Consult 18: Multidisciplinary Consultancy Services
Service Level Agreement (SLA)

Framework details

Title: Consult 18: Multidisciplinary Consultancy Services
Reference: ***SBS/17/SG/ZMC/9266***
Framework Duration: 3rd July 2018
Framework End Date: 2nd July 2022
NHS SBS Contacts: [redacted]

Service level agreement details

This Service Level Agreement (SLA) is between the following parties and in accordance with the Terms and Conditions of the Framework Agreement.

Period of the Service Level Agreement (SLA)	Effective Date	1st October	Expiry Date	31st March 2022

Unless otherwise agreed by both parties, this SLA will remain in force until the expiry date agreed above. If no extension/renewal is agreed and the customer continues to access the supplier's services, the terms of this agreement shall apply on a rolling basis until the overarching Framework expiry date.

Supplier SLA Signature panel

The "Supplier"	
Name of Supplier	Deloitte LPP
NHS SBS Supplier Reference #	***SBS/17/SG/ZMC/9266 - Deloitte***
Name of Supplier Authorised Signatory	[redacted]
Job Title of Supplier Authorised Signatory	Partner
Address of Supplier	1 New Street Square, London, United Kingdom, EC4A 3HQ
Signature of Authorised Signatory	[redacted]
Date of Signature	27/09/2021

Customer SLA Signature panel

The "Customer"	
Name of Customer	Department of Health and Social Care
Name of Customer Authorised Signatory	[redacted]
Job Title	
Contact Details email	[redacted]
Contact Details phone	[redacted]
Address of Customer	39 Victoria Street Westminster London SW1H 0EU

Shared Business Services Limited Registered in England. Registration No: 5280446
Registered Office: Three Cherry Trees Lane, Hemel Hempstead, Hertfordshire HP2 7AH.

Signature of Customer Authorised Signatory	[redacted]
Date of Signature	28/09/21

This service level agreement shall remain in force regardless of any change of organisational structure to the above named authority and shall be applicable to any successor organisations as agreed by both parties.

Table of Contents

1. Agreement Overview

This Agreement represents a Service Level Agreement ("SLA" or "Agreement") between **Deloitte LLP** and the **Department of Health and Social Care** for the provision of Multidisciplinary Consultancy Services. This Agreement remains valid until superseded by a revised agreement mutually endorsed by both parties. This Agreement outlines the parameters for all Consult 18: Multidisciplinary Consultancy Services covered as they are mutually understood by the primary stakeholders.

The Framework terms and conditions (including the specification of service) will apply in all instances, unless specifically agreed otherwise by both parties within this document.

2. Goals & Objectives

The **purpose** of this Agreement is to ensure that the proper elements and commitments are in place to provide consistent Consult 18: Multidisciplinary Consultancy Services to the Customer by the Supplier. The **goal** of this Agreement is to obtain mutual agreement for Multidisciplinary Consultancy Services provision between the Supplier and Customer.

The **objectives** of this Agreement are to:

- Provide clear reference to service ownership, accountability, roles and/or responsibilities.
- Present a clear, concise and measurable description of service provision to the customer.

3. Stakeholders

The primary stakeholders from the Supplier and the Customer will be responsible for the day-to-date management of the Agreement and the delivery of the service. If different from the Authorised Signatory details listed on page 1 of this Agreement, please provide the names of the **primary stakeholders** associated with this SLA.

Multidisciplinary Consultancy Services Supplier Contact: [redacted]

Multidisciplinary Consultancy Services Customer Contact: [redacted]

4. Periodic Review

This Agreement is valid from the **Effective Date** outlined herein and is valid until the **Expiry Date** as agreed.

5. Service Requirements

A. Services Provided

New Testing Technology Product Development

1. PURPOSE

1.1 The Supplier is to provide New Testing Technology Product Development

2. The Service

The new Testing Technology Product Development is to provide Testing technology, Validation and Assurance on behalf the Chief Scientific Officer for England

The following six services (workstreams) are to be delivered by the Supplier:

2.1 Cross-Technology (includes multiplexing and diagnostic accelerator) – The Supplier is to supply a minimum of eleven consultants to provide this workstream:

The cross-technology team is to provide strategic and operational capability to support existing and emerging cross-technology activity across the testing technology team, led by the Chief Scientific Officer for England. This includes strategic input and operational readiness activities and associated reporting for existing and emerging cross technology areas such as use of saliva testing, multiplexing for winter viruses and diagnostic accelerator. The team is required to initiate new workstreams to support winter planning and the technology portfolio out to March 2022, to include strategic planning, identification of and co-ordination with key stakeholders, resourcing, and associated transition activities. In addition to the rapid and flexible support of new activity, the team is required to support the ongoing delivery and review of the testing technology strategy and briefing and alignment with teams across the programme (operations, digital, finance, Devolved Authorities etc); providing day to day support to the testing technology workstream leads, ensuring issues and blockers are resolved and/or escalated as required.

Reporting and governance is critical and the team are responsible for upward reporting of all programme activities, to include input into ministerial submissions and briefings and working with Innovation & Partnerships and workstreams on the prioritisation of and matching to use cases of the emerging technologies portfolio. The team will evolve and iterate the governance and reporting processes based on the changing needs of the programme and align with wider programme stakeholders and PMO functions to design and maintain a clearly defined and integrated process.

The Supplier is to provide a team with strong working knowledge of testing technologies and associated processes for developing and delivering these into service. The team should have strong experience of service management and project management in the NHS/healthcare or life sciences setting and previous experience in strategy and operations is key. Excellent problem solving, strategic thinking, analytical and organisational skills are vital to deliver within this complex, fast paced and often ambiguous organisational environment. The team leadership is to provide structure and clarity to the activity to ensure the engagement approach is coherent and fit for purpose. The team should have strong interpersonal skills and a track record of engaging and collaborating at a senior level, including being comfortable serving as a point of escalation with stakeholders if there are issues.

2.2 Mobile Processing Unit – The Supplier is to provide a minimum 6 consultants to deliver this workstream

The Supplier is to provide a team with strong working knowledge of all testing technologies and associated processes for developing and delivering these into service. Strong programme management expertise ensuring overall coordination of multiple workstreams and the successful transition of MPUs, with supporting infrastructure, to live operations and full acceptance of this capability by the RUN organisation (comprising three operational areas); operational experience of project management of laboratory service providers; key expertise in design and implementation of joint processes and procedures; expertise in commercial management covering contractual delivery plus the creation and coordination of any supporting business cases; clinical subject matter expertise, specifically in-depth knowledge of pathology laboratory operations, to inform and assist in the successful deployment of this capability. The team require strong interpersonal skills and a track record of engaging and collaborating at a senior level, including being comfortable serving as a point of escalation with stakeholders if there are issues.

2.3 Genomics Programme – The Supplier is to provide a minimum 14 resources (consultants) to deliver this workstream

The Genomics Programme will lay the infrastructure for the future UK Health Security Agency (UKHSA) pathogen genomics capability. This includes national surveillance and identifying emerging threats with the ability to rapidly mobilise and scale sequencing and analytical capability for future pandemics. Setting the UK onto a pathway to be the world leader in genomic surveillance of public health threats. A national public health genomics capability will help to reduce burdens of infections on society and the economy through tools for actions and evidence for prevention.

Over time the Genomics programme will transition from NHS Test and Trace into UKHSA genomics, delivering core genomic surveillance and tools to respond to threats through an enduring sequencing and analytical capacity. This will be delivered whilst maintaining resilience to support the ongoing response to the SARS COV2 pandemic and embed the technological infrastructure and skills for future pandemic preparedness.

Between now and March 22 the programme will provide the sequencing and data analytical capabilities and capacity to support the demands of the SARS COV2 pandemic through partnerships the PHE, NHS, PHW, PHS, PHNI, WSI and wider academic and commercial laboratories.

There is a requirement for the supplier support the joint SROs for the Genomics programme to provide strategic and operational capability to deliver the programmes immediate priorities through to March 22 and to prepare the function for delivery of objectives beyond this timeline.

Delivery of strategy

- Work closely with commercial team, suppliers and partners to scale sequencing capacity to meet the needs of the Test and Trace programme, through onboarding new suppliers/providers and developing services with existing suppliers.
- Support delivery of capacity scale up through programme management of individual projects, working closely with suppliers to build out additional surge capacity and capabilities.
- This will include development of sequencing within the Rosalind Franklin Laboratory by working closely with the Rosalind Franklin Laboratory team and the Data & Technology workstream within the Genomics Programme to establish the requirements, identify the suppliers, build the project plan, identify key decision points and keep a short and long term view.
- Work with stakeholders throughout the Covid-19 test post positive PCR identification to sequence lifecyle including upstream labs teams to improve this process and to ensure collaboration as needs across T&T change as well as genomics needs changing
- Support leadership in setting and managing delivery of priority use cases for sequencing.
- Monitor demand/capacity for sequencing across Pillar 1 and Pillar 2. Signalling when demand will exceed capacity and developing the processes to handle this.

Relationship Management

Establish strong working relations with key suppliers and other stakeholders to act as a single point of contact with the Genomics programme for the purpose of:

- Early identification of risks/issues and incident reporting
- Regular data reporting to support management of the genomics programme
- Provide point of communication back to the programme on behalf of supplier
- Support continuous service improvement, working with suppliers to identify opportunities to increase capacity, velocity, quality/consistency, decrease void rates and service disruptions.

Programme Management and Data

Reporting and governance is critical and the team are responsible for upward reporting of all programme activities, to include input into ministerial submissions and briefings. The team will evolve and iterate the governance and reporting processes based on the changing needs of the programme and align with wider programme stakeholders and PMO functions to design and maintain a clearly defined and integrated process.

Routine activities will include:

- Setting up/maintaining the administration of the programme structure and governance
- Chairing weekly status reporting meetings across suppliers and key stakeholders
- RAID management
- Financial management (with support from CSO Private Office)
- Work with programme Leadership to setup and run meetings as required
- Development and regular generation of reporting dashboards and adhoc analysis of available data to support Genomics Programme Leadership with the critical information they need to make informed decisions in the short and long term
    - Short term decisions include: Identifying demand and capacity issues and building the processes and/or “surge capacity” to meet the demand coming in through prioritisation or onboarding additional suppliers
    - Longer term decisions include: Establishing the capabilities within DHSC to be a global leader in genomics sequencing for pathogen viruses such as SARS COV 2
- Development and delivery of analytical capacity and capability, ensuing smooth transition into the UK HAS

Skills and Experience

The Supplier is to provide a team with strong working knowledge of operational service management, transformation in a clinical/scientific setting and the existing service model for Genomic sequencing of SARS-CoV-2 in the UK and the associated processes for developing and delivering this service.

The team provided must have evidenced experience of service management and project management in the NHS/healthcare or life sciences setting and previous experience in strategy and operations is key. Excellent problem solving, strategic thinking, analytical and organisational skills are vital to deliver within this complex, fast paced and often ambiguous organisational environment.

The team leadership will provide structure and clarity to the activity to ensure the engagement approach is coherent and fit for purpose. The team require strong interpersonal skills and a track record of engaging and collaborating at a senior level, including being comfortable serving as a point of escalation with stakeholders if there are issues.

2.4 Asymptomatic Testing Product Development. The Supplier is to provide a minimum of 10 consultants to deliver this workstream

This element of the specification will work as a draw down framework and will be used in periods of surge. The Supplier is to provide a team of individuals to scope, design, manage and execute a pipeline of asymptomatic system enhancements; recommend innovative improvements to the testing system based on real-world evidence. The scope includes the end-to end testing system and supply chain and the key objectives of the workstream are to:

1. Improve value for money and efficiency of asymptomatic testing by enhancing precision and conversion ("obtain, test, report") to realise desired public health benefits
2. Provide expertise and capacity in user research, service design/enhancement and project management to enable rapid, research driven, evidence-based response to strategic opportunities and drive through targeted interventions on a one-off basis, complementing existing BAU product acquisition, development, and deployment activities
3. Cut across programme SILOs and enhance coordination to drive required change at pace

Key activities for this workstream are to:

1. Establish a rapid insight and enhancement approach for targeted delivery including:
    a. Define problem statement
    b. Define approach (research & data gathering, KPIs, sprint planning & engagement)
    c. Conduct research, gather insights and develop recommendations
    d. Design solutions, services and enhancements
    e. Implement changes across relevant workstreams
    f. Measure effectiveness of interventions
    g. Share learnings and recommendations with BAU teams
2. Proactively analyse data, identify, and quantify opportunities to determine focus areas
3. Conduct targeted, strategic user research, generate insight to inform strategic recommendations
4. Design new services and/or enhancements for asymptomatic testing products and operations
5. Project manage implementation of interventions working in collaboration with existing workstreams, evaluate results, assess success and share learnings
6. Examples of potential areas to support (including but not limited to):
    a. Events, VFM testing model with LFD and PCR
    b. Actioned Insight Architecture based on Traceability
    c. Multi-supplier network set-up
    d. Wholesale/ Private Market Op Model
    e. LFD Surge System
    f. VFM channel mix
    g. Incentive Experiments to submit results

The Supplier will provide a team with deep knowledge and experience of working with medical device and medical device supply chains and digital management systems. In particular the Lateral Flow product, PCR and LAMP; ability to draw insight from operational data, recommend hypotheses to investigate, design updates to the system

and to ensure Quality and improvement; ability to manage complex requirements and insight from citizen behaviours and design a roadmap of product system enhancements

2.5 LFD product development – The Supplier is to provide a minimum of 2 resources (consultants) to deliver this workstream

The Supplier will provide a team with deep knowledge and experience of working with medical device, in particular the Lateral Flow product; expertise and ability to manage complex requirements and insight from citizen behaviours and design a roadmap of product enhancements; expertise and ability to manage complex stakeholder environments, in regulated markets, to manage and execute launches of medical device product enhancements

The key activities for the workstream are as follows:

1. Supporting the head of LFD product to integrate across the workstreams
2. Join daily stand-ups across the programme to gather requirements for new tests
3. Run new product launch planning sessions with all relevant stakeholders
4. Integrate with user research to understand the changes required to the product to improve results submission, increased usage and public health outcome

2.6 Antibody Testing – The Supplier is to provide a minimum of 7 consultants to deliver this workstream.

Scope

The scope of support to be delivered includes:

- Operational management and continuous improvement, including supply and demand forecasting, supply chain management and logistics
- Clinical use case development and associated deployment of use cases and user journeys
- Digital capabilities to continuously enhance the user experience and customer journey
- Clinical technology awareness, including horizon scanning and solution innovation through the NIBSC process
- Data capture and analysis, enabling the data captured from antibody testing to be applied to the appropriate stakeholder groups (PHE, Surveillance and Immunity, Policy etc)
- Stakeholder management across multiple HMG teams, suppliers, research and public health institutions and clinical groups

Services required

The Supplier is to provide an experienced team that can accommodate rapid changes in focus and deliver the following services at pace:

- Understand the political landscape, strategic objectives and policy for antibody testing.
- Understand the science behind antibody testing and immunity, and the role of antibody testing in the wider disease management strategy.
- Support the delivery of our current antibody testing service, managing supplier relationships, resolving incidents and forecasting demand.
- Identify opportunities to build out service models, use cases and technologies which not only contribute to enhance our understanding of COVID-19 (including variants of concern), but can play into the wider UKHSA strategic objectives.
- Assess the benefit and use cases for new and emerging technologies and operationalise their implementation into the antibody testing service.
- Be able to quickly influence and design operational testing capability to meet new objectives, implementing solutions at pace.

- Design and develop service models that can deliver the operational capability to meet a varied range of policy objectives.
- Design and develop supply chains and ecosystems to deliver antibody testing for surveillance and research study purposes and support the management and monitoring of these.
- Understand demand levers from T&T, clinical and research partners to forecast and manage demand for our services.
- Enable and support good capacity management of our service.
- Maintain relationships and links with public, private, academic, research, digital, and health sector organisations to create an ecosystem that contributes in an effective way to deliver operational antibody testing services.
- Develop and deliver a robust knowledge transfer framework and effectively support knowledge transfer to civil servant staff who join the team.
- Maintain relationships with internal stakeholders and third party partners to provide service continuity and scale-up across existing and new use cases whilst supporting the transition to UKHSA

Deliverables and outcomes:

The outcomes from this engagement are:

- A scaled-up home-based antibody testing service that can help inform policy in the management of COVID-19
- Enhanced user journeys and digital experience across all use cases
- New technologies evaluated and, where appropriate, taken forward for development via the NIBSC process
- Increased data provided to stakeholder groups (PHE, Surveillance and Immunity, Policy etc) to inform public protection policies
- Transition to UKHSA of an antibody testing service that is operationally robust and can provide enhanced surveillance activity across emerging requirements in research, clinical use case development and overall population protection
- An embedded UKHSA antibody testing team run by civil servants which plays a leading role in developing and maintaining partnerships within government, health, academia, the private sector and internationally to remain at the forefront of antibody testing

B. Business Hours

The core business hours for the Customer are 9:00 AM to 5:00 PM

C. DBS

The Customer should detail the level of DBS check requirement

The Supplier is to supply consultants with a minimum of BPSS security clearance. The Customer may request higher level of security clearance in some cases; where this is required, the Supplier will supplier consultant that meets the relevant security clearance.

D. Price/Rates

Schedule of Rates

S/N	Job Title	Day Rate
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Cost Per Workstream

S/N	Service	Price for the 6 months
1	Cross-Technology	[redacted]
2	Mobile Processing Unit	[redacted]
3	Genomics Programme	[redacted]
4	Asymptomatic Testing Product Development	[redacted]
5	LFD product development	[redacted]
6	Antibody Testing	[redacted]
	Total	£4,703,486

Cost Breakdown

Job Title	Partner/Director	Managing Consultant / Associate Director	Subject Matter Expert/ Principal Consultant	Senior Consultant	Consultant	Junior Consultant	Support and Administrative Staff	Total
Day Rate	[redacted]							
No. of Consultant Month 1								
Cost Month 1								
No. of Consultant Month 2								
Cost Month 2								
No. of Consultant Month 3								
Cost Month 3								
No. of Consultant Month 4								
Cost Month 4								
No. of Consultant Month 5								
Cost Month 5								
No. of Consultant Month 6								
Cost Month 6								
Total Cost for the 6 Months	[redacted]							£4,703,486

E. Sub-contracting

Subcontracting of services by Suppliers is allowed, both to Framework suppliers and to non-Framework suppliers. Any Supplier sub-contracting will be fully responsible for ensuring standards are maintained in line with the framework and this SLA.

Not applicable

F. Management Information (MI)

Suppliers should provide Management Information as standard on a monthly basis. Customers should detail any additional management information required and the frequency of provision here.

The Supplier is to supply monthly report against the its proposed KPIs (in the tender submission) and any other agreed KPIs with the Customer.

G. Invoicing

Please detail any specific invoicing requirements here

The Supplier is to provide invoices monthly in arrears. Invoices are to be sent by email to the two email addresses below:

[redacted]

H. Complaints/Escalation Procedure

The standard procedure is detailed below

In the first instance, the Customer and Supplier should work together and attempt to resolve any issues locally. Should this approach fail to result in a satisfactory outcome for the Customer, the issue should be escalated to NHS SBS. NHS SBS will then attempt to resolve the issue to the satisfaction of the Customer. Should this approach not result in a satisfactory outcome, the Customer may decide to terminate the Service Level Agreement.

I. Audit Process

Please detail any Customer audit requirements

The Customer may request audit as stipulated in its policies

J. Termination

The standard procedure is detailed below

Persistent failure by the Supplier to meet the agreed service levels as specified within the SLA may lead to the Contract being terminated or alternative Contractor(s) being appointed by the Customer to maintain levels of service

Prior to termination the complaints and escalation procedure will be followed to attempt to resolve any issue. Should suitable resolution not be achieved, the Customer will be allowed to terminate the SLA immediately.

6. Other Requirements

Please list and agree the key requirements of the service

The Supplier is to comply with the following policies:

- Data Protection Policy
- Information Assurance Policy
- Information risk Management Policy
- Information Security Policy
- Record Management Policy

A. Variation to Standard Specification

Please list any agreed variations to the specification of requirements

Not applicable

B. Other Specific Requirements

Please list any agreed other agreed requirements
