

RM6187

**MANAGEMENT CONSULTANCY FRAMEWORK
THREE (MCF3)**

FRAMEWORK SCHEDULE 1 (SPECIFICATION)

CONTENTS

INTRODUCTION	3
THE LOTS.....	3
MANDATORY SERVICE REQUIREMENTS: ALL LOTS	3
LOT 1: BUSINESS.....	6
LOT 2: STRATEGY AND POLICY.....	6
LOT 3: COMPLEX AND TRANSFORMATION.....	7
LOT 4: FINANCE	7
LOT 5: HR.....	8
LOT 6: PROCUREMENT AND SUPPLY CHAIN.....	9
LOT 7: HEALTH, SOCIAL CARE AND COMMUNITY	9
LOT 8: INFRASTRUCTURE INCLUDING TRANSPORT	10
LOT 9: ENVIRONMENTAL SUSTAINABILITY AND SOCIO-ECONOMIC DEVELOPMENT	11

1. INTRODUCTION

- 1.1. The purpose of this document is to provide a description of the Services that the Supplier shall be required to deliver to the Buyer under the Call-Off Contract.

2. THE LOTS

- 2.1. The Services are divided into nine Lots:
 - 2.1.1. Lot 1: Business
 - 2.1.2. Lot 2: Strategy and Policy
 - 2.1.3. Lot 3: Complex and Transformation
 - 2.1.4. Lot 4: Finance
 - 2.1.5. Lot 5: HR
 - 2.1.6. Lot 6: Procurement and Supply Chain
 - 2.1.7. Lot 7: Health, Social Care and Community
 - 2.1.8. Lot 8: Infrastructure including Transport
 - 2.1.9. Lot 9: Environmental Sustainability and Socio-economic Development
- 2.2. The Services within each Lot are contained in paragraphs 3 to 12 of this Specification and are not an exhaustive list. Buyers may require other similar Services, which will be detailed in the Call-Off Procedure. The scope of the Services for each Lot shall remain as described in this Specification and the contract notice placed in the Official Journal of the European Union.
- 2.3. Any Service standards and Key Performance Indicators (KPIs) that apply to the Services for each Lot are not set out in this Specification as it is the Buyer's responsibility to set these as appropriate in the Call-Off Procedure.

3. MANDATORY SERVICE REQUIREMENTS: ALL LOTS

- 3.1. The Supplier shall meet the mandatory requirements listed below in paragraphs 3.2 to 3.23, under this Framework Schedule 1 (Specification).
- 3.2. The Buyer will confirm their required Services during the Call-Off Procedure.
- 3.3. The Supplier shall create a relevant generic email address which shall

be used for all Buyers' queries.

- 3.4. For each Call-Off Contract, the Supplier shall be expected to provide advice and assurance on different delivery options, if applicable, to the Buyer with a clear assessment of each option including, but not limited to, the practicality, timescales, cost, comparative value for money and risk. This advice and assurance may involve producing reports, outlining strategies, identifying programs of work and associated project plans.
- 3.5. The Supplier shall ensure that knowledge acquired during the Call-Off Contract term is transferred to the Buyer, which allows for the Buyer to improve awareness of strategic approaches and market intelligence and to share the learnings to internal and external stakeholders in the future.
- 3.6. The Supplier shall provide to the Buyer a full project plan which includes outputs and milestones. The Supplier shall agree with the Buyer the frequency of updates on milestone delivery, risks, issues and any other metrics required.
- 3.7. The Supplier shall have processes and systems in place for ensuring costs and pricing are managed appropriately. This shall include ensuring the grade mix of the team assigned will be adapted to provide the right balance in terms of quality and cost effectiveness.
- 3.8. The Supplier shall consult the Buyer as to how they will manage and communicate with the stakeholders.
- 3.9. If applicable, the Supplier will identify and map the stakeholders relevant to the Call-Off Contract, including their interest and level of impact:
- 3.10. The Supplier shall ensure that all Services meet all of the policies and procedures detailed by the Buyer.
- 3.11. Security Clearance (SC) and/or Developed Vetting (DV) may be required of the Supplier staff for some Call-Off Contracts. If this is required the Buyer will detail their requirements in the Call-Off Procedure.
- 3.12. All Suppliers will need to have a current and valid Cyber Essentials certificate. If a Buyer requires Cyber Essentials Plus accreditation, this

will be confirmed in the Call-Off Procedure.

- 3.13. The Supplier shall work with the Buyer and its stakeholders (if applicable) to identify and rank the risks identified and agree a risk management strategy. The Supplier shall proactively manage project risks and value management, to deliver mutual benefits and the most successful outcome for the Buyer.
- 3.14. The Supplier shall cooperate with all appropriate parties at all times in accordance with the spirit and terms of the Framework Contract and Call-Off Contract.
- 3.15. The Supplier may wish to consider the use of robotic process automation or artificial intelligence for elements of the delivery of Services on a case by case basis to the Buyer, where it is proven to bring additional benefits.

Complaints procedure

- 3.16. The Supplier shall have a robust and auditable complaints procedure for logging, investigating, managing, escalating and resolving complaints initiated by the Buyer.
- 3.17. The complaints procedure shall comply with the following:
 - 3.17.1. All complaints shall be logged and acknowledged within twenty-four (24) hours of receipt by the Supplier;
 - 3.17.2. All complaints shall be resolved within ten (10) working days of the original complaint being made, unless otherwise agreed with the Buyer; and
 - 3.17.3. All complaints shall be recorded, including: the date the complaint was received, complainant contact details, nature of the complaint, and the actions and timescales taken to resolve the complaint.
- 3.18. CCS may request a consolidated complaints report as and when from the Supplier, relating to all Buyer complaints. The report shall be provided to CCS by the Supplier within ten working days from the request.

Social Value

- 3.19. This Framework Contract requires the Supplier to embed social value into all Call-Off Contracts, in line with the Social Value Act 2012 or subsequent government initiatives to enable the effective implementation of the Act.
- 3.20. As a condition of participating on this framework contract, CCS requires suppliers on this Framework Contract to demonstrate they are committed to report on the impact of social value throughout the lifetime of the Framework Contract to CCS, every 12 months from the Framework Start Date.
- 3.21. Suppliers must provide evidence of their commitment to social value and demonstrate an ability and willingness to work with Buyers to identify and help further their social value requirements in all Call-Off Contracts. To satisfy this requirement, Suppliers must agree to provide or deliver reasonable and proportionate social value benefits within all Call-off Contracts. Suppliers should consider the following policy themes, as a minimum:
- 3.21.1. COVID-19 recovery;
 - 3.21.2. Tackling economic inequality;
 - 3.21.3. Fighting climate change;
 - 3.21.4. Equal opportunity; and
 - 3.21.5. Wellbeing
- 3.22. Suppliers are expected to act with these priorities in mind, and CCS may discuss these priorities as part of Framework Management meetings.
- 3.23. The Buyer's requirements will be set out in the Call-Off Procedure. The Supplier shall comply with and/or identify proposed social value initiatives, proportionate and relevant to each Call-Off Contract.
- 3.24. The Supplier shall deliver measurable benefits and impacts in respect of the social value priorities, when identified in the Call-Off Contract.
- 3.25. The Supplier shall record and report performance against the social value requirements, when detailed in the Call-Off Contract.

4. LOT 1: BUSINESS

- 4.1. Provision of objective advice relating to strategy, structure,

management or operations of an organisation. This may include identification of options with recommendations as well as implementation and delivery.

- 4.2. The Supplier shall be able to offer a **minimum of seven** service lines in clauses 4.2.1 - 4.2.14 to the required Standards:

- 4.2.1. Business case development;
- 4.2.2. Business consultancy;
- 4.2.3. Business continuity and/or disaster recovery planning;
- 4.2.4. Business policy strategy and/or appraisal;
- 4.2.5. Business processes;
- 4.2.6. Change management;
- 4.2.7. Development and/or review of policy;
- 4.2.8. Digital, technology and cyber;
- 4.2.9. Forecasting and/or planning;
- 4.2.10. Operational planning and/or improvement;
- 4.2.11. Organisational review;
- 4.2.12. Programme & project management;
- 4.2.13. Risk, compliance and/or opportunity management; and
- 4.2.14. Value for money reviews.

5. LOT 2: STRATEGY AND POLICY

- 5.1. Provision of strategic objective advice relating to corporate strategies or government policy. This may include identification of options with recommendations as well as implementation and delivery.

- 5.2. The Supplier shall offer **all** of the service lines in clause 5.2.1 - 5.2.9 to the required Standards:

- 5.2.1. Business structure;
- 5.2.2. Business case development;
- 5.2.3. Business process re-engineering;
- 5.2.4. Change management;
- 5.2.5. Digital, technology and cyber;
- 5.2.6. Policy;
- 5.2.7. Regulatory advice;
- 5.2.8. Social value; and

5.2.9. Strategic advice.

6. LOT 3: COMPLEX AND TRANSFORMATION

- 6.1. Provision of objective advice on complex programmes or portfolios of work which may be multi-disciplinary and/or transformational. This may include identification of options with recommendations, as well as implementation and delivery.
- 6.2. The Supplier shall offer **all** of the service lines in clause 6.2.1 - 6.2.13 to the required Standards:
 - 6.2.1. Business;
 - 6.2.2. Change management;
 - 6.2.3. Complex programmes;
 - 6.2.4. Digital, technology and cyber;
 - 6.2.5. Finance;
 - 6.2.6. HR;
 - 6.2.7. Organisation and operating model;
 - 6.2.8. Performance transformation;
 - 6.2.9. Procurement and/or supply chain;
 - 6.2.10. Project and programme management;
 - 6.2.11. Strategy and/or policy;
 - 6.2.12. Supplier side services and delivery; and
 - 6.2.13. Transformation management.

7. LOT 4: FINANCE

- 7.1. Provision of objective strategic and operational financial advice. This may include identification of options with recommendations as well as implementation and delivery.
- 7.2. The Supplier shall be able to offer a **minimum of 12** service lines in clause 7.2.1 - 7.2.24 to the required Standards:
 - 7.2.1. Actuarial services;
 - 7.2.2. Asset management including valuation, sales and disposals;
 - 7.2.3. Business analysis;
 - 7.2.4. Capital fundraising, derivatives and hedging;
 - 7.2.5. Cash management;

- 7.2.6. Corporate restructuring and flotation;
- 7.2.7. Cost benefit reviews, studies, analysis and evaluation;
- 7.2.8. Debt restructuring, management and insolvency;
- 7.2.9. Developing and assessing project proposals;
- 7.2.10. Financial due diligence;
- 7.2.11. Economic analysis;
- 7.2.12. Financial accounting and/or reporting;
- 7.2.13. Financial performance review and viability studies;
- 7.2.14. Financing public infrastructure projects and negotiations;
- 7.2.15. Forecasting and budgeting;
- 7.2.16. Foreign exchange;
- 7.2.17. Investment, financial advice and market services;
- 7.2.18. Mergers, acquisitions and divestment;
- 7.2.19. Payment structure advice and risk;
- 7.2.20. Pensions services;
- 7.2.21. Policy impact assessments;
- 7.2.22. Regulation and statutory requirements and/or reporting;
- 7.2.23. Risk management; and
- 7.2.24. Tax including value added tax (VAT).

8. LOT 5: HR

- 8.1. Provision of objective advice on HR which may include identification of options with recommendations as well as implementation and delivery.
- 8.2. The Supplier shall be able to offer a **minimum of four** service lines in clause 8.2.1 - 8.2.10 to the required Standards:
 - 8.2.1. Capability development;
 - 8.2.2. Cultural transformation;
 - 8.2.3. Dispute management;
 - 8.2.4. Diversity and inclusion;
 - 8.2.5. Employee relations;
 - 8.2.6. HR functions, process and design;
 - 8.2.7. HR policy;
 - 8.2.8. Organisational design and/or workforce planning;

- 8.2.9. Performance management; and
- 8.2.10. Training and development.

9. LOT 6: PROCUREMENT AND SUPPLY CHAIN

- 9.1. Provision of objective advice in relation to procurement and supply chain. This may include identification of options with recommendations as well as implementation and delivery.
- 9.2. The Supplier shall offer a **minimum of six** service lines in clause 9.2.1 - 9.2.13 to the required Standards:
 - 9.2.1. Category management;
 - 9.2.2. Commercial review;
 - 9.2.3. Contract management;
 - 9.2.4. Cost reduction;
 - 9.2.5. Digitalisation;
 - 9.2.6. Financial advice;
 - 9.2.7. Outsourcing and insourcing;
 - 9.2.8. P2P;
 - 9.2.9. Procurement process;
 - 9.2.10. Sourcing;
 - 9.2.11. Supplier management;
 - 9.2.12. Supply chain and logistics; and
 - 9.2.13. Tender development and analysis.

10. LOT 7: HEALTH, SOCIAL CARE AND COMMUNITY

- 10.1. Provision of objective specialist advice in areas related to health, social care and/or community. This may include identification of options with recommendations as well as implementation and delivery.
- 10.2. The Supplier shall offer a **minimum of 5** service lines in clause 10.2.1 - 10.2.21 to the required Standards:
 - 10.2.1. Alternative delivery models;
 - 10.2.2. Business case development;
 - 10.2.3. Charity/third sector improvement review;
 - 10.2.4. Capability development;
 - 10.2.5. Clinical evaluations;

- 10.2.6. Commissioning models;
- 10.2.7. Community services;
- 10.2.8. Digital, technology and cyber;
- 10.2.9. Healthcare services;
- 10.2.10. Healthcare operational review, improvement and/or modelling;
- 10.2.11. Healthcare transformation, change and delivery;
- 10.2.12. Housing;
- 10.2.13. Mental healthcare;
- 10.2.14. Planning for health, social care and community ;
- 10.2.15. Policing and security;
- 10.2.16. Programme and project management;
- 10.2.17. Public service improvement review;
- 10.2.18. Regeneration;
- 10.2.19. Safeguarding;
- 10.2.20. Social care services; and
- 10.2.21. Strategy and policy.

11. LOT 8: INFRASTRUCTURE INCLUDING TRANSPORT

- 11.1. Provision of objective specialist advice on areas related to infrastructure and/or transport. This may include identification of options with recommendations.
- 11.2. The Supplier shall offer a **minimum of two** service lines in clause 11.2.1 - 11.2.8 to the required Standards:
 - 11.2.1. Aviation;
 - 11.2.2. Communications and technology infrastructure;
 - 11.2.3. Highways;
 - 11.2.4. Public transport (including buses and parking);
 - 11.2.5. Rail;
 - 11.2.6. Ports and shipping;
 - 11.2.7. Smart infrastructure; and
 - 11.2.8. Towns and cities.

12. LOT 9: ENVIRONMENTAL SUSTAINABILITY AND SOCIO-ECONOMIC DEVELOPMENT

- 12.1. Provision of objective strategic advice in areas related to environmental and/or sustainability. This may include identification of options with recommendations as well as implementation and delivery.
- 12.2. The Supplier shall offer a **minimum of four** service lines in clause 12.2.1 - 12.2.19 to the required Standards:
 - 12.2.1. Air quality;
 - 12.2.2. Carbon management (including reporting);
 - 12.2.3. Climate change adaptation and/or mitigation;
 - 12.2.4. Coastal;
 - 12.2.5. Contaminated land;
 - 12.2.6. Due diligence;
 - 12.2.7. Ecology and biodiversity;
 - 12.2.8. Environmental planning and protection;
 - 12.2.9. Equality analysis;
 - 12.2.10. Feasibility studies and/or impact assessment;
 - 12.2.11. Monitoring environmental indicators;
 - 12.2.12. Natural capital;
 - 12.2.13. Natural resource management;
 - 12.2.14. Policy development and/or implementation;
 - 12.2.15. Pollution control (including noise);
 - 12.2.16. Regulatory compliance;
 - 12.2.17. Risk management;
 - 12.2.18. Social value; and
 - 12.2.19. Sustainability.