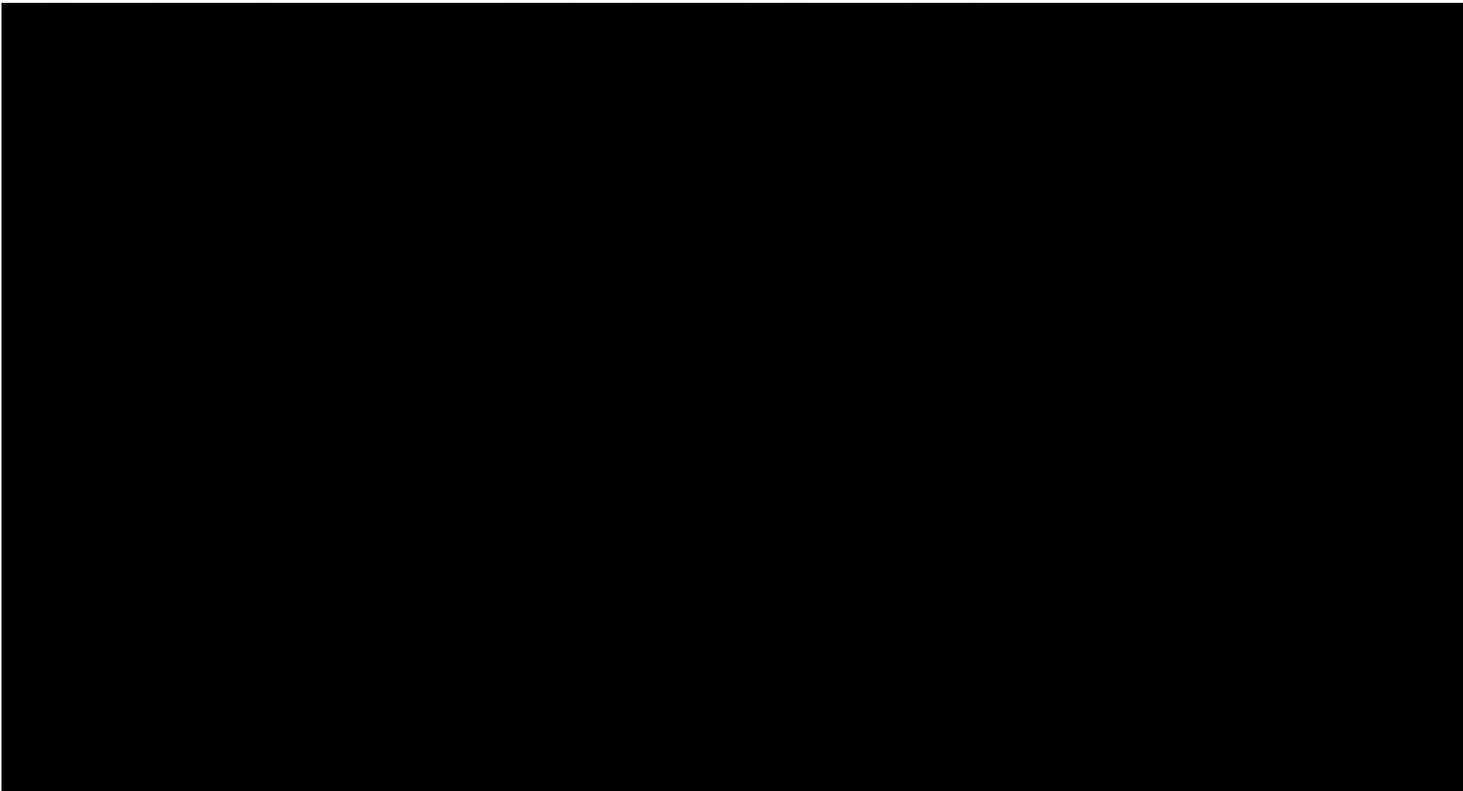












Commercial Proposal

Introduction

This section set out the commercial aspects of our response including pricing and lead times.

Cost for services

The day rates provided in Table A in our original quotation are shown below.

Roles Offered	Day rate including VAT	Day excluding VAT
[REDACTED]		

The capped Time and Materials cost for the work based on the resource profiles shown and the day rates above is shown below. We will report on effort incurred weekly as part of our formal progress reporting however we are happy to link payment to successful completion of the work in January.

	Total days	Cost (ex VAT)	Cost (inc VAT)
[REDACTED]	[REDACTED]	£50,600	£60,720

Lead times

The dates proposed assume that CQC can provide a letter of intent by the 30th October to enable the team to mobilise on the 31st Oct.