



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 002 VARIATION (SPECIALIST PROFESSIONAL SERVICES FOR REGISTRATION DISCOVERY AND PMS PIC DISCOVERY)

No of Order Form being varied: 01

Variation Form No: 02

Date of issue: 17th 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 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.**

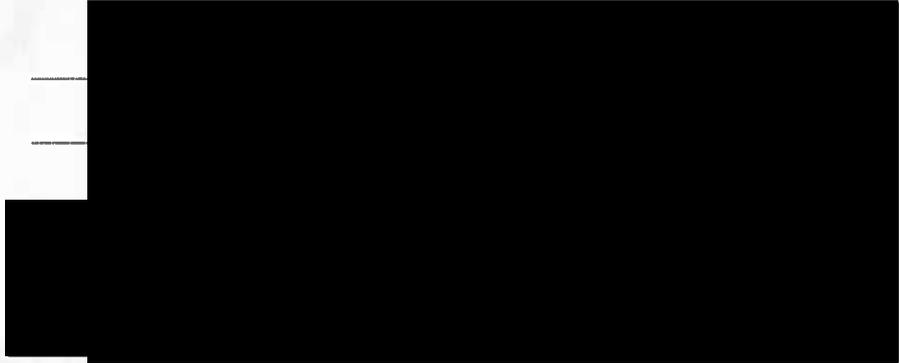
Signed by an authorised signatory to sign for and on behalf of the Supplier

Signature

Date

Name (in Capitals)

Address



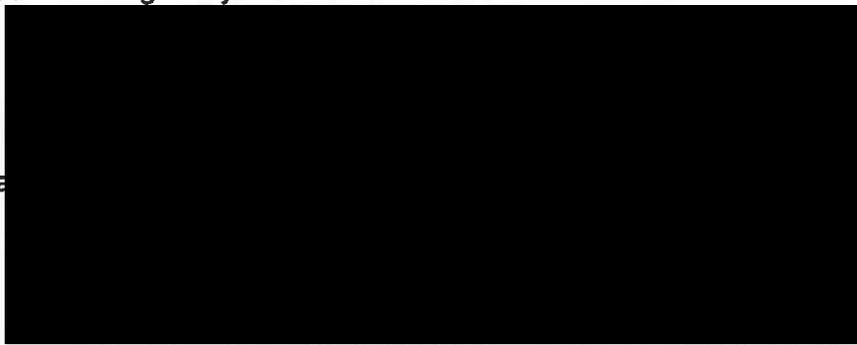
Signed by an authorised signatory for and on behalf of the Customer

Signature

Date

Name (in Capitals)

Address



CQC reference CQC PSO 109

Call off Ref 002

**Specialist Professional Services for Registration
Discovery and PMS PIC Discovery**

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

Through the generation of the Target Operating Model roadmap, CQC has identified a number of high priority changes that are critical to the organisation developing a flexible and adaptive regulatory model. The two changes that have been prioritised for delivery include a transformation of the Registration Service and an expansion upon CQC's information collection capability to include the needs of Primary Medical Services. The nature of these changes means that CQC must deliver them in line with GDS agile service design methodology and as such we now need to mobilise delivery by initiating two parallel discovery phases.

As part of the initial call-off we generated a roadmap which 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 early on. As such, we anticipate having a new service live for DCA Providers within 6 months of commencing Discovery and this capability will be built upon for further Provider types as the programme progresses. In parallel we need to build upon the information collection capability in place and extend it for Primary Medical Services. This capability is critical to PMS colleagues being able to effectively implement and operate their Annual Regulatory Review Process from 1st April 2018. Fundamentally, this capability will enable colleagues to plan and target their resources to inspections over the next 5 years.

Delivering change in this way is a new endeavour for CQC and whilst it has recently established a Digital Office, the team does not yet have the skills, capacity or expertise to deliver change using the GDS agile service methodology. We have also learnt from our experience in developing an information collection capability for Adult Social Care that it is essential to conduct discovery in the right way at the outset in order to secure success later down the line and meet the criteria for GDS to release the funding required to progress the development of digital products and services.

As such, we are now seeking to place a further 'call' on the overarching contract that is in place to secure expertise to support us in delivering the discovery phases of the two projects highlighted above. Given the experience of the internal CQC team, a critical output from this 'call' on the contract needs to be the upskilling of key individuals to enable them to fulfil similar requirements themselves in the future.

2. The Requirement

From the Discovery phase across both projects, CQC requires information from those who use and interact with its services in order to understand who its users are, what their needs are, how we can meet those needs, KPIs and an approach to develop a prototype as part of the Alpha phase.

This breaks down into the following detailed requirements for discovery;

- Understand who our users are and what they need
- Find out which services exist to meet this user need, within CQC and across government
- What the current user journey is for a provider, and any specific pain points
- How far these services meet the needs of the business, with pain points
- An understanding of the performance (KPIs) of these services in cost per transaction, customer satisfaction, completion rate and digital uptake.
- Policy and legal requirements to deliver the service
- Plan how we design a service to meet the users' need, with a scope and plan for Alpha development

In the context of the Registration Transformation Programme we have conducted some previous pre-discovery research with Providers, and found that the Registration process was severely frustrating for people to understand and interact with. We will expand and validate these needs in this discovery as part of the wider Registration Transformation Roadmap.

In the context of the PMS PIC we will need a detailed body of discovery output mapping to the same model:

- Understand who our users are and what they need
- Find out which services exist to meet this user need, within CQC and across government
- What the current user journey is for a provider, and any specific pain points
- How far these services meet the needs of the business, with pain points
- An understanding of the performance (KPIs) of these services in cost per transaction, customer satisfaction, completion rate and digital uptake.

We will require detailed discovery reports at the end of each piece of work which meet the discovery expectations and standards set by GDS. The report should set out a detailed options analysis and plan for further developing digital services for these areas in Alpha.

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 internal teams to ensure effective knowledge transfer to build CQC capability to undertake this work themselves post the delivery timescale associated with the package.

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 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;
- 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

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 2018	12 weeks Registration 9 weeks PMS PIC

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

8. Key Performance Indicators

Indicator	Measured by	Reference Point of 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.	

9. 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	

10. Skills and Knowledge Transfer

A core aim of this activity is to upskill CQC colleagues in conducting Discovery phases so that individuals possess the necessary knowledge and skills required to continue effective delivery of changes within 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 002

BUSINESS CHANGE CONSULTANCY – STRATEGIC CHANGE

RESPONSE TO STATEMENTS OF REQUIREMENT

NAME OF TENDERER: Actica Consulting Ltd.

Overview

Executive Summary

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

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

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

- 002 - Specialist Professional Services for Registration Discovery and PMS PIC Discovery

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

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

The structure of this response is as follows:

- Method statement for the overall contract requirement that details our approach to the overarching engagement;
- Method statement for Reference 002 – outlines our approach for Registration and PMS PIC Discovery Phases;
- Experience and Skills – outlines 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 07976 378907.
Suzanne Angell, Director, 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:	[REDACTED]
Fax:	[REDACTED]
E-mail address:	opportunities@actica.co.uk
Website:	www.actica.co.uk
Contact person for this tender:	[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:

- 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 002 – Specialist Professional Services for Registration Discovery and PMS PIC Discovery

Introduction

The requirement for Call Off Reference 002 is to undertake Discovery Phase activities for:

- The first Chunk of the Registration Transformation Roadmap which will focus on the development of minimum viable product (MVP) for the Registration Service for Domiciliary Care Agencies, a high risk care provider community that is a source of significant amount of work at CQC.
- The extension of the ASC PIR project to the PIR/PIC service to Primary Medical Services.

Our methodology to deliver the outputs for each Discovery Phase is shown below, including our plan of work, proposed resources and effort levels.

We have an in depth understanding of the Government Digital Service (GDS) Service Standard and have structured our teams and plan for both pieces of work around this. We have taken on board comments from GDS in the recent ASC PIC Alpha assessment in our approach. We understand that a key aspect of our role is to coach and guide the team to develop a service that meets the needs of the internal and external users, as well as the business.

We will use the single service map developed at the end of the initial call off work package to provide a common reference for the two Discovery teams. Both will add to and maintain the service map to enable CQC to understand the interdependencies between the projects and how they impact the wider Monitor and Inspect and Rate services. This will be a key artefact that helps position the work done in both projects against the wider CQC strategy and operating model to GDS at the Alpha gates.

Registration Discovery Approach

The work completed under the initial call off work package supported the development of a roadmap for the transformation of the Registration Service. It described a phased approach to the implementation of the new service with different provider types on boarded over time. The provider type that has been identified as the first 'Chunk' of work is Domiciliary Care Providers.

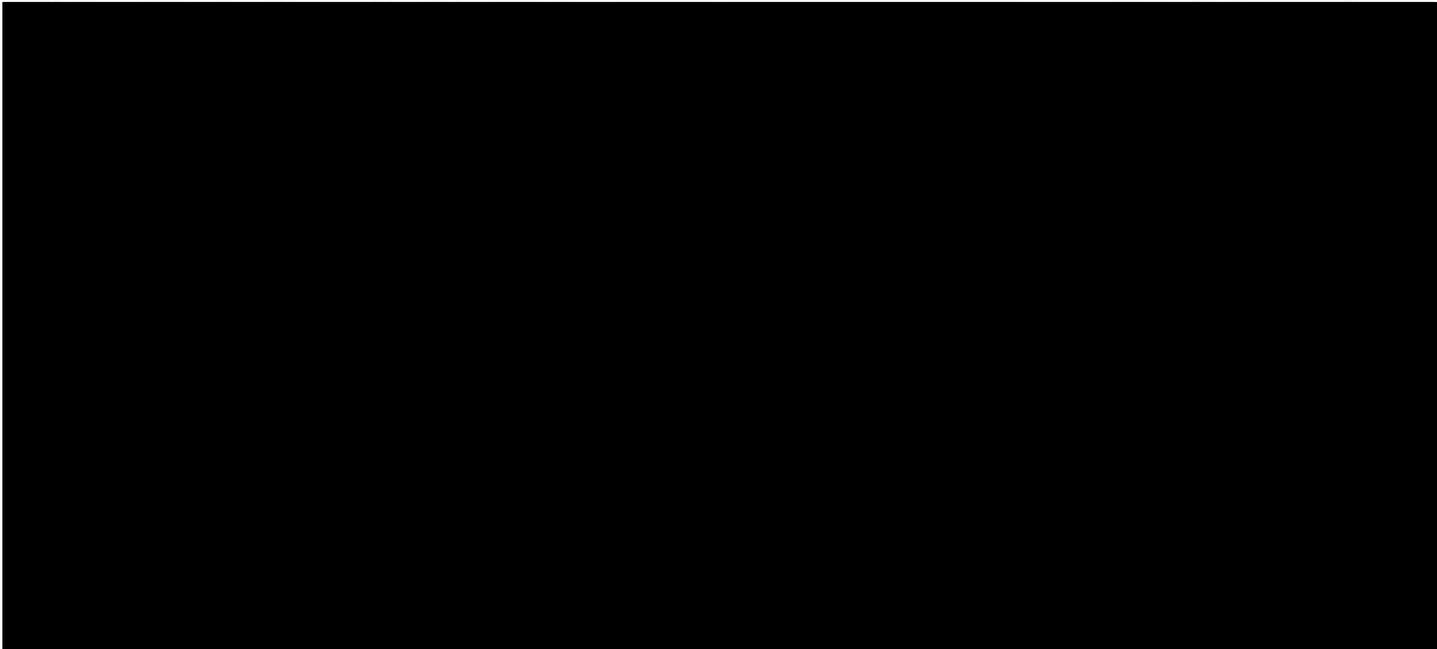
Our approach to the Registration Discovery Phase is to conduct 8 sprints, each 1 week in duration as shown in the detailed plan in Figure 2. We understand that the Registration Improvement Board would like this to start as soon as possible, however the majority of the CQC Registration Discovery team will be on training from the 17-21st October. We therefore propose a start date of 23rd October.

The Core Team will be mobilised to quickly to ensure they have a detailed understanding of:

- The role of Registration in the CQC Operating Model as described in the Service Map (Figure 1)
- The work completed within the first Actica work package
- The work completed, lessons learned and reusable content from the ASC PIR project
- Existing data and how it fits within the current service.



Figure 1: Service Map



We propose that a skeleton team start “Week 0” on the 16th October to enable us to get “long lead time” items in the diary (e.g. NCSC and Registration Inspector user research sessions) and prepare for ramp up of CQC resources from the 23rd October.

User Research

A key feature of Discovery is carrying out research with a cross section of actual users, rather than generating assumptions about their needs based on engagement with internal stakeholders. We will look to build upon the User Research undertaken by ASC PIR for CQC staff and providers to cover new ground and reduce duplication.

The work completed within the first call of work package identified a number of users and stakeholders in Registration as shown in Figure 3.

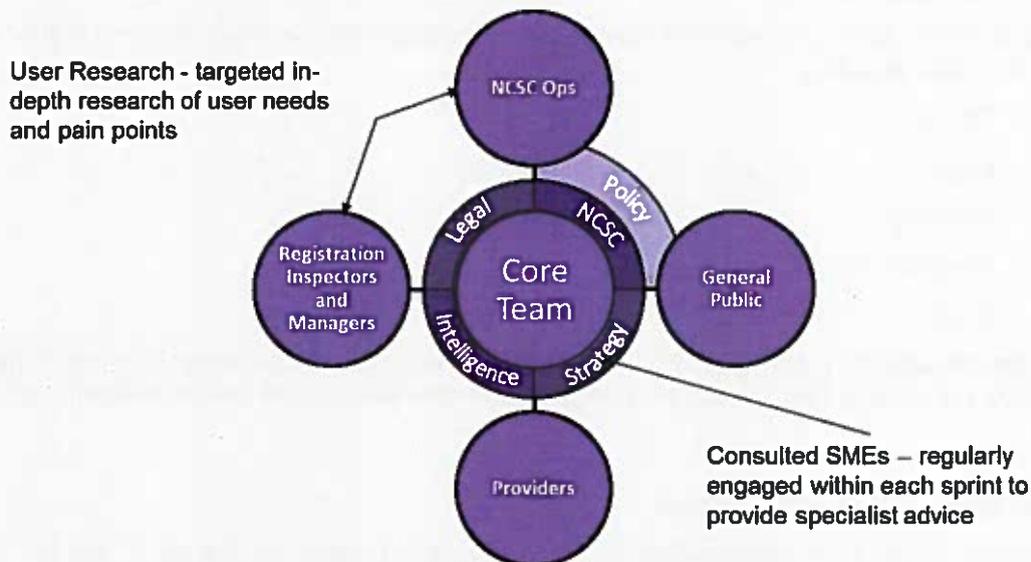


Figure 3: Registration Discovery Stakeholders

The users will be the subject of focussed User Research to support the identification of User Needs and pain points in the use of the current service. We will employ a variety of techniques to elicit User Needs including:

- Role shadowing observation
- Face to Face Interviews
- Workshops
- Questionnaires

Key Performance Indicators

A key aspect in the analysis to be conducted within Discovery will focus on understanding of the performance of the Registration service. This will seek to explore the proposed GDS KPI statements that include:

- Cost per transaction
- User satisfaction
- Completion Rate
- Digital uptake

This will look to build on the work undertaken by ASC PIR for specific KPIs. In addition the pre-Discovery work completed under the initial work package work identified KPIs relevant to the CQC Registration Service:

- Completion Time to Notice of Proposal
- Completion time to Notice of Decision
- Data quality of information captured
- Amount of assistance required by users when using the Registration Service
- Amount of time used to validate Registration applications and notifications

Subject Matter Expert input

Within each sprint, the Core Team will have frequent engagement with key Subject Matter Experts from across CQC including:

- Policy
- Legal
- Strategy
- Intelligence
- NCSC

This regular engagement will ensure SMEs are consulted on relevant aspects of the Registration Service and will ensure that the sprint momentum is maintained and makes efficient use of finite resources.

Technical and Solution Architecture

An important element of investigation in the Discovery Phase as shown in Figure 2 is the assessment of the technical implications and constraints associated with the new Registration Service. This will involve review of the current systems and how they support (or do not support) the Registration Service. It must also consider opportunities for reuse from technical capabilities developed in ASC PIR and any architectural decisions regarding the development of legacy systems.

As this project will be occurring in parallel to the development of the PMS PIC project, it is important that the two services work closely together to identify where the development of a single technical solution can address the User Needs of both services minimising duplication or the development of similar functionality

This work will inform a review of the User needs and support the assessment in terms of technical difficulty in achieving the needs. The output of this work will shape the minimum viable product to be developed in Alpha as well as supporting the development of the Alpha Plan. This work will be led by the Product Owner supported by the CQC technical architect, however we will support the read across between the two Discovery teams and ensure that he has visibility of, and input to, the work being carried out under WP004.

Discovery Outputs

To meet the Statement of Requirements set out in 002, an agreed set of deliverables to be produced in Discovery will be developed within Week 1 of Discovery. Deliverables from the Discovery Phase may include:

- Prioritised List of User Needs
- Definition of a Minimum Viable Product

-
- User Journeys
 - Personas – Organisational and Community 'Group Person'
 - Technical Solution Options
 - Discovery Report including:
 - discussion of the likely impacts on users and stakeholders including all subject matter expert areas, particularly legal and policy.
 - An Alpha plan

Reporting

Actica will report on the progress against the delivery of outputs on a weekly basis. It is proposed that reporting coincides with the conclusion of each sprint. In this way the success of each sprint can be monitored by CQC.

Actica will also contribute to the delivery of the fortnightly show and tells which will provide an opportunity for the wider CQC organisation to be updated on the progress of the programme and contribute to its success.

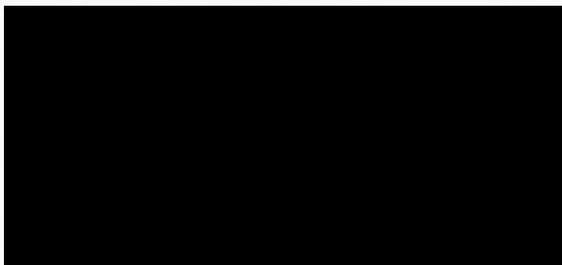
Actica will support reporting at the Registration Transformation Programme where significant decisions are required or key milestones have been achieved.

Risks

There is a risk that the programme are unable to engage a wide enough variety of DCA providers including those that have been unsuccessful in their registration applications. The mitigation for this is to work closely with engagement and customer evaluation teams to communicate with supplier communities through established channels. There is also a risk that we cannot get time with NCSC and registration managers/inspectors against the plan. We have already done some work to mitigate this by engaging early with these teams, however a key activity in "week 0" will be to schedule times and adjust the plan if required.

Assumptions and Dependencies

You have stated that building a sustainable capability is part of the requirement for this work therefore it is vital that CQC provide the resources to work with us and who will own the emerging service design. It is assumed that CQC will have the following roles in post for the Discovery Phase:



We have assumed that full time roles will be mobilised by the 23rd October and will predominantly work from the team area in CQC (where possible). CQC will provide an area with desk and wall space to enable the CQC/Actica team to work collaboratively.

Actica has a dependency on CQC for the timely availability of users to support the required User Research. The users identified so far include:

- NCSC Customer Support Staff
- NCSC Customer Contact Staff
- NCSC Management
- Registration Inspectors
- Registration Managers
- DCA Care Providers
- General Public

Actica has a dependency on CQC for timely decision making. Within the Core Team, it is assumed that the Service Owner/Manager and Product Owner/ Manager have delegated authority for decision making. Where decisions/recommendations are required by other governance forums, the timeliness of these decisions may impact on the delivery of the Discovery Phase.

Actica has a dependency on CQC for the provision of timely access to the required CQC information and tooling. The tooling (e.g. Confluence and JIRA) should support the development of artefacts that can be consumed directly by CQC Digital in the development of the new Registration Service within the Alpha Phase. We have assumed that CQC provide laptops for our team, to facilitate collaborative working with CQC staff who are not based in London and remove the need for CQC to book meetings etc. for the team.

We note that you have suggested 12 weeks for discovery whereas we have proposed a more ambitious schedule of 8 weeks. We agree with CQC that it is vital that discovery needs to be tightly time boxed and complete within the proposed window. The key risks to achieve this to be managed by CQC are CQC team resourcing, availability of both internal and external users to support the research sessions and devolution of decision making to the team.

PMS PIC Discovery

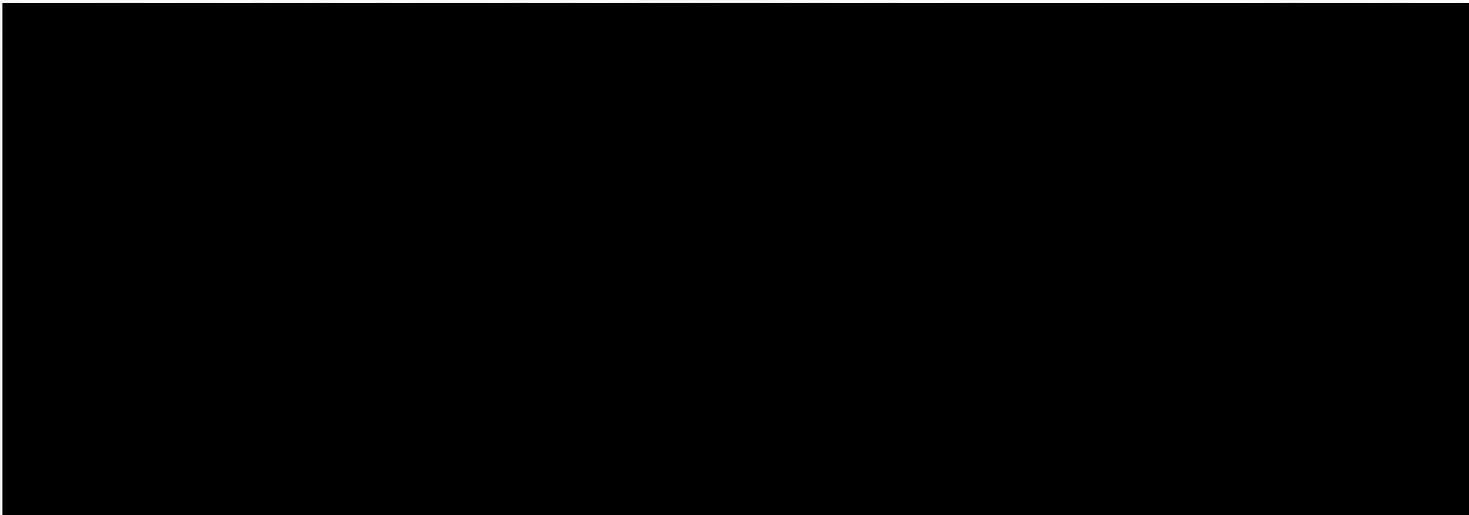
The PMS PIC Discovery Phase element of Call Off Reference 002 is seeking to build on the work completed within the Adult Social Care PIC project and extend this service to include Primary Medical Service care providers.

Our proposed approach to Discovery for PMS PIC is provided in Figure 4, which details a discovery phase comprising 8 sprints of 1 week in duration. This approach will be validated in Week 0 as part of mobilisation as the ASC PIC project developed an approach that was effective and could be applied to PMS PIC as well.

It is proposed the PMS PIC Core team are mobilised in the w/c 16th October to ensure they have a detailed understanding of:

- The role of Provider Information Returns in the CQC Operating Model as described in the Service Map (Figure 1)
- The work completed, lessons learned and reusable content from the ASC PIR project
- Existing data and how it aligns to the current service.

Given that PMS PIC is less mature from a planning perspective than Registration we propose a 2 week "Week 0" with the formal start of Week 1 on 30th October.



User Research

A key feature of Discovery is carrying out research with a cross section of actual users, rather than generating assumptions about their needs based on engagement with internal stakeholders. We will evaluate the User Research undertaken by ASC PIR for CQC staff and providers to ensure the work in PMS PIC does not duplicate previous work and focuses efforts on areas specific to PMS care providers.

An initial set of users proposed to be the focus on User Research for PMS PIC are shown in Figure 5 and include:

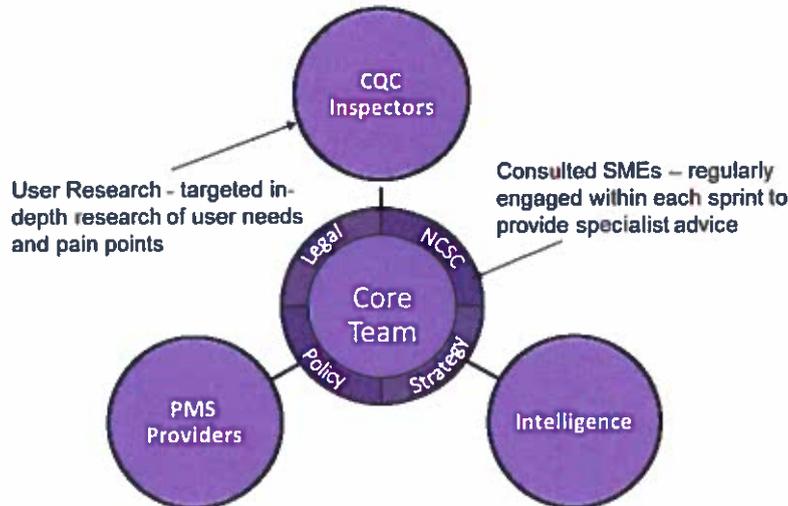


Figure 5: PMS PIC User Research

Similar to ASC PIC, the team conducting the Discovery Phase for PMS PIC will utilise a range of User Research techniques to understand the user needs and pain points of the in-scope care providers when completing a Provider Information Return.

In addition to this, PMS PIC will conduct User Research with a number of internal stakeholders which will include CQC Inspectors and Intelligence. This is to research the value of the information returned as part of a PIR and whether changes are required.

The findings for the User Research will be a key input in the development of User Journeys as well as an initial User Needs Backlog.

Key Performance Indicators

A key aspect in the analysis to be conducted within Discovery will focus on understanding of the performance of the Registration service. This will seek to explore the proposed GDS KPI statements that include:

- Cost per transaction
- User satisfaction
- Completion Rate
- Digital uptake

Within Discovery, the PMS PIC team will seek to identify KPIs that are specific to the PIC service. This may include:

- Time taken to complete PIR (only 7% of ASC PIRs completed within 24 hours)

-
- Percentage of PIR requiring CQC assistance to complete

Subject Matter Expert input

PMS PIC will develop an engagement plan with key Subject Matter Experts from across CQC including:

- Policy
- Legal
- Strategy
- NCSC

This will ensure the frequent and timely input of SMEs into the PMS PIC project, whilst making efficient use of finite resources.

Technical and Solution Architecture

As technical capabilities have been developed in the realisation of a PIR service for ASC providers, it is important that the PMS PIC team become familiar with this preceding work to ensure that there is a clear understanding of the functionality available. This will ensure that the PMS PIC project will be able to maximise reuse of existing services in the development of a solution for PMS PIC. It is assumed that there will be little or no change to the ASC PIC solution architecture for PMS PIC.

As this project will be occurring in parallel to the development of the Registration Service, it is important that the two services work closely together to identify where the development of a single technical solution can address the User Needs of both services minimising duplication or the development of similar functionality.

This work will inform a review of the User needs and support the assessment in terms of technical difficulty in achieving the needs, particularly where existing technical capabilities can address the requirement. The output of this work will shape the minimum viable product to be developed in Alpha as well as supporting the development of the Alpha Plan. This work will be led by the Product Owner however we will support the read across between the two Discovery teams and ensure that he has visibility of the work being carried out under WP004.

Discovery Outputs

To meet the Statement of Requirements set out in 002, an agreed set of deliverables to be produced in Alpha will be developed within the first working week of Discovery. Deliverables from the Discovery Phase may include:

- Prioritised List of User Needs
- Definition of a Minimum Viable Product
- User Journeys
- Personas
- Technical Solution Options
- Discovery Report including:
 - discussion of the likely impacts on users and stakeholders including all subject matter expert areas, particularly legal and policy.
- An Alpha Plan

Reporting

Actica will report on the progress against the delivery of outputs on a weekly basis. It is proposed that reporting coincides with the conclusion of each sprint. In this way the success of each sprint can be monitored.

Actica will also contribute to the delivery of the fortnightly show and tells which will provide an opportunity for the wider CQC organisation to be updated on the progress of the programme and contribute to its success.

Actica will support reporting at the Monitor Programme Board where significant decisions are required or key milestones have been achieved.

Risks

There is a risk that the programme is unable to engage sufficient PMS providers during Discovery to develop mature User Needs and User Journeys. This will be mitigated through close work with engagement and customer evaluation teams to communicate with supplier communities through established channels.

There is also a risk that the change in approach from ASC PIC (i.e. looking at both the questions themselves as well as how they are asked) is not understood by the wider Policy and Inspect and Rate communities and that they will be reluctant to engage. This will be tested during week zero with the Service Owner and Service Manager and reflected in the plan.

There is a risk that we are unable to get the right stakeholders in place for the ideation workshops and alpha planning in late December, preventing Discovery completing before Christmas. This will be mitigated by identifying dates in diaries early and testing whether we can accelerate the user research and pull them forward by exploiting learning from ASC PIC during Week 0.

Assumptions and Dependencies

You have stated that building a sustainable capability is part of the requirement for this work therefore it is vital that CQC provide the resources to work with us and who will own the emerging service design. It is assumed that CQC will fill the following roles in the Discovery Phase with resources available as and when required by the Actica team:

- Service Owner
- Service Manager
- Product Owner / Manager
- Agile Business Analyst
- Technical Architect

We have assumed that full time roles will be mobilised by the 30th October and will predominantly work from the team area in CQC (where possible). CQC will provide an area with desk and wall space to enable the CQC/Actica team to work collaboratively.

Actica has a dependency on CQC for the timely availability of users to support the required User Research. The users identified so far include:

- PMS Providers
- Inspectors (a variety from different regions and different levels of seniority)
- Policy

Actica has a dependency on CQC for timely decision making. Within the Core Team, it is assumed that the Service Owner/Manager and Product Owner/ Manager have delegated authority for decision making. Where decisions/recommendations are required by other governance forums, the timeliness of these decisions may impact on the delivery of the Discovery Phase.

Actica has a dependency on CQC for the provision of timely access to the required CQC information and tooling. The tooling (e.g. Confluence and JIRA) should support the development of artefacts that can be consumed directly by CQC Digital in the development of the PMS PIC service within the Alpha Phase. We have assumed that CQC provide laptops for our team, to facilitate collaborative working with CQC staff who are not based in London and remove the need for CQC to book meetings etc. for the team.

We note that you have suggested 9 weeks for discovery whereas we have proposed a more ambitious schedule of 8 weeks to complete by Christmas. We agree with CQC that it is vital that discovery needs to be tightly time boxed and complete within the proposed window. The key risks to achieve this to be managed by CQC are CQC team resourcing, availability of both internal and external users to support the research sessions and devolution of decision making to the team.

Our Team

Figure 6 outlines the team that we are proposing to undertake the work outlined in Statement of Requirement 002. Pen profiles and example assignments for each of the proposed individuals can be found within the Experience and Skills section of this response. Actica will provide 2 full time resources to each project – one dedicated User Researcher and one Service Designer. The Service Designer will be the Actica person accountable for driving the team forward as well as carrying out business analysis and user research as and when required.

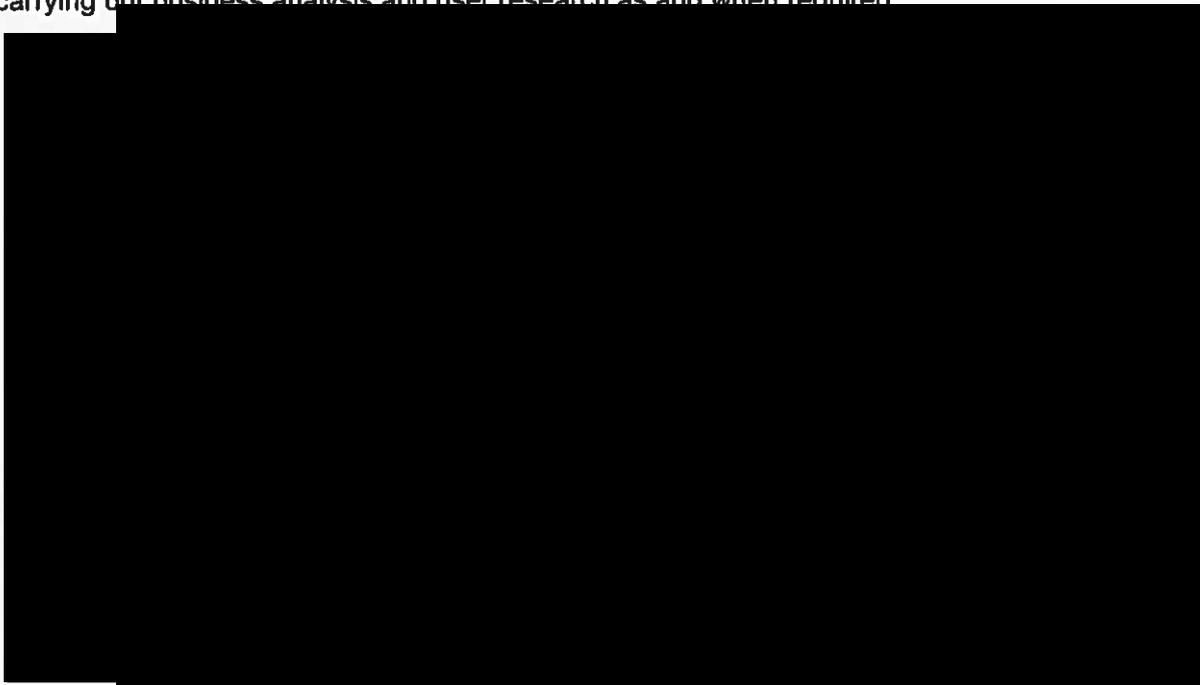


Figure 6: Proposed Discovery Team

Although we have nominally allocated roles to our team, and each has a specialism, we have put forward a multidisciplinary team who will drive the work forward to mature the service design and coach the CQC team, as well as carrying out the specific roles allocated. We have not assumed that CQC will provide a full time delivery manager or scrum master until Alpha.

In addition to the “core team” we have costed in 14 days of Consultant¹ level resource in each discovery for SME input. We propose that that CQC Product Owner be given the authority to agree if and when these resources are brought in address skill gaps or peak loads in the team and enable delivery to plan. This may be utilised for:

- content design
- user experience design
- additional user research
- support to prototyping
- additional facilitation support.

CQC will provide training and support to the service owner/manager in particular to enable them to fulfil their role in the team. The Actica team will support the service manager, but we assume that you do not need a formal skills and knowledge transfer plan. There is no agile coach within the team.

The discovery teams will not be involved in other activities external to discovery, in particular Mike Smith will not be involved any wider Registration Programme work such as support to quick wins

The resource profile for the team is shown in Figure 7.

¹ For costing purposes, if more senior resources are used they will be billed against the relevant rate from the contract rate card.



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.

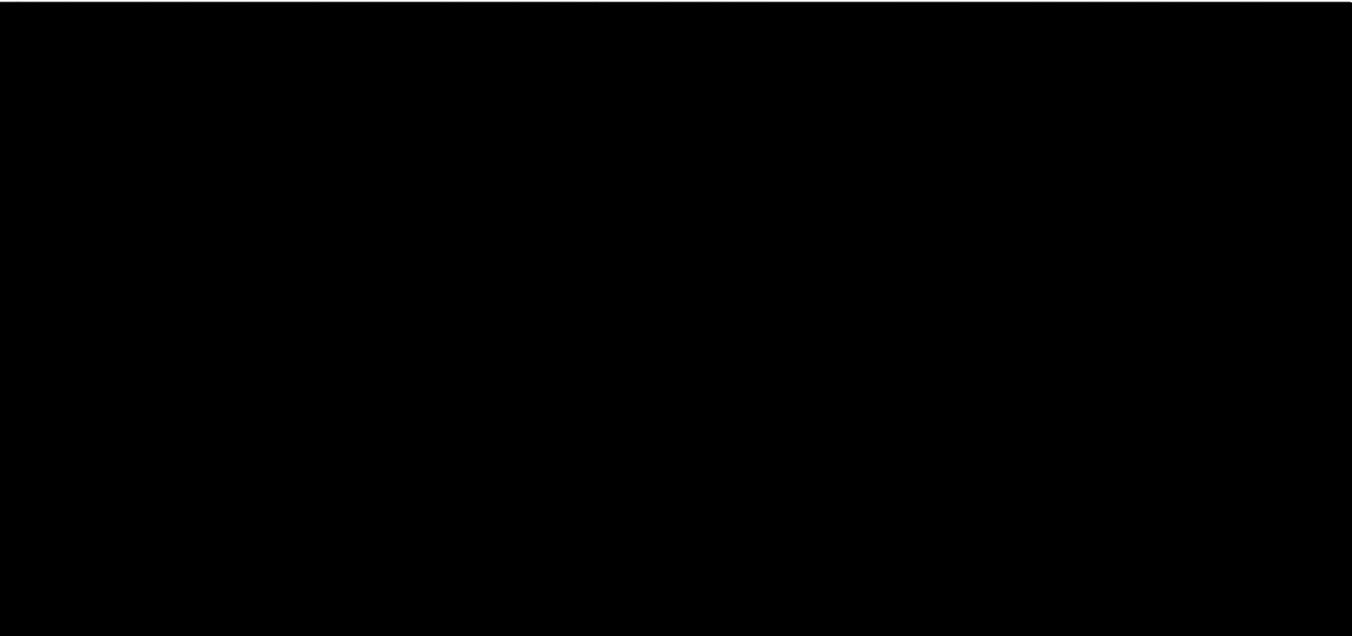
We have retained the team of [REDACTED] from the Initial Call Off to provide continuity of resources and knowledge across the new work packages. This will enable the teams to hit the ground running. [REDACTED] is not named as part of the ongoing team as she will be leaving the UK in early November to join her husband in Singapore. She will provide ad hoc support and knowledge transfer to the Discovery teams and backfill [REDACTED] role on Registration whilst he is on honeymoon (25th Oct – 11th Nov)².

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.

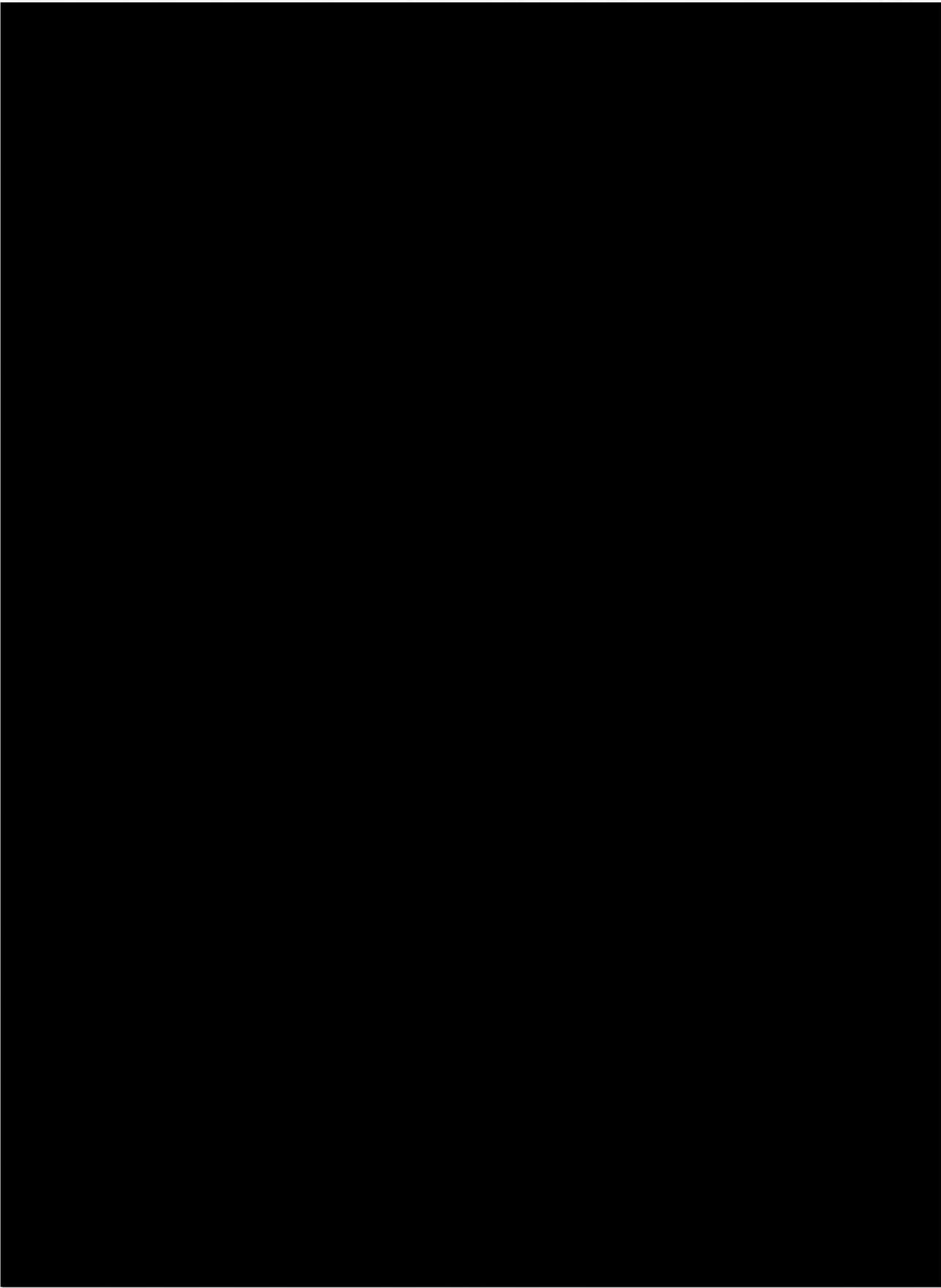
We have described below our team structure, and provided CVs for key resources in the Core Teams for each of the Call Off Work Package 002.

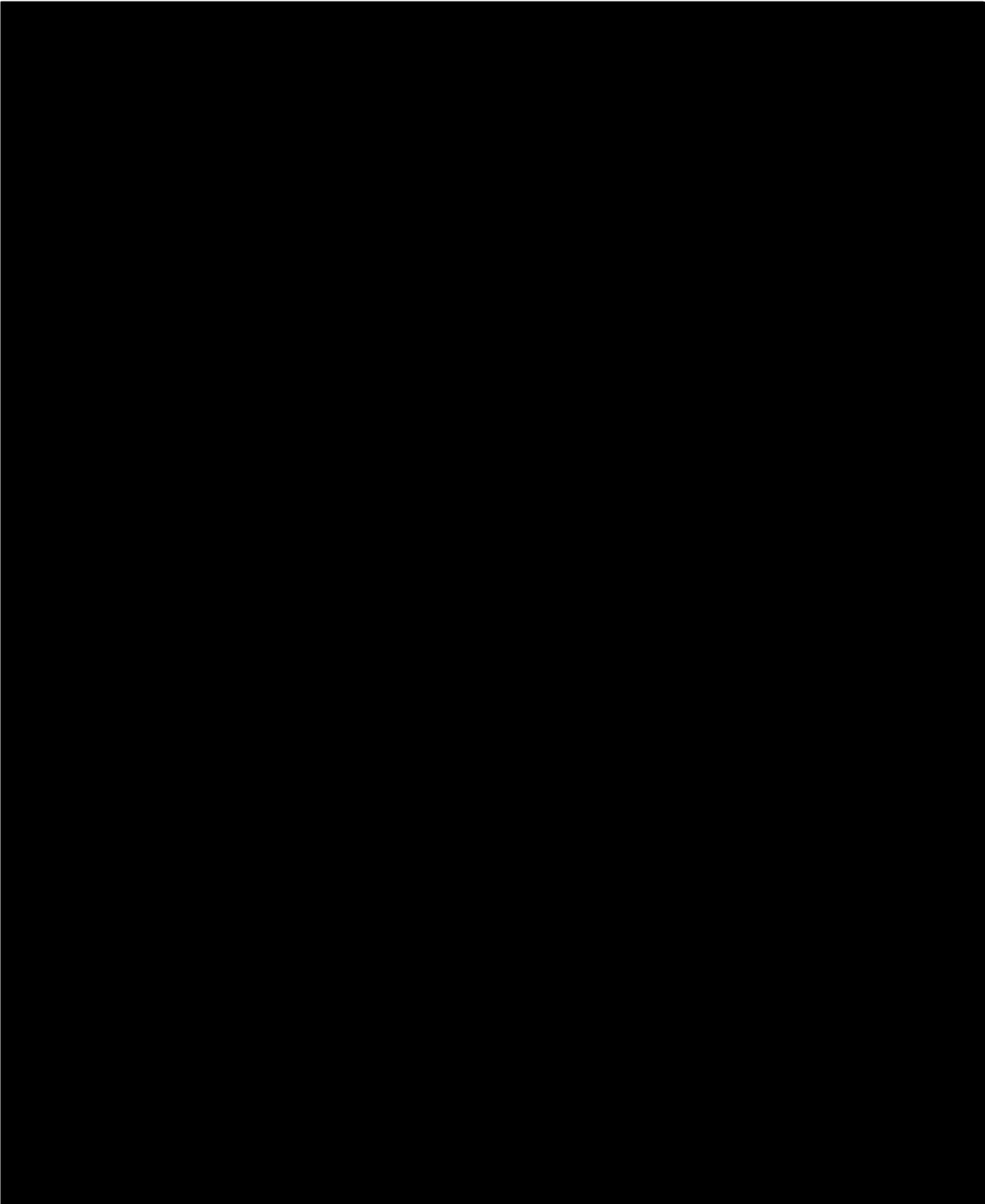
Ultimately the success of any consulting engagement depends on the people who deliver the work. You need to be confident they have the expertise, experience and practical know-how to apply the tools and methodologies in a way that works best for you. We are confident that we have the right people, managed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

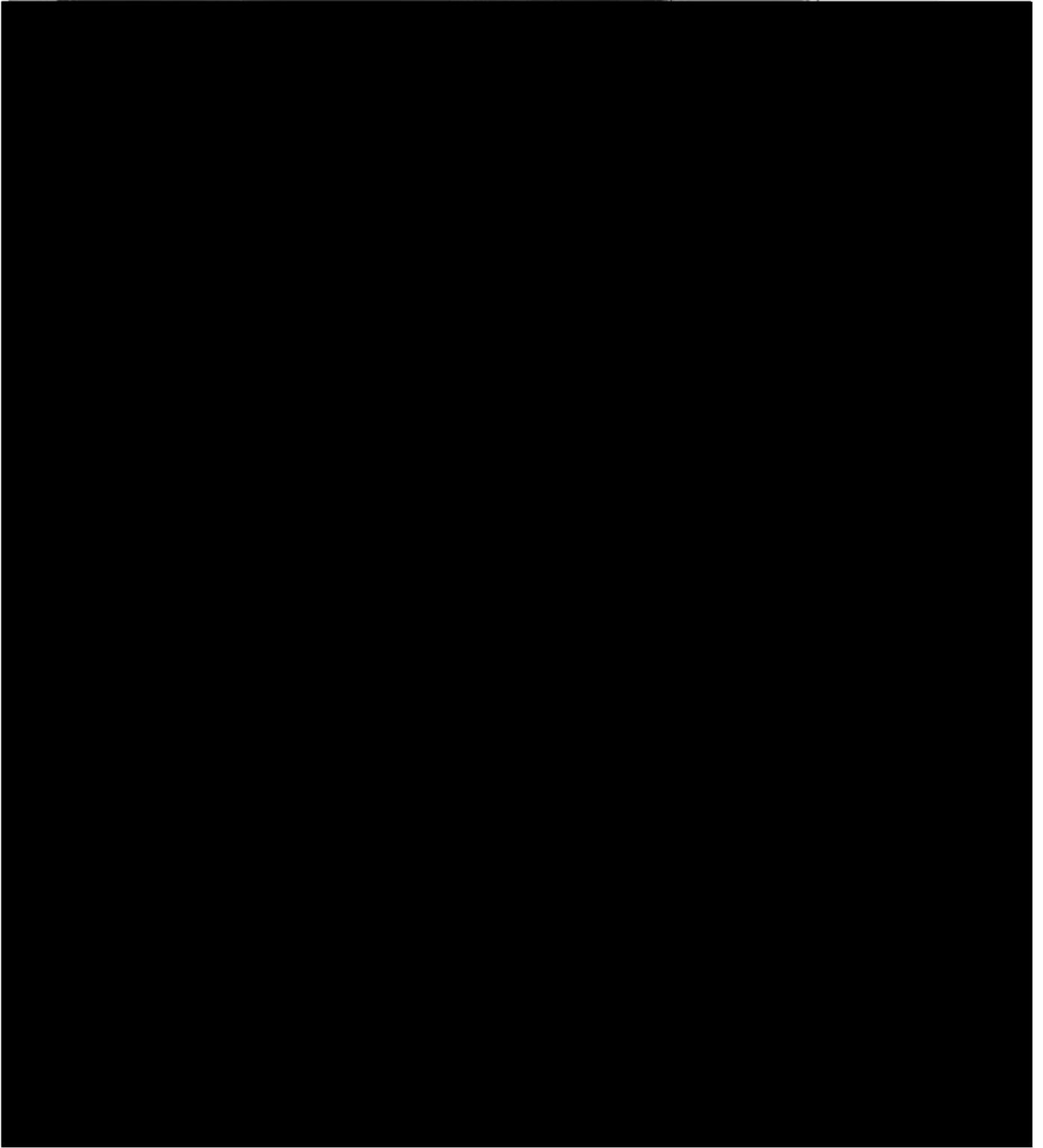
Core Team Resources

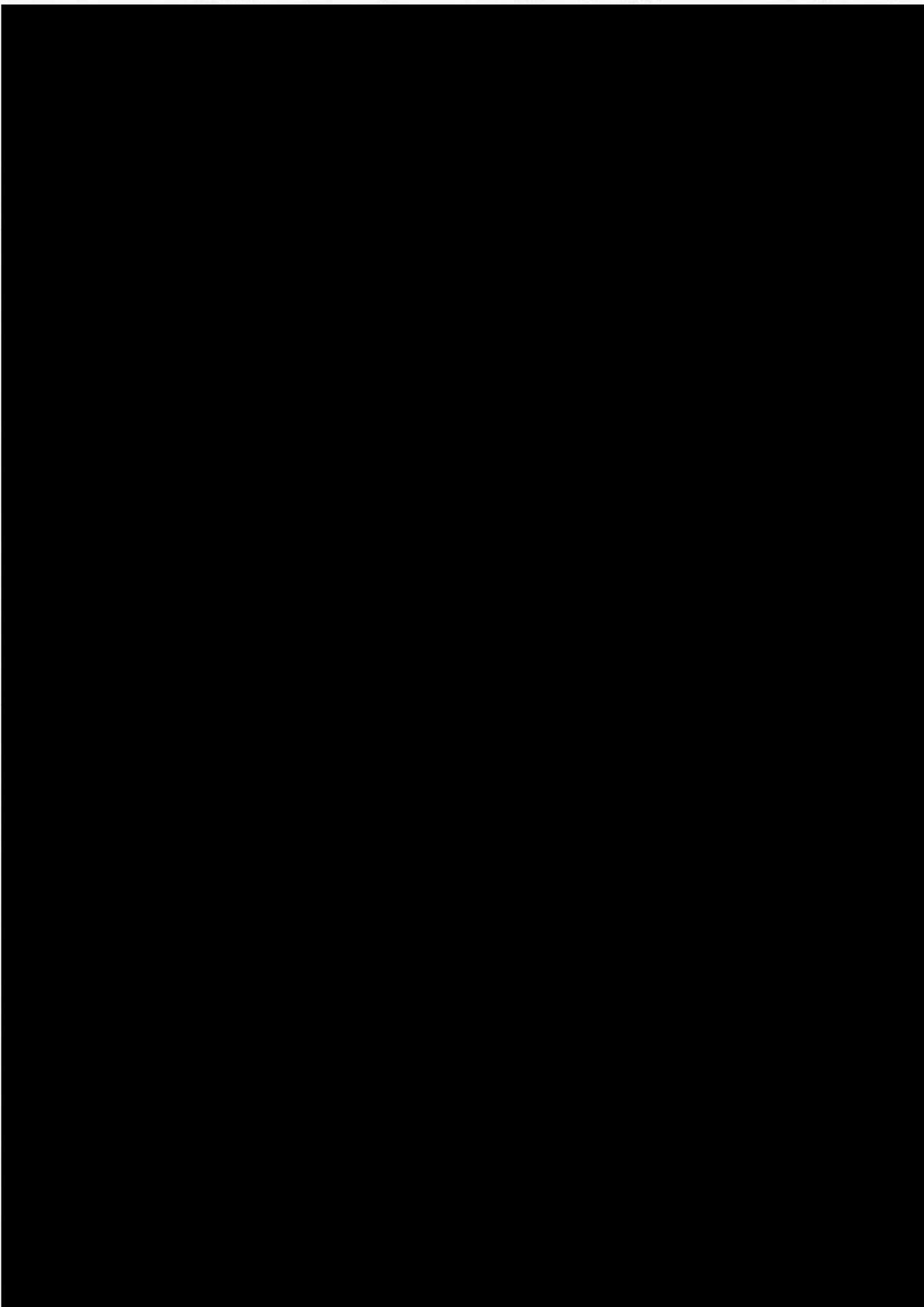


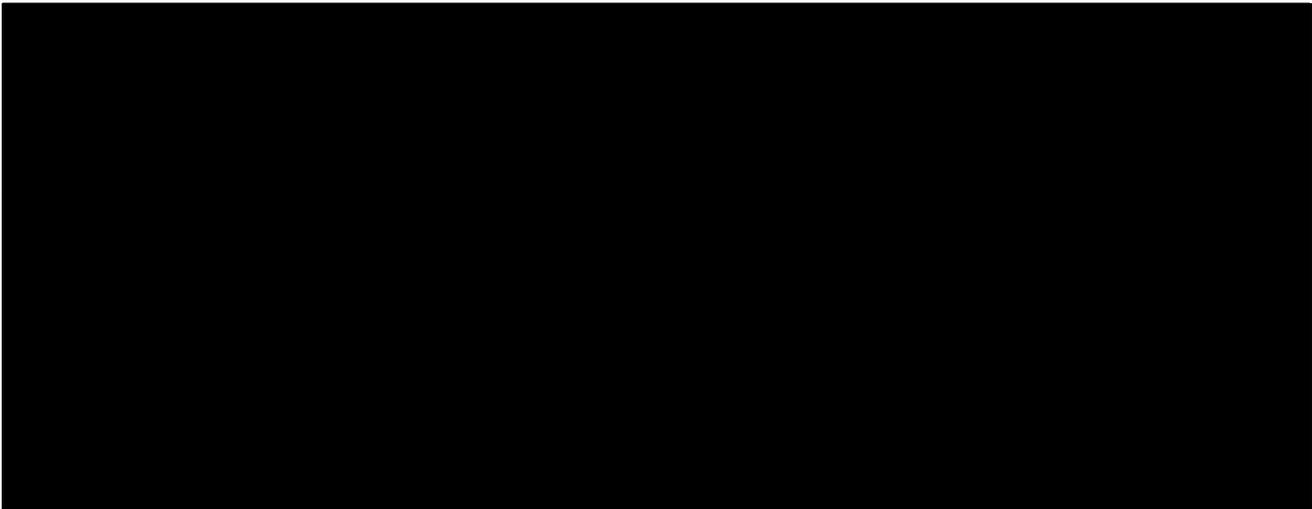
² Note that Sunali will continue to be charged at the Consultant level rate











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]		

We have looked carefully about how we can provide the most cost effective solution for CQC to reflect the additional level of work. We propose the following discounts:

- [Redacted]
- [Redacted]

The capped Time and Materials cost for each service based on the resource profiles shown 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)
[Redacted]			
TOTAL			£200,940

Lead times

The dates proposed assume that CQC can provide a letter of intent by the 17th October to enable the team to mobilise in stages between the 18th and 30th October against the resource profile (Error! Reference source not found.). We understand that the discovery work in particular is time sensitive, therefore we have a team ready to go and meet these dates.

