



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 005 VARIATION (SPECIALIST PROFESSIONAL SERVICES FOR TARGET OPERATING MODEL ROADMAP DELIVERY – GOVERNANCE MODEL IMPLEMENTATION SUPPORT)

No of Order Form being varied: 01

Variation Form No: 01

Date of issue: 12th February 2018

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.**
- 4. This variation will replace and extinguish the Letter of Intent (dated 31st January 2018 and signed by the Supplier on 7th February 2018) for the deliverable noted as "TOM Governance Model Implementation Support"**

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

Signature

Date

Name (in Capitals)

Address

4 Stirling House, Stirling Road,
Guildford GU2 7RF.

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

Signature

Date

Name (in Capitals)

Address

CQC - Buckingham Palace Road



CQC reference CQC PSO 109

Call off Ref 005

**Specialist Professional Services for Target Operating Model Roadmap
Delivery**

STATEMENT OF REQUIREMENTS

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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. 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.

2. The Requirement

Following development of the roadmap CQC placed a 'call' on an overarching contract in October to secure specialist expertise to support it in mobilising delivery of the roadmap and changes within it. The focus of the support covered:

- 1) **Impact Assessment:** Establishing a framework, tools and approach to build CQC's ability to impact assess various changes for their support requirements, operational impact and business benefits.
- 2) **Delivery Model:** Defining the governance and delivery models that would be needed to enable the roadmap to deliver a high volume of change in a coordinated and consistent way.

We are currently part way through delivery of this requirement that is due to conclude in January 18 and by that point we will have successfully designed and signed off a new CQC wide governance model for managing change.

The model will necessitate new behaviours, ways of working and approaches across the organisation, and will see the introduction of standardised planning, reporting and benefits management practices. As mentioned in the Exec Summary CQC's Portfolio Office will need to provide significant support to drive this new model and whilst upskilling the team has formed a core part of the delivery of this requirement it is important to note that from January 18, a consultation on a reorganisation to the structure will be underway to better equip the Portfolio Office to support and drive this work.

As such we are seeking to place a further 'call' on the overarching business change professional services contract from February through to April 18 to support CQC in operationalising and embedding the new model whilst navigating a period of transition within the team. It is our intention to use the existing supplier to fulfil this new requirement so as to ensure continuity in knowledge and delivery between the two phases of work. Support for the new requirement would specifically cover:

- Enabling the Portfolio Office to embed the new model and operate this during the consultation;
- Coaching and facilitating the new behaviours across the Senior Leadership Team (30 Director Level Individuals) that are essential to the effectiveness of decision making within the new governance model; and
- Providing robust data and reporting support and enable more effective and informed decision-making through the newly established governance mechanisms.

The new model will require a significant shift away from current working practices and behaviours at all levels within CQC and as such individuals will require intensive coaching and upskilling in order for the model to optimise and work effectively. The risk associated with not making this investment is that CQC will implement a new governance model but will not develop the necessary behaviours or skills that are necessary to operate it effectively. The knock on effect of this would be that the governance of change would lack cohesion and consistency in its application, this in turn would lead to inadequate oversight of changes in the roadmap, delays to critical deliverables and minimised benefits realisation.

As stated previously, it is our intention to upskill resources within the Portfolio Office to drive and support the new model. This support is now necessary to ensure a period of stability in embedding a business critical change (in the form of a new governance model) whilst the team navigates a transition, but to also upskill new entrants to the team in the new ways of working.

The combined outcome of delivering this additional requirement alongside current activity would be as follows:

- A clear, and integrated strategic roadmap;
- Improved governance arrangements across CQC to support delivery of change;
- Arrangements that have been operationalised through different, more effective, processes and ways of working;
- Underpinned with new behaviours starting to be instilled; and
- An effective handover to the Portfolio Office.

This would place CQC in a robust and strong position to deliver its strategic change commitments at the start of the new financial year and beyond.

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:

- a) Provide updates on progress regarding delivery of outputs by 09:00 on Monday morning, every Monday (weekly) during the duration of the contract.
- b) 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.
- c) Provide CQC will 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.
- d) 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 6th working day of the contract being operational (must include full breakdown of deliverables).
- e) Deliver each deliverable by the agreed milestone.
- f) Transfer knowledge on a regular basis (frequency to be determined) to relevant CQC employees as individual deliverables or sets of related deliverables are completed

Please note the following:

- 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; and
- 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, but 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



5. Length of Call-Off Requirement

| Anticipated Start Date | End Date | Extension (If Applicable) |
|------------------------|-------------------|--|
| Call-off Feb 1st 2018 | End of April 2018 | 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; and
- 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; and
- Adhere to CQCs policies and procedures during the duration of the contract including undertaking any required mandatory training

8. Key Performance Indicators

| Indicator | Measured by | Reference Point or Target |
|--|---|--|
| 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. |

9. Milestones

| Description | Target Date | Action to Achieve Milestone |
|---|--|--|
| 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 |

10. 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.

Care Quality Commission



CQC reference: CQC PSO 109

Call Off Ref 005

BUSINESS CHANGE CONSULTANCY – STRATEGIC CHANGE

RESPONSE TO STATEMENTS OF REQUIREMENT

NAME OF TENDERER: Actica Consulting Ltd.

Overview

Executive Summary

Actica in partnership with Gate One have been working with CQC's Programmes, Planning and Performance (PPP) team since summer 2017. As part of this support we have:

- Reviewed the current operating model, identifying priority changes to drive the biggest benefit for the organisation.
- Developed and mobilised the roadmap and supporting programmes to deliver these changes.
- Developed a new governance model for managing the coordinated delivery of change across the organisation, driving towards more collaborative, cross-sector decision-making.

In order to embed these work in time for well established delivery structures to be in place by April 2018, support is needed to ensure the organisation is able to hit the ground running to deliver the new business plan. We are delighted to respond to support these objectives as detailed in the Statement of Requirements for Call-Off 005.

This response is structured as follows:

- Method statement for the overall contract requirement that details our approach to the overarching engagement.
- Method statement for Reference 005 – outlining our approach for Registration and PMS PIC Discovery Phases.
- Experience and Skills – outlining our proposed Teams including Pen Portraits and example assignments.
- Commercial Proposal – pricing for each Discovery.

If there are any further questions or clarifications, please contact me on 07988 173435.

Rob Cole, Managing Consultant, Actica Consulting.

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 | 3396854 |
| VAT Number | 997301978 |
| Telephone number: | |
| Fax: | |
| E-mail address: | |
| 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 has been appointed to be responsible for the day to day running and successful outcome of the project. A key part of their 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 005 – Specialist Professional Services for Target Operating Model Roadmap Delivery

Our understanding of the requirement

The requirement for Call Off Reference 005 is to ensure the new governance model is embedded with mobilised programmes to deliver the roadmap and change elements of the business plan. In particular support is needed to:

- 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.

This work will involve:

- Enabling the Portfolio Office to embed the new model and operate this during the consultation;
- Facilitating the new behaviours across the Senior Leadership Team (30 Director Level Individuals) that are essential to the effectiveness of decision making within the new governance model;
- Providing robust data and reporting support and enable more effective and informed decision-making through the newly established governance mechanisms.

At the end of this support (April 2018), the following will be in place:

- A clear, and integrated strategic roadmap;
- Improved governance arrangements across CQC to support delivery of change;
- Arrangements that have been operationalised through different, more effective, processes and ways of working;
- Underpinned with new behaviours starting to be instilled;
- An effective handover to the Portfolio Office

Our methodology for delivering this requirement

We are experts in driving cross-organisational transformation across sectors.

Our underpinning methodology that would apply to this requirement is grounded in three core components of *Design, Deliver and Sustain*. This is based on best practice principles of *Management of Portfolios™* and *Management of Successful Programmes™*, but recognises the importance of building a long-term sustainable model through the change that is delivered.



The focus of this work is in taking the **Design** work that has been

conducted in the operating model, roadmap and governance phases of work and support CQC in **Delivering** and **Sustaining** this change. We successfully deliver and sustain change by embedding change management within our approaches, to ensure that we build both the structures and ways of working to drive lasting change. We achieve this through delivering four core elements:

- ***The right mechanics for success.***

We are experts in governance, programme leadership and benefits realisation. As a result, we are able to develop the right delivery structures to support delivery. This includes using smart reporting drawing on leading indicators that are based on the critical requirements for success. This gives early sight of where obstacles are being addressed or where constraints are emerging, and ensures effective change focused on the things that matter most can start as soon as possible. This focus on measurement is critical to enabling demonstrable improvements and tangible benefit.

To ensure the right mechanics are in place for delivering strategic change at CQC we will:

- ✓ Work with the Corporate Governance team to develop **detailed terms of reference** for the new Strategic Change Committee;
- ✓ Develop the right **reporting templates** and **reporting cycle** to support effective oversight;
- ✓ Develop the right **meeting structure** to ensure the right information is seen by the right people to make the right decisions at the right time.

- ***The right leadership for success.***

Our team are experienced at working with the most senior leaders across the sector and supporting them on their leadership journey. We offer a combination of practical training, targeted coaching interventions and side by side mentoring and skills transfer to ensure the right decisions are taken by the right people when they are needed.

To ensure the right leadership is in place for delivering strategic change at CQC we will:

- ✓ Ensure **appropriate attendance** and representation at all levels of change delivery (Committee, Programme Board, Service Design team);
- ✓ Provide the **right support in and out meetings** to help attendees to represent their remits most effectively;
- ✓ Work with the PPP team through training, skills transfer, shadowing and coaching to build their capability to manage the transformation

- ***The right behaviours and culture for success.***

We are experts in embedding cultural change, through a combination of:

- Extensive and well-planned engagement at all levels;
- Targeted interventions that identify where there are obstacles to change and addressing them rapidly in a range of ways;
- Recognising the importance of shared language and shared success, by generating visible indicators of change that are commonly understood. This will be shaped through the right engagement to build that common language, and to also identify common themes for "easy fixes" that can build a culture of success once delivered.

To ensure the right leadership is in place for delivering strategic change at CQC we will:

- ✓ Work with **communications and engagement** to ensure an effective cascade from meetings;
- ✓ Provide the **facilitation** to enable cross-cutting conversations and decisions to happen more effectively.

- **The right discipline to embed change.**

Change is not accidental, and whilst the right mechanics, leadership and behaviours can be established, they will only succeed if coupled with the discipline to see them through. We maintain this discipline through conscious and deliberate engagement with those affected by the change throughout the journey to help maintain momentum. This discipline is what brings together “hard” mechanics and “soft” behaviours to ensure that improved patient outcomes are not only delivered, but that they are identified, delivered and understood, so they can be maintained, learnt from and applied elsewhere.

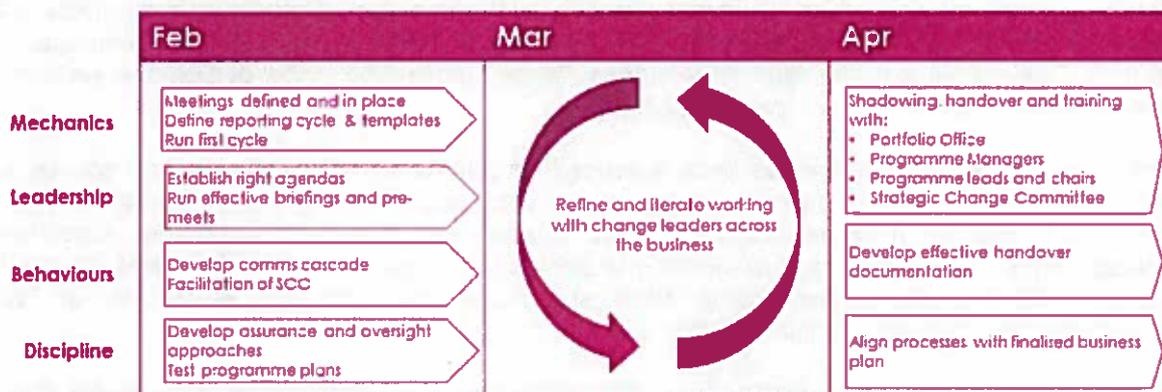
To ensure the right discipline is in place for delivering strategic change at CQC we will:

- ✓ Work **outside of meetings** to ensure the right ways of working are happening across SLTs within individual directorates;
- ✓ Work closely with programme teams to ensure the right **assurance and oversight** is provided at the programme level.

We will bring all of these elements of our methodology to bear to ensure the Portfolio Office not only has the tools and processes to support delivery, but that the Strategic Change delivery model is itself high performing through the contributions of leaders.

Proposed timeframes for delivery

We have a robust plan for ensuring effective delivery in the timescales



Our capacity, skills and capabilities

We are proposing to continue to work with Gate One as partners for this work. The proposed team combines leadership advisory support with detailed portfolio delivery expertise through:

- [Redacted] who will provide leadership advisory support and lead the engagement [*assumed contribution: 2 days per week*]
- [Redacted] who will manage the development of portfolio mechanics and work with the PPP delivery team to build their capability [*assumed contribution: 5 days per week*]

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.

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.

Core Team Resources

