



**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: 12<sup>TH</sup> JUNE 2017**

**SCHEDULE 01: CALL OFF REF 03 VARIATION (GOVERNANCE DELIVERY REQUIREMENTS)**

No of Order Form being varied: 01

Variation Form No: 01

Date of issue: 16<sup>th</sup> October 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 12<sup>th</sup> 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 12<sup>th</sup> June 2017.**
- 3. The overarching contract dated 12<sup>th</sup> June 2017 shall remain effective and unaltered except as amended by this Variation.**

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

Signature

Date

Name (in Capitals)

Address



---

---

---

---

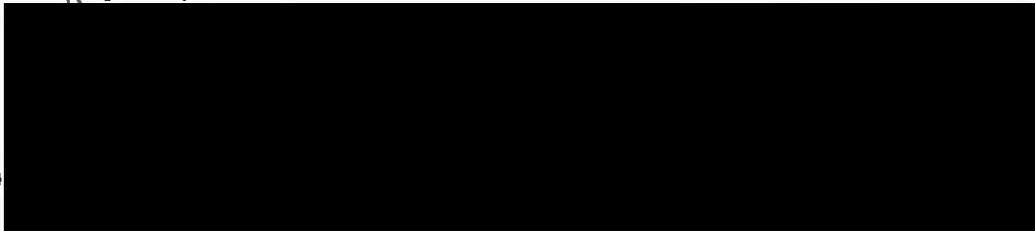
Signed by an authorised signatory for and on behalf of the Customer

Signature

Date

Name (in Capitals)

Address



---

---

**CQC reference CQC PS0 109**

**Call off Ref 003**

Specialist Professional Services for Target Operating Model Roadmap Delivery

## **STATEMENT OF REQUIREMENTS**

# **Contents**

## **Section 1 - Statement of Requirements**

1. Executive Summary
2. The Requirement
3. Service Levels & Volumes
4. Cost Envelope
5. Length of Contract
6. Authorities Responsibilities
7. Contractor Responsibilities
8. Key Performance Indicators
9. Milestones
10. Skills and Knowledge Transfer

# Section 1 – Statement of Requirements

## 1. Executive Summary

The Target Operating Model project has developed an integrated roadmap to describe 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.

Delivering the roadmap will require refined governance that pulls together the various cross-cutting changes into a single decision-making framework, reporting to Executive Team through ODC. Establishing and managing this will need a dedicated Portfolio Office function to enable a single view of progress and support joined-up prioritisation and management of change across sectors, programmes and enabling functions.

Through this work we will focus and upskill the existing PMO within PPP to perform this responsibility. The function will:

- Drive and support the effective mobilisation of changes within the roadmap.
- Impact and manage changes to the roadmap.
- Manage dependencies between strands and support the removal of bottlenecks.
- Track finance metrics & delivery of benefits across the roadmap
- Maintain oversight and reporting against delivery of the roadmap at a portfolio, programme and project level.

The Portfolio Office will not duplicate work undertaken within the change function in the Digital Team. Digital will enable a significant amount of change within the roadmap but represent one strand amongst other enabling strands and changes that require careful and wider co-ordination.

The purpose of this work is not to create additional layers of complexity and bureaucracy, but rather streamline decision-making re-focus existing forums to ensure that they are proportionate in the light of the need to work in a more agile and flexible manner.

The Target Operating Model and change roadmap was generated as part of an initial call-off under an overarching Business Change Professional Services contract. We would now like to place a further 'call' on the contract to deliver this package of work.

## 2. The Requirement

The Target Operating Model project has developed an overarching roadmap that provides a single coherent view of the changes being delivered by CQC over the course of the next 3 years. These changes involve;

- Multiple programmes – Registration; Monitor; Joint Regulation; Independent Voice.
- Multiple dependencies to enable delivery – on Digital; on Policy; on People; on Processes.
- Multiple impacts across CQC and beyond – on the Medium-Term Strategy; on NCSC; on inspectors; on sectors; on stakeholders; on providers; on service users.

In order to ensure these changes remain coherent and joined-up, CQC requires a cohesive way of managing them through a single board. It is proposed that the Operational Development and Coordination (ODC) meeting is re-focussed to manage this change and report as a single point of truth to the Executive Team. Support is needed in two main areas to achieve this:

- **Impact assessment:** Establishing a framework, tools and approach to build the CQC's capability to impact assess various changes for their support requirements, operational impact and business benefits.
- **Delivery model:** Defining the governance and delivery models that will be needed to enable the roadmap to deliver this volume of change in a coordinated and consistent way.

**Impact Assessment Requirements:** The overarching roadmap involves a significant volume of change. Delivering this change will generate competing demands on resources within and outside of CQC, including specialist policy support, SME capacity, internal and external user involvement and service design and delivery capacity. This may generate delivery bottlenecks, as well as operational impacts, as the business may have to deprioritise other changes to enable effective delivery of the roadmap.

Managing this requires a deliberate and coordinated approach to ensure such impacts are identified, and delivery decisions are taken consciously by the business. This approach will need to be defined as part of a **change impact assessment framework**. Specific deliverables include;

- Designing an effective framework/approach for identifying the impacts of changes to enable conflicts and consequences to be considered and prioritised.
- Upskilling the business to be able to apply and operate this framework as it delivers the roadmap.

**Delivery model Requirements:** Delivering this roadmap will require evolving many ways of working for the business, including; The application of agile methodologies to the delivery of many of the digital services on the roadmap; The need for greater cross-sector coordination in decision-making and in delivery to develop cross-cutting solutions that works for all; The need to draw on a range of experts from across the business in the most efficient and effective way possible to ensure coordination and minimise business impact. Specific deliverables therefore include;

- The design and implementation of a governance framework that supports organisation wide delivery of change. This means ensuring the appropriate overall governance arrangements are in place to coordinate delivery of the roadmap – including re-focussing and equipping CQC's Operational Development & Co-Ordination Committee to operate within the core co-ordination role.
- Development of reporting tools to ensure the Committee is able to provide a coordinated view of overall roadmap delivery.
- Design and Implementation of Benefits Management Strategy across core projects & programmes (Investment/Benefits tracking to form fundamental element of reporting against the roadmap).
- Design and development of appropriate governance and working arrangements at the project & programme level. This will include working with the core operating model programmes of Registration, Monitor and Inspect & Rate to mobilise the changes in their respective roadmaps. Deliverables would therefore include;
  - .1. Identifying the support requirements for each programme and securing the right SMEs and representatives from across the business to move the work forward.
  - .2. Establishing effective programme level reporting and tracking tools.

The ambition is for the business to be able to manage this delivery itself, and as such any external advisors must need to work closely with the business to ensure effective knowledge transfer to build internal CQC capability to undertake this work themselves post 3 months.

### 3. Service Levels & Volumes

CQC will:

- a) Respond to requests for information or documentation and supply the required information or document (only if available) by 23:59 of the following working day that the request was made.

- b) Supply the contractor with Names, Email Addresses and Phone Numbers of core members of the Call off Working Group during the initial Kick Off Meeting.
- c) Review documents from the contractor, with a view to agreeing, the gap, approach, breakdown of deliverables and estimates of when deliverables will be delivered.

The Contractor will:

- d) Provide updates on progress regarding delivery of outputs by 09:00 on Monday morning, every Monday (weekly) during the duration of the contract.
- e) Provide updates on progress relating to costs incurred to date, by 09:00 on Monday morning, every second Monday (fortnightly basis) during the duration of the contract.
- f) Provide CQC with names of all staff who require access to CQCs business requirement repository (cloud based system) by 23:59 of the second working day that the contract is operational.
- g) Provide CQC with the contractor's expert view on how the requirements will be met, complete with a plan for delivery of the requirements by 09:00 on the 6<sup>th</sup> working day of the contract being operational (must include full breakdown of deliverables).
- h) Deliver each deliverable by the agreed milestone.
- i) Transfer knowledge on a regular basis (frequency to be determined) to relevant CQC employees as individual deliverables or sets of related deliverables are completed

All times are expressed in GMT

All progress updates are to be sent via email to the contract owner by the specified day and time

All deliverables and requests are to be sent via email (phone is acceptable but must be followed up with an email) to the Call off Working Group. Names, email addresses and contact numbers will be supplied during the kick off meeting.

Exceptions to deadlines:

Where a deadline is specified as a Monday, where that Monday is a bank holiday or public holiday then the deadline will be the specified time but on the following working day.

#### 4. 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

#### 5. Length of Contract

Start Date	End Date	Extension (If Applicable)
Call-off Oct 2017	December 2017	3 months – moveable end date dependent on start date

#### 6. Authority Responsibilities

- Appoint a CQC representative to act as the contract manager.
- Provide access to relevant CQC offices.
- Provide relevant data to allow contract delivery.
- Provide contact details of required stakeholders
- Attend regular contract management & service delivery meetings.

- Ensure all milestone payments are made promptly in line with the contract.
- Provide CQC templates and 'good quality' examples to illustrate expectations in format and quality of deliverables
- Provide office space for services to be delivered on-site
- Provide hardware in order to access CQC systems and documents

## 7. Contractor Responsibilities

- Appoint a Contract Manager to oversee, co-ordinate the work, manage the Contractor's resources and liaise with the CQC Business Lead.
- Attend regular meetings to discuss contract delivery.
- Produce regular status reports as required by the CQC Business lead.
- Perform quality assurance on all aspects of the work that that is produced.
- Provide CQC with timely and ongoing evaluation and quality assurance information relating to the work.
- Provide updates on costs in line with service levels.
- Adhere to CQCs policies and procedures during the duration of the contract including undertaking any required mandatory training

## 9. Key Performance Indicators

Indicator	Measured by	Reference Point or Target	Review Date
Detail level of deliverable is agreed and in line with expectations	Review meeting between CQC and supplier	Start and mid-point of the agreed delivery timeframe	
Completion of agreed deliverable(s)	Review meeting between CQC and supplier	End-point of the agreed delivery timeframe	
Production of delivery plan including agreed itemised and prioritised deliverables	Delivery plan submitted to CQC for review	Within 1 week of contract call-off 'kick-off' meeting	
Timely knowledge and skills transfer to the internal CQC team	Knowledge transfer strategy & plan submitted to CQC to review	Within 1 week of contract call-off 'kick-off' meeting and then to be reviewed at the mid-point of the agreed delivery timeframe.	

## 11. Milestones

Description	Target Date	Action to Achieve Milestone	Review Date
Produce and agree a delivery plan including itemised and prioritised deliverables	1 week after call-off 'kick off' meeting	Ensure plan is delivered and agreed between supplier and CQC	
Outline costs against each high level deliverable	1 week after call-off 'kick off' meeting	1 week after call-off 'kick off' meeting	
Delivery of each agreed deliverable	Delivery by estimated completion date as detailed in the delivery plan	Deliverable agreed between CQC and supplier as satisfactorily complete	

---

## **12. Skills and Knowledge Transfer**

A core aim of this activity is to upskill CQC colleagues in the areas of change management and delivery so that individuals possess the necessary knowledge and skills required to continue effective delivery of the Target Operating Model Roadmap post completion of this work.

Knowledge transfer from the contractor to CQC should take place at regular intervals through the development of the required outputs, explicit frequency to be determined.

---

## **Section 2 – Response to Statement of Requirements**

**Care Quality Commission**



**CQC reference: CQC PSO 109**

**Call Off Ref 003**

**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 CQCs strategy. We are delighted to submit this proposal in response to the Statements of Requirement in Call Off References:

- 003 - Specialist Professional Services for Target Operating Model Roadmap Delivery

We are proposing resources from two partners (Actica, and Gate One) 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 003 – outlines our approach for CQC Governance;

- Experience and Skills – outlines our proposed Teams including Pen Portraits and example assignments for Reference 003.

- Commercial Proposal – pricing for each of the Call Offs.

---

**Contact Information**

<b>Contact and Administrative Information</b>	
<b>Tenderer's Name:</b>	Actica Consulting Ltd.
<b>Address:</b>	4 Stirling House, Stirling Road, Surrey Research Park, Guildford, Surrey, UK, GU2 7RF
<b>Company Number</b>	3396854
<b>VAT Number</b>	997301978
<b>Telephone number:</b>	[REDACTED]
<b>Fax:</b>	[REDACTED]
<b>E-mail address:</b>	opportunities@actica.co.uk
<b>Website:</b>	<a href="http://www.actica.co.uk">www.actica.co.uk</a>
<b>Contact person for this tender:</b>	[REDACTED]

---

# 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:

[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 003 – Governance

## Approach

The work undertaken to date has identified a number of critical priorities for the business to deliver its strategic objectives. These include:

- A transformed registration service

- Improved use of data, analytics and monitoring to drive more intelligent decisions

- More joined-up regulatory working across sectors to target effort where it can have most impact on quality

- Establishing the underpinning enablers for transformation, including the right digital and intelligence capabilities, the right policies and guidance and the right ways of working

Many of these changes are inter-dependent on each other and require different parts of the business to come together to drive collective progress.

Managing this will therefore require a new approach to governance that provides the following capabilities:

- The mechanisms for all impacted parts of the business to come together to drive collective decisions and resolve any challenges

- The reporting to understand progress and provide a holistic view of how the business is performing in delivering the roadmap

- The ability to assess impacts of individual projects and initiatives on the overall business in order to minimise operational impact and maximise benefit. This impact assessment will also be critical to enable any resource pressures or trade-offs across programmes to be managed.

In order to deliver this, our team will deliver the following:

### Governance and reporting model

A revised governance model for the delivery of the strategic roadmap, describing how the individual programmes of work come together into a single forum to enable cross-cutting decisions to be made. We envisage that this work will cover all governance involve in roadmap delivery and ensuring value for money in delivering change. This will include:

- Definition of key forums including membership and terms of reference. This work will consider all elements of change governance and value for money in delivering change and how they related to ET. This is likely to include but is not limited to:

- ODC
- MTSG
- Investment Committee
- Individual Programme and operational teams

- Definition of reporting, including templates, cycles and the key questions and outcomes that need to be considered at each governance level. This will include demonstration of

how the management of benefits is an integral part of reporting and how reporting at each governance level clearly supports overall portfolio level benefits tracking

Working with programme managers and the business to embed this new model and build capability that delivers the strategic roadmap

Supporting individual programmes to mobilise themselves to work within this model. This will be particularly important in the joint regulation space to provide coordinated operational involvement. These programmes will be key in demonstrating the benefits of the new models

### **Impact assessment framework**

We will also establish a framework and approach to understanding the impacts of delivery across the business. This will include two key components:

Delivery requirements: understanding what the delivery implications of any individual initiatives are on enabling workstreams (e.g. digital or policy)

Delivery impacts: understanding how individual programmes and changes will impact the operation.

Together this approach will enable the following benefits for CQC:

Greater clarity on the benefits that will delivered through the roadmap

Greater coordination of delivery to minimise impacts on operational teams

The ability to manage trade-off decisions when enabling resources are constrained (e.g. prioritising changes on limited release capacity)

### **Our plan**

Over the three months of our engagement we will deliver three phases of support:

Month 1: assessment and initial design

Month 2: detailed design and delivery

Month 3: iteration and implementation

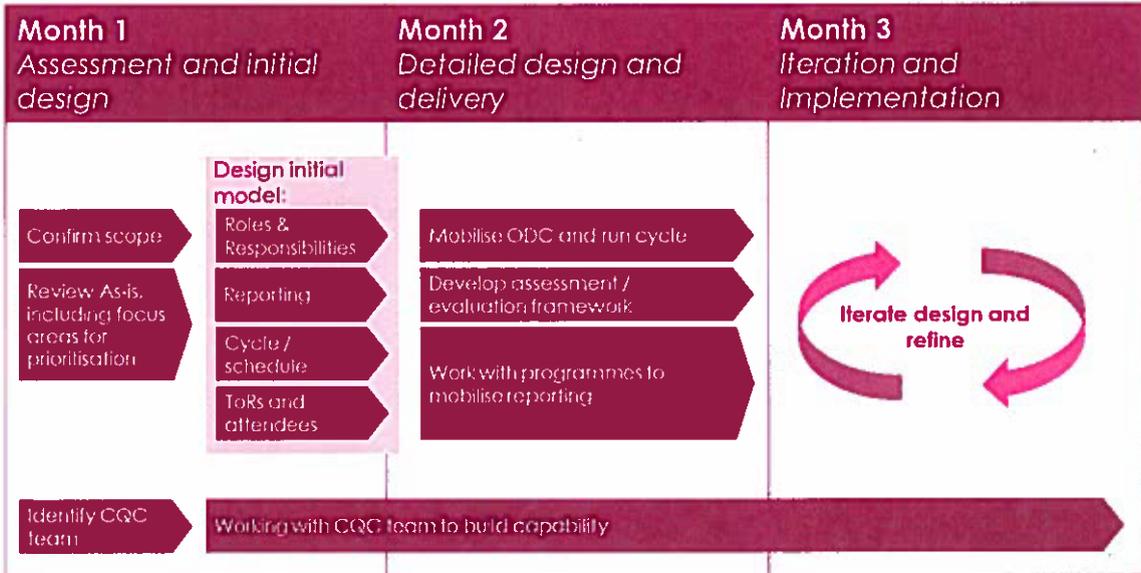


Figure 1: Call Off 003 Plan

**Our Team**

Figure 2 details the proposed team that we are proposing to undertake the work outlined in Statement of Requirement 003 and Figure 3 provides the resource profile over the 3 months. Pen profiles and example assignments for each of the proposed individuals can be found within the Experience and Skills section of this response.

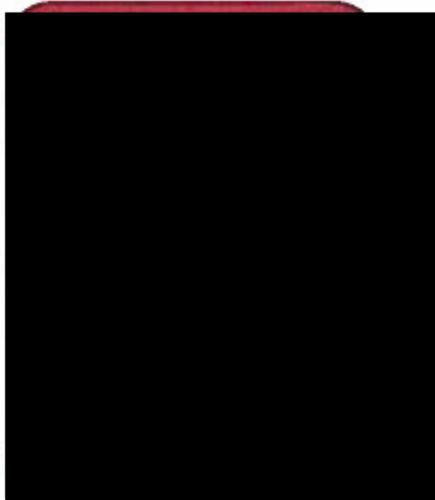
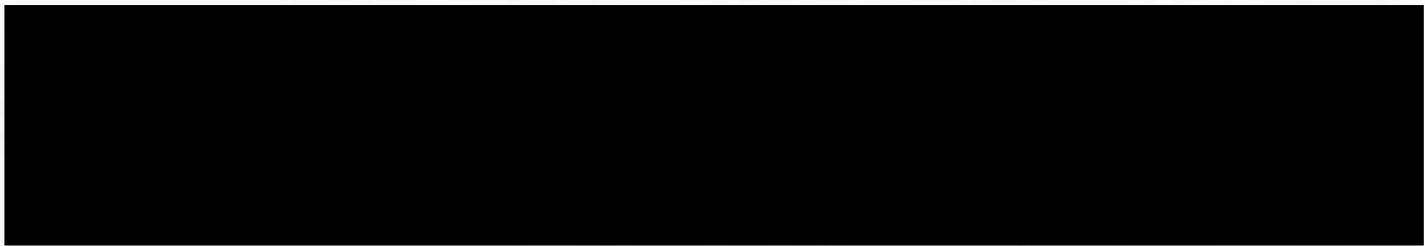


Figure 2: Proposed Governance Team



---

## Experience and Skills

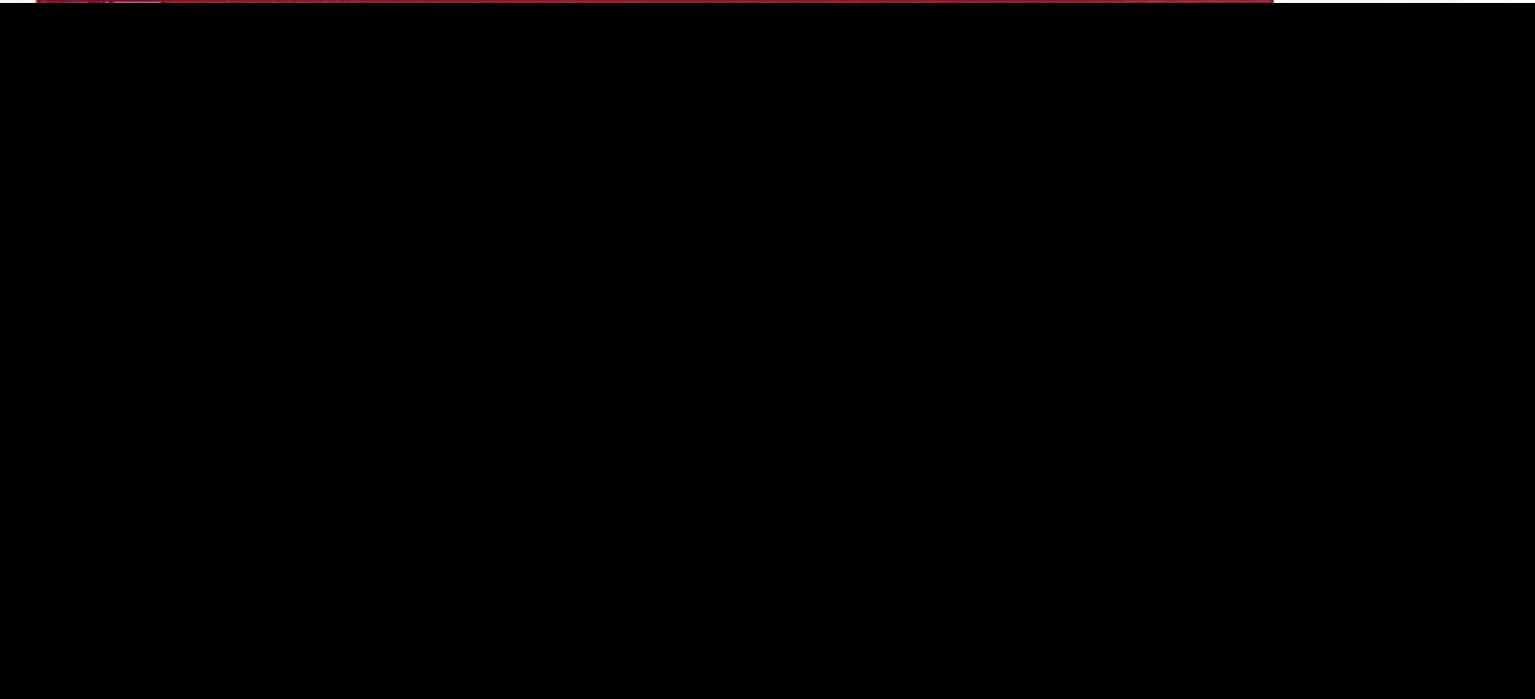
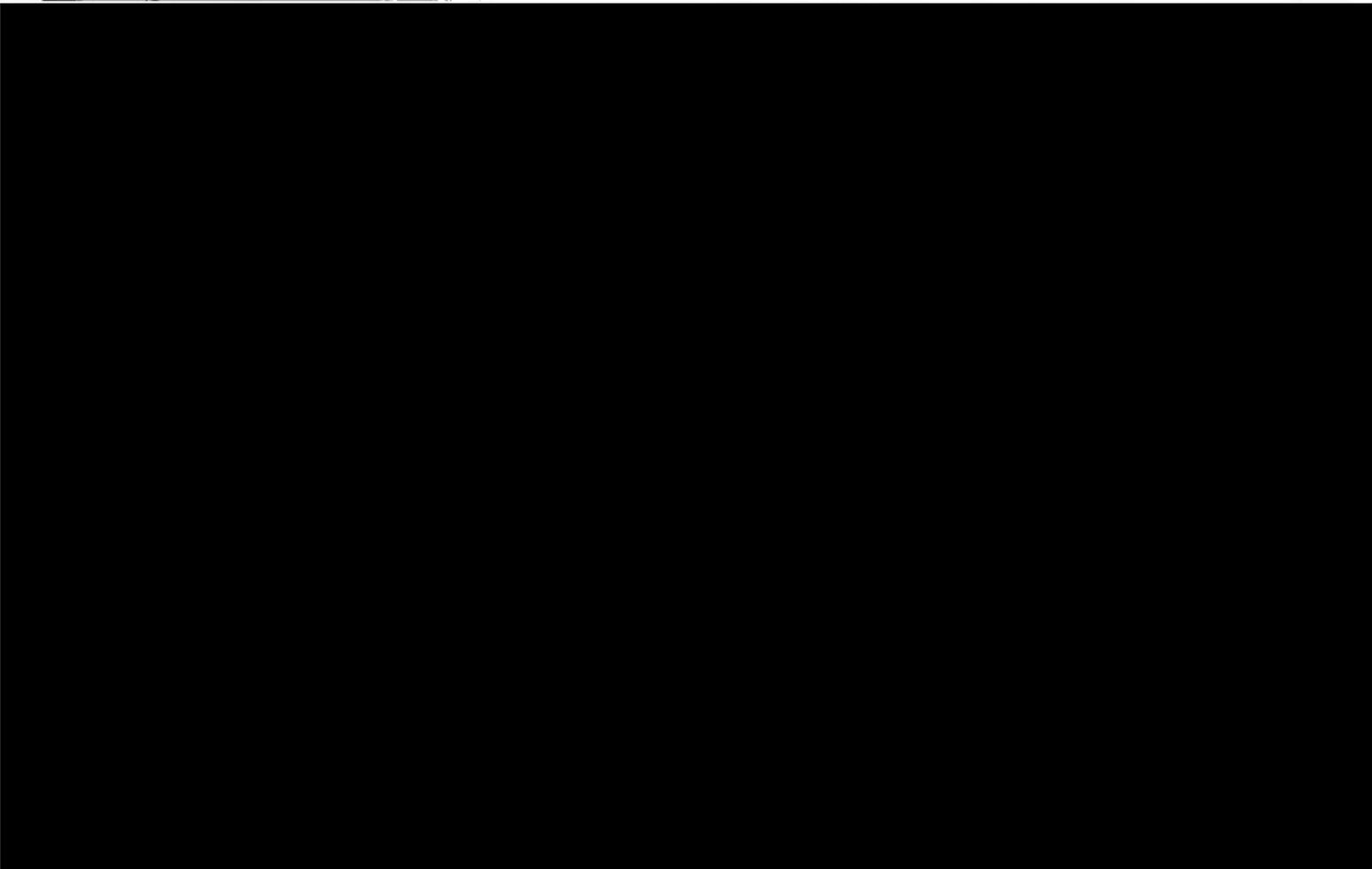
### Introduction

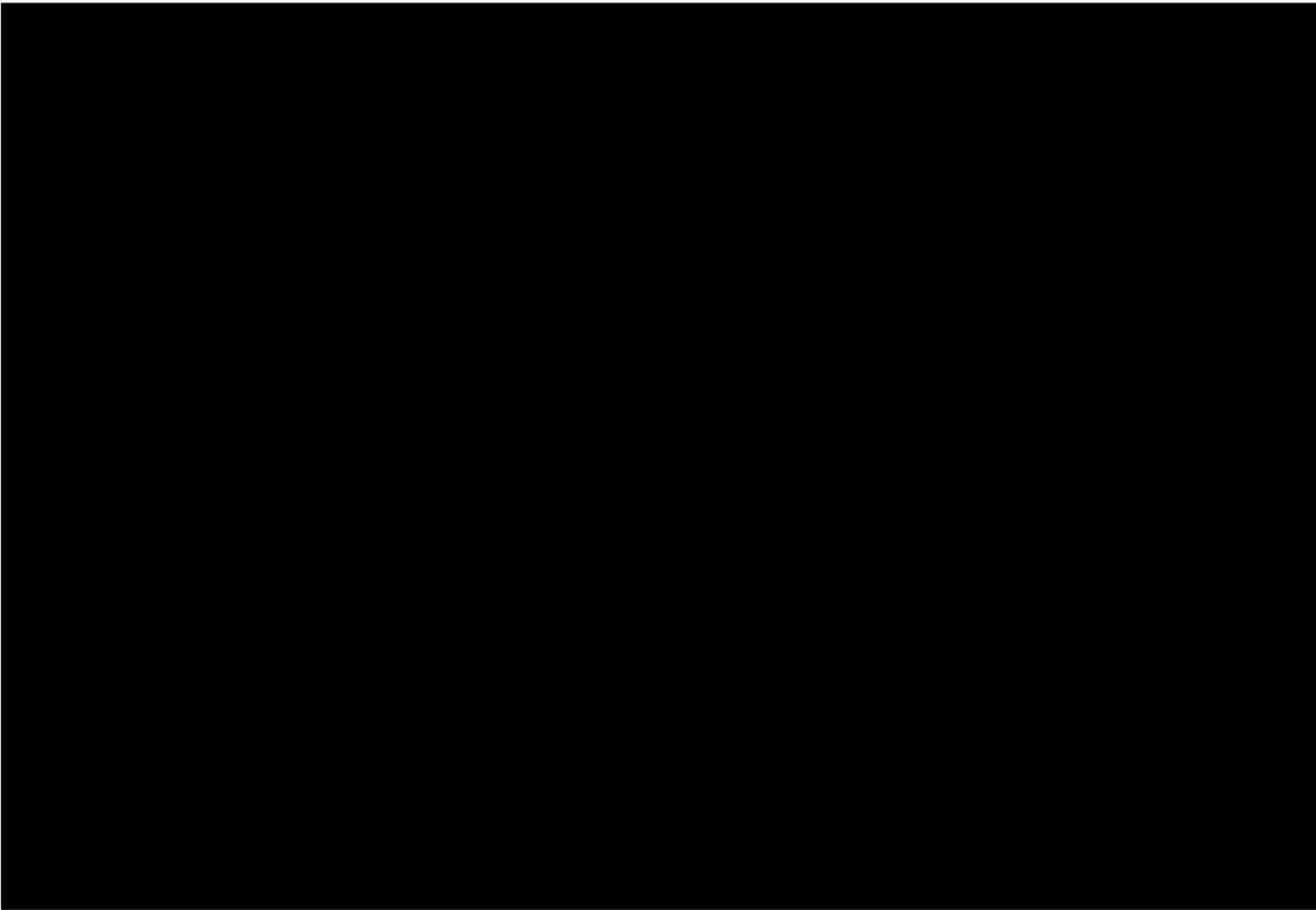
Our team brings in-depth experience of delivering best practice public and private sector operating model design and delivery, organisational design and business transformation. We have the "battle scars" and client references to back this up.

We have retained the team of [REDACTED] from the Initial Call Off to provide continuity of resources and knowledge across the new work packages. This will enable the teams to hit the ground running.

This team represents a best partnership of experts across a common goal of the range of services and expertise you require, who are united by the desire to help clients with their most strategic challenges. Our proven Managed Service approach will ensure you have access to the right support from this partnership, when you need it.

Ultimately the success of any consulting engagement depends on the people who deliver the work. You need to be confident they have the expertise, experience and practical know-how to apply the tools and methodologies in a way that works best for you. We are confident that we have the right people, managed and organised in the right way to deliver the best value for you.





---

# 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 cost for each service (ex VAT) based on the resource profiles shown against each call off and the day rates above is shown below. As noted in the method statement sections, we have provided a plan for each item of work which is achievable if CQC can mobilise their resources and we jointly manage the risks to delivery closely.

	Total days	Cost (ex VAT)	Cost (inc VAT)
c	[REDACTED]	£124,080	£148,896

