

21 August 2017

Quotation reference: ITQ-REG-0817-251

Invitation to Quote (ITQ)

For the provision of an external evaluation of the Regulation Directorate, NHS Improvement

Address any queries relating to this document to:

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This invitation to quote is being issued by Monitor as the contracting Authority on behalf of NHS Improvement.

Introduction

NHS Improvement is responsible for overseeing foundation trusts, NHS trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

From 1 April 2016 NHS Improvement is the operational name for the organisation that brings together:

- Monitor
- NHS Trust Development Authority
- Patient Safety including the National Reporting and Learning System
- Advancing Change team
- Intensive Support Teams

We build on the best of what these organisations did, but with a change of emphasis. Our priority is to offer support to providers and local health systems to help them improve.

Background

The Regulation directorate supports the improvement of those providers and local health systems which face the deepest and most complex problems. Working with the regions and across NHS Improvement, we ensure a consistent application of our regulatory regime and enable providers to return to a position of earned autonomy.

The Regulation Directorate has c. 115 staff currently in post (full establishment is c. 160 staff) comprised of the following teams:

- Transactions and Sustainable Solutions (TSS) (54 staff)
- Operations and Performance (24 staff)
- Legal (including Board Secretariat and the Investigations & Interventions team) (27 staff)
- Competition (10 staff)

An organisational chart, providing further detail on the structure and composition of the directorate, can be found at Annex A.

We know that since the establishment of NHS Improvement some things have not been working as effectively as they could be within parts of the Regulation Directorate. Some of the issues and concerns that have been raised relate to: the effectiveness of the joint leadership model for the Transactions and Sustainable Solutions (TSS) team; effective delegation, accountability and areas of responsibility; how the directorate engages with other NHS Improvement teams (particularly the regions); how our staff are utilised and deployed to projects; a perceived loss of team culture; and a lack of clarity about decision-making (both visibility of decision-making and how to input into the decision-making process).

These issues have come to light through the findings of the NHS Improvement-wide staff survey conducted in late 2016, as well as feedback received during breakfast/lunch sessions held by the Executive Director of Regulation with his staff in recent months.

We need to ensure that the Regulation Directorate is well-placed to continue to demonstrate the value it adds and further improve how we contribute to NHS Improvement's very challenging agenda.

Specification / requirements

As set out in NHS Improvement's 2017-19 Business Plan Framework, the Regulation directorate's workstream projects and business as usual (BAU) activities, which are principally provider-focussed, include:

- financial turnaround;
- identifying strategic solutions for trusts and health economies;
- assuring strategic solutions, transactions and NHS foundation trust authorisations;
- regulatory support to the regions;
- licensing and monitoring of independent providers;
- investigations and interventions; and
- legal advice and support (policy/regulation/internal focus).

In light of the issues and concerns that have emerged around the ways of working and culture of the directorate, the Executive Director of Regulation / Deputy CEO intends to appoint an external supplier of considerable experience who specialises in building successful teams, to undertake a short review of our ways of working in the directorate.

The proposed review will result in a comprehensive picture, backed by evidence, of what needs to happen in the Regulation Directorate to improve our ways of working, with a focus on ensuring we have the right organisational structure, skills mix and the building blocks for a high performing team to effectively deliver the directorate's core workstreams and BAU activities. The work will help individuals in the team to more fully understand their own impact, how they can best work with each other and how the team is operating more generally with particular focus on effective regional interaction. The review will also help to lay the foundation for any changes that may be required in the directorate's operating model, structure, values and behaviours.

The external supplier will focus on the TSS team within the Regulation Directorate to build a clear picture of how we do things now; including our mission and vision, our structure, roles and responsibilities, how we see ourselves and how we are perceived by colleagues.

The senior TSS team (15 directors in total) as well as the direct reports of the Executive Director (4) will undertake a benchmarking questionnaire/survey and personal profiling to understand more clearly how well they know and lead the people in their teams. Once the collected data is considered, each member of the senior team will have confidential coaching and debrief sessions. The plan is also to hold an off-site team event to cover team building, the personal profiles and how these impact the dynamics of the team, the survey results, team alignment, vision, values, purpose and goals and agreement on next steps to operationalise accepted recommendations.

The rest of the TSS team will also be appropriately engaged and enabled to feedback in a supportive environment on how things are working now and how best they may improve. In addition, the leads of other Regulation Directorate teams will be suitably

linked into the reflective analysis. The review will also build in various feedback sessions with the Executive Director and the external consultant will also be required to give advice and thinking on any improvements to the structure going forwards to support the better development of a high performing team.

Out of scope

This review is not intended to prompt any sort of large-scale restructure of the Regulation Directorate and we do not anticipate any recommendations from the review around potential resource savings.

Deliverables

The deliverables required following the review include:

- Benchmarking questionnaire / surveys and personal profiling of the senior team (c. 19 TSS directors and direct reports);
- Confidential coaching and debrief sessions with each member of the senior team;
- Facilitation of a kick-off and off-site event with the team;
- A report to the Executive Director of Regulation / Deputy CEO setting out the results of the review, including recommended actions, and feedback meetings as required; and
- Engagement with the broader Regulation team as required throughout the project;

Budget

The review is intended to be a short, focused piece of work to inform immediate actions and ways of working. As noted above, is not intended to prompt a large-scale restructure or identify any resource savings; rather, it will consider ways to improve the structure, processes, ways of working and culture within the directorate.

The costs are expected to be commensurate with the overall expectation of at least one site visit (the kick-off event), together with the confidential coaching and benchmarking work with a number of Directors, the off-site event and written feedback to the Executive Director and feedback sessions.

Our total budget for the successful delivery of our requirements is £40,000 (inclusive of expenses but excluding VAT). Please note this is not a target and we expect suppliers to submit fee proposals that are competitive and represent excellent value for money.

Procurement Timescales

Date	Stage
22 August 2017	Invitation to Quote issued
24 August 2017	Confirmation of Intention to Bid
Midday 30 August 2017	Deadline for receipt of quotations
2 September 2017	Evaluation of quotations by NHSI
4 September 2017	Confirmation of winning bidder
5 September 2017	Contract Commencement

Project Timescales

Date	Stage
w/c 11 September 2017	Kick-off event with Executive Director, senior TSS team and leads of other Regulation teams
w/c 18 September 2017	Completion of a benchmarking questionnaire/survey and personal profiling of senior TSS team and leads
w/c 25 September 2017	Confidential coaching and debrief sessions
w/c 2 October 2017	Off-site session with senior team
w/c 9 October 2017	Final report delivered with recommendations for improvement

NHSI reserves the right to change any of the above dates on reasonable notice.

Quotation

Suppliers are required to submit a detailed quotation indicating how they would approach the provision of the required services in the event that they were successful with their quotation.

This quotation should include a detailed methodology and indicative programme and also include the operational arrangements including the initial set up and on going management of the contract.

In particular, quotations should detail how the requirements stated above will be met.

Any quotation may be rejected at NHS Improvement's sole discretion which:

- Contains gaps, omissions or obvious errors; or
- Contains amendments which have not been initialled by the authorised signatory; or
- Is received after the closing time; or
- Is Non-compliant

Selection process

Quotations will be appraised against the following evaluation criteria:

- Demonstrate in-depth understanding of UK health regulation and the context in which we operate;
- Delivery methodology and approach;
- Corporate capability to deliver;
- Experience of delivering similar requirements;
- Value for money;

The evaluation against all criteria will be based on a combination of written quotations and, where relevant, presentations.

Proposals shall be assessed against the specific evaluation criteria set out above and shall be allocated a score of between 1 and 5 in accordance with the following 'Score' ratings.

- Score of 5: **(Excellent)** Above average demonstration by the Supplier of relevant ability, understanding, experience, skills, resources and quality measures required to meet the requirements. The proposal may also identify factors that will offer potential added value. Excellent level of detail – no reservations about acceptability.
- Score of 4: **(Good)** Good demonstration by the Supplier that the requirements have been fully understood with supporting evidence, at a good level of detail, to support the response but falls just short of a 5.
- Score of 3: **(Satisfactory)** Demonstration by the Supplier that the requirements have been understood with evidence to support the response but there is a lack of detail. Minor reservations about the response.
- Score of 2: **(Poor)** Limited information provided and/or the response demonstrates a lack of understanding of the requirements. Significant reservations about the response.
- Score of 1: **(Not acceptable)** None of the requested information has been provided and/or the response does not indicate that the Supplier has sufficient understanding to meet the requirements, and/or aspect of the response gives cause for major concern

Suppliers briefing

Should suppliers wish to clarify our requirements, we may be able to accommodate a 45 minute telephone call at a mutually convenient date and time in the week commencing 21st August.

Price

Please provide your prices for each of the requirements using the following table format; please add additional rows to the table as required.

Consultant name	Brief description of proposed involvement	Day rate (£)	Number of days	Total (£)
Any other costs (please detail)				
Any other costs (please detail)				
Sub total (£)				
VAT (£)				
Total				

Day rates quoted must be inclusive of all expenses.

Prices must remain open for a period of 60 days from the closing date for the receipt of the quotation.

Invoicing

Invoicing shall be solely upon completion of each deliverable to a satisfactory standard, confirmed in writing by the NHSI project lead.

References

Please provide details of two previous contracts (ideally independent of NHSI) where similar services were provided using the format below:

Customer name:			
Address:			
Contact name:		Telephone no:	
Email:		Contract value:	
Brief description of services undertaken and outcome:			
Sub-contractors used:			

Your permission to approach these organisations for a reference is assumed unless you inform us otherwise.

Terms and conditions

The appointment, if any, will be subject to NHSI's terms and conditions for the provision of services a copy of which is embedded below.



Monitor Standard
T+Cs Services Final M

Enquiries

All queries relating to this ITQ should be made by e-mail to [REDACTED]

Submission

Submissions must include:

- Quotation document,
- Completed pricing table, and
- Any other information requested within the invitation to submit a quotation documentation.

Please submit your quotation via the MyTenders portal in either MS Word or Adobe .pdf format to arrive no later than Midday 30 August 2017.

Failure to comply with the provisions for submission and deadline for submission above may at the NHS Improvement discretion result in exclusion from the procurement process.

Annex A – Regulation Directorate org chart



Reg directorate org
chart July 2017.pdf

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