

**FRAMEWORK SCHEDULE 2
(SERVICES AND KEY PERFORMANCE INDICATORS)**

MANAGEMENT CONSULTANCY

REFERENCE NUMBER

RM3745

ATTACHMENT 5b

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MANAGEMENT CONSULTANCY SERVICES FRAMEWORK SCHEDULE 2: SERVICES AND KEY PERFORMANCE INDICATORS PART A – SERVICES

1. INTRODUCTION

- 1.1. The purpose of this document is to provide a description of the Services that the Supplier shall be required to deliver to Contracting Authorities under the Framework Agreement.

2. THE LOTS

- 2.1. The Services are divided into eight Lots as summarised in paragraph 2.4.
- 2.2. The Services within each Lot are contained in paragraphs 3 to 13 of this Specification and are not an exhaustive list. Contracting Authorities may require other similar Services, which will be detailed in the Call Off Contract award procedure. The scope of the Services for each Lot shall remain as described in the Specification and the OJEU Notice.
- 2.3. Service standards and Key Performance Indicators (KPIs) that apply to the Services for each Lot are not set out in this Specification but will be set out by the Contracting Authority during the Call Off Contract award procedure.
- 2.4. The Lots are listed below:

2.4.1. **Business Consultancy;**

Longer term high value, complex and multidisciplinary contracts (typically more than 1 month) that will include more than one consultancy specialism to assure the successful delivery of significant Contracting Authority projects and or programmes. Typical areas could include the total life cycle of projects and include for example client side support and or concept development, strategy design and assurance of implementation to provide enhanced value for money and economies of scale.

2.4.2. **Finance;**

Provides Advice and Assurance on all aspects of the financial controls for complex project developments, which could include the establishment of financial strategies, policies, processes and departmental organisation to develop financial efficiency of its project delivery, specialist investment and financial market advisory services, capital funding, and financial risk management.

2.4.3. **Audit;**

For all aspects of audit assurance, objective examination of evidence for assessment of governance, risk management and internal controls for Contracting Authorities in line with Governmental Internal Audit Standards. Financial audit and auditing annual financial statements, which includes assessment of process compliance, financial performance, security, anti-fraud, quality and compliance.

2.4.4. HR;

Advice on HR for the management, implementation and client side delivery of HR policies and programmes to support HR and Corporate strategies. This includes consultancy on role design, organisational strategy, change and development of people policies, strategies and objectives to support new structures. Development of performance management and cultures to build organisational, team and individual performance.

2.4.5. Health and Community;

Social and Public Health Policy

Advice on assessment of policy application for welfare provision, communication and the law, incorporating the experiences of different social care user groups. Social policy includes the provision and financing housing, health and long-term care. Advice on the application of the Health and Social Care Act 2012 obligations for the health system, its relationship with care and support services.

Housing needs, Supply, Funding and support

Advice on the provision of supported housing including but not exhaustively for vulnerable people, people with disabilities, homeless people, older people, people with mental health problems and those suffering domestic violence. This includes the provision and application of funding; transformation funds, influencing commissioning and wider housing needs.

Hospital management

Provision of advice for the non-clinical management of hospitals, clinics and care homes.

Primary Care

Advice on structuring, management and provision of primary care services including but not exclusively from GP or Dental practices, community pharmacies and high street optometrists.

Learning disabilities and related conditions

Advice on structuring assessment and training for the support and treatment of learning disabilities and disorders including but not exclusively ADHD, reading (dyslexia), mathematics (dyscalculia), writing (dysgraphia) and cognitive impairment.

Charity and Third Sector Organisations (TSOs)

Advice to support the involvement of voluntary and community organisations, social enterprises, mutuals and co-operatives, in support of Government strategy to assist charities, social enterprises and cooperatives run public services.

Mental Health

Advice on the support of all stages of mental health intervention for people of all ages and socioeconomic levels. Advice on legislation and policy; influencing key governmental policy decisions and commissioning better services. Advice on seeking or managing funding across multiple providers of health and community services.

Judicial and community support

Advice and provision of research and analysis for the improvement of judicial process and productivity for criminal proceedings, civil lawsuits or administrative proceedings by constitutional courts.

Policing and security

Advice on the review and provision of security and policing, including but not exhaustively to improve productivity and support from the community.

Substance misuse and addiction

Advice on the provision of community and inpatient addiction treatment, including for dependence on alcohol prescription and non-prescription drugs. This includes advice on evidence-based treatment pathways, compliance with national guidelines and Care Quality Commission standards.

Alternative Delivery Model

Advice on the selection and implementation of make, share or buy service provision. This can include consideration of partial or fully outsourced, insourced, consolidated, or consortium services.

Capital Asset Strategy

Assist and advise on developing asset planning, treatment, upgrade and replacement strategy.

2.4.6. Education;

Primary, Secondary, Further and Higher Education

Advice on policy for public education, state-funded schools at a local level and within independent schools (public schools) and management of home-schooling agreements.

Apprenticeships and Adult learning

Advice on the structuring, funding of fees, loans and administration of Apprenticeships and Adult Learning.

Special Educational Needs and Disability (SEND)

Advice on the provision of Special Educational Needs, statutory duties and provision to achieve a person-centred approach to

meet the needs of children, young people and their families, the support services available to drive improvement.

e-Learning

Advice on the structuring, provision and management of e-Learning courses.

Academy Transformation

Advice on structuring, governance and managing transformation of schools and colleges into Academies and Multi-Academy Trusts (MATs); and longer term management of the staff reorganisation and increased size of the facilities.

National Policy Implementation

Advice and support on the roll out of DfE National Policies and other governmental statutes.

Curriculum development

Advice on the development of cost effective curriculums and plan for implementation and staff upskilling.

Schools Performance Development in Capacity, Audits and Healthy School

Provision of a consultative service for school improvement, operational excellence, for Governors, community engagement, improved timetables, admissions, funding, facilities and staff.

Behavioural programmes

Advice on the development of behavioural improvement programmes

Alternative Delivery Models

Advice on scoping and development of collaboration between public and private providers of qualifications and industry.

2.4.7. Infrastructure;

Infrastructure modelling

Advice on the modelling of strategic level activity to reach decisions on the optimum location, number and allocation of service providers. This includes minimizing total logistics costs or maximizing profit whilst resolving multiple and sometimes conflicting objectives.

Sector and Geographical review

Advice and analysis for developing the design strategy for example to resolve the uneven distribution of economic opportunity across sectors or regions.

Population and Demographic review

Advice on the analysis to assess the impact of infrastructure developments on population and demography; use of natural resources, and the effect of social and population policies.

Highways and roads

Advice on the planning, design, maintenance, and impact of highways and roads on vehicles, pedestrians and property.

Vehicles and traffic

Advice on the control, management and monitoring of vehicles and traffic.

Transport – Aviation, Rail, Road, Shipping and Inland waterways

Advice on the planning and management of transport infrastructure.

Telecommunication

Advice on the design, provision and management of Telecommunication infrastructure.

Waste and Infrastructure

Advice on the design, provision and management of Waste Infrastructure including but not exhaustively sustainable treatment storage and disposal.

Energy and Utilities

Advice on the provision of Energy and Utilities infrastructure, generation and recycling.

National Emergency

Advice on the planning, simulation and management for emergencies whether natural or human-made disaster.

2.4.8. Information Communications Technology and Digital Services

Advice and ICT expertise for the development of strategy, pre design solutions and assurance of implementation for ICT business improvement projects to assure delivery. This includes but not exhaustively ICT health checks, strategy development, requirements specification, system design and implementation to a controlled steady state, underpinned by ISO 9001 QMS and ISO 27001 Information Assurance processes.

3. MANDATORY SERVICE REQUIREMENTS – ALL LOTS

- 3.1. The Supplier shall deliver the Services in accordance with Good Industry Practice. The obligations set out in this Specification are in addition, and without prejudice, to what is set out in the Call Off Contract.
- 3.2. The Supplier shall meet the mandatory requirements listed below in paragraphs 3.3 to 3.8, under this Framework Schedule 2.

- 3.3. For each Call Off Contract, the Supplier shall be expected to provide Advice and Assurance on different delivery options to the Contracting Authority with a clear assessment of each option including, but not limited to, the practicality, timescales, cost, comparative value for money and risk. This shall include producing reports, outlining strategies, identifying programs of work and associated Project Plans to achieve the required efficiencies and outcomes.
- 3.4. The Supplier shall ensure that lessons learned and continuous improvement takes place in line with the Contracting Authority's requirements which will be defined by the Contracting Authority during the Call Off Contract award procedure.
- 3.5. The Supplier shall ensure that knowledge acquired during the Call Off Contract term is transferred to the Contracting Authority, which allows for the Contracting Authority to improve awareness of strategic approaches and market intelligence; and to further share the learnings to internal and external stakeholders.
- 3.6. Where the Supplier handles the Contracting Authority Commercially Sensitive Information the Supplier shall have a robust process to ensure the ongoing data security and confidentiality of such information.
- 3.7. The Supplier shall provide to the Contracting Authority a full Project Plan which include outputs and milestones. The Supplier shall provide at least weekly updates on milestone delivery, risks and issues to the Contracting Authority.
- 3.8. The Supplier shall have processes and systems in place for ensuring costs and pricing are managed appropriately. This shall include ensuring the grade mix of the team assigned will be flexed to provide the right balance in terms of quality and cost effectiveness.

4. SERVICE REQUIREMENTS

4.1. **Lot 1 Business Consultancy**

In addition to the mandatory requirements for Lot 1 as provided in paragraph 5 below, the Supplier may offer any (or none) of the specialisms as detailed in paragraph 6.

4.2. **Lot 2 Finance**

The Supplier shall offer a minimum of **four** specialisms as detailed in paragraph 7 and have a membership in one or more of the professional bodies (or equivalent) as detailed in paragraph 7.1.

4.3. **Lot 3 Audit**

The Supplier shall offer a minimum of **four** specialisms as detailed in paragraph 8; the Suppliers' Lead Personnel shall be a qualified member of one or more of the professional bodies, or equivalent, as detailed in paragraph 8.1 and the Supplier shall provide to the Contracting Authority, an audit of process compliance in accordance with paragraph 8.2.

4.4. **Lot 4 HR**

The Supplier shall offer a minimum of **four** specialisms as detailed in paragraph 9.

4.5. **Lot 5 Health and Community**

The Supplier shall offer a minimum of **five** specialisms and a minimum of four capabilities as detailed in paragraph 10.

4.6. **Lot 6 Education**

The Supplier shall offer a minimum of **five** specialisms and a minimum of four capabilities as detailed in paragraph 11.

4.7. **Lot 7 Infrastructure**

The Supplier shall offer a minimum of **three** specialisms and a minimum of four capabilities as detailed in paragraph 12.

4.8. **Lot 8 ICT and Digital**

The Supplier shall offer a minimum of **three** specialisms and a minimum of four capabilities as detailed in paragraph 13.

5. LOT 1 BUSINESS CONSULTANCY – MANDATORY REQUIREMENTS

5.1. The Supplier shall be able to offer **all** of the specialisms listed below to the required Standard:

- 5.1.1 Business case development;
- 5.1.2 Capability development;
- 5.1.3 Change and transformation management;
- 5.1.4 Complex projects;
- 5.1.5 Corporate and operational planning;
- 5.1.6 Forecasting, planning and strategy;
- 5.1.7 Organisational strategy;
- 5.1.8 Policy development, advice and review;
- 5.1.9 Programme and project management.

6. LOT 1 BUSINESS CONSULTANCY – SERVICE REQUIREMENTS

6.1. The Supplier may offer **any** of the following **service requirements** listed below:

- 6.1.1 Business and disaster recovery;
- 6.1.2 Continuity planning;
- 6.1.3 Economics;
- 6.1.4 In licensing;
- 6.1.5 International trade advice;
- 6.1.6 Joint ventures and strategic alliances;
- 6.1.7 Mergers, acquisitions and disposals;

- 6.1.8 Off-shoring and on-shoring advice;
- 6.1.9 Out-sourcing and in-sourcing advice;
- 6.1.10 Procurement advice;
- 6.1.11 Risk and opportunity management.

7. LOT 2 FINANCE – SERVICE REQUIREMENTS
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- 7.1. The Supplier shall have a membership in **one or more** of the following professional bodies (or equivalent) as detailed in the grade definitions:
 - 7.1.1 Association of Chartered Certificate Accountants (ACCA);
 - 7.1.2 Association of International Accountants (AIA);
 - 7.1.3 Chartered Institute of Public Finance and Accountancy (CIPFA); and,
 - 7.1.4 Institute of Chartered Accountants of England and Wales (ICAEW).

- 7.2. The Supplier shall offer a minimum of **four** specialisms to the required standard listed below, by providing advice and assurance to the Contracting Authority. This shall include producing reports, identifying programmes of work outlining strategies and associated Project Plans to achieve the required Contracting Authority efficiencies and outcomes:
 - 7.2.1 Accounting advice and risk;
 - 7.2.2 Acquisition finance solutions;
 - 7.2.3 Asset financial management including valuation, sales and disposals;
 - 7.2.4 Business analysis;
 - 7.2.5 Capital fund raising, derivatives and hedging;
 - 7.2.6 Cash management;
 - 7.2.7 Commercial benefits;
 - 7.2.8 Competition policy;
 - 7.2.9 Complex cost benefit studies and analysis;
 - 7.2.10 Corporate restructuring and flotation;
 - 7.2.11 Costing review and evaluation;
 - 7.2.12 Creditor management;
 - 7.2.13 Debt restructuring and management;
 - 7.2.14 Developing and assessing project proposals;
 - 7.2.15 Due diligence;
 - 7.2.16 Economic analysis;
 - 7.2.17 Financial accounting and reporting;

- 7.2.18 Financial performance review and viability studies;
- 7.2.19 Financial policy and strategy advice including options appraisal, communications, analysis and modelling;
- 7.2.20 Financing public infrastructure projects and negotiations;
- 7.2.21 Forecasting and budgeting;
- 7.2.22 Foreign exchange;
- 7.2.23 Funding management;
- 7.2.24 Investment, financial advice and market services;
- 7.2.25 Mergers, acquisitions and divestment;
- 7.2.26 Payment structure advice and risk;
- 7.2.27 Pensions and actuarial consultancy services;
- 7.2.28 Policy impact assessments;
- 7.2.29 Private finance structures and financial products;
- 7.2.30 Regulation benchmarking and statistical analysis;
- 7.2.31 Risk management;
- 7.2.32 Statutory reporting;
- 7.2.33 Taxation including, but not limited to corporation tax and value added tax;
- 7.2.34 Treasury and risk management.

8. LOT 3 AUDIT – SERVICE REQUIREMENTS

- 8.1. The Suppliers' Lead Personnel shall be a qualified member of **one or more** of the following professional bodies, or equivalent as detailed in the grade definitions:
 - 8.1.1 Association of Chartered Certified Accountants (ACCA);
 - 8.1.2 Association of International Accountants (AIA);
 - 8.1.3 Chartered Institute of Public Finance and Accountancy(CIPFA)
 - 8.1.4 Chartered Internal Auditors (CMIIA); and/or
 - 8.1.5 Institute of Chartered Accountants of England and Wales (ICAEW).
- 8.2. The Supplier shall provide to the Contracting Authority, audit **services and or advice**. This may include, but is not limited to: financial and management accounts; procurement, purchase to pay and accounts payable.
- 8.3. The Supplier shall offer a minimum of **four** specialisms listed below to the Required Standard:
 - 8.3.1 Audit **of** financial statements and related documents;
 - 8.3.2 **Advice on financial statements and related documents;**

- 8.3.3 Quality assurance of internal audit performance;
- 8.3.4 Compliance and quality audit;
- 8.3.5 Corporate social responsibility;
- 8.3.6 Corrupt practices act, anti-bribery compliance investigations;
- 8.3.7 Development of internal audit strategy and methodology;
- 8.3.8 External audit service;
- 8.3.9 Financial irregularity;
- 8.3.10 Fraud investigations;
- 8.3.11 Forensic assessments, accounting Investigations;
- 8.3.12 Governance;
- 8.3.13 Grant audit and certification;
- 8.3.14 Internal audit;
- 8.3.15 Risk management and internal audit control;
- 8.3.16 Special purpose reviews;
- 8.3.17 Supplier audit and supply chain assurance;
- 8.3.18 Sustainability assurance.

9. LOT 4 HR – SERVICE REQUIREMENTS

- 9.1. The Supplier shall additionally offer a minimum of **four** specialisms listed below to the Required Standard:
 - 9.1.1 Cultural transformation;
 - 9.1.2 Dispute management;
 - 9.1.3 Employee relations and communications;
 - 9.1.4 Human resource functions, process and design;
 - 9.1.5 Human resource terms and conditions and policies including health and safety, employment contracts and company handbook;
 - 9.1.6 Advice on managing agency and temporary staff; and review of IR35 governance;
 - 9.1.7 Organisational training and development;
 - 9.1.8 Performance management (including pay, reward and benchmarking);
 - 9.1.9 Recruitment policy (internal and external) and strategy (not delivery of staffing and recruitment services);
 - 9.1.10 Staffing;
 - 9.1.11 Talent management.

10. LOT 5 HEALTH AND COMMUNITY – SERVICE REQUIREMENTS

- 10.1. The Supplier shall offer a minimum of **five** specialisms as listed below to the Required Standard:
 - 10.1.1 Social housing policy (assessment, investment, divestment and management);
 - 10.1.2 Revenue optimisation;
 - 10.1.3 Tenant participation schemes;
 - 10.1.4 Housing, landlord and tenancy regulation;
 - 10.1.5 Community including but not limited to libraries, heritage sites, theatres, museums and galleries:
 - 10.1.5.1 Cost, commercial and efficiency reviews of public services;
 - 10.1.5.2 Establishment, regulation and management of trusts, joint ventures, co-operatives and outsourcing, or other arrangements;
 - 10.1.5.3 Funding including grant applications and income generation;
 - 10.1.5.4 Improvement programmes;
 - 10.1.5.5 Service user reviews and consultations;
 - 10.1.5.6 Licensing;
 - 10.1.5.7 Policing and security;
 - 10.1.5.8 Charity / third sector;
 - 10.1.5.9 Local economic assessment;
 - 10.1.5.10 Planning;
 - 10.1.5.11 Judicial and community support.
- 10.1.6 Regeneration, regional and economic development including but not limited to:
 - 10.1.6.1 Increasing capacity and expertise in local businesses;
 - 10.1.6.2 Maximising the diversity of business;
 - 10.1.6.3 Sustainable community strategies;
 - 10.1.6.4 Regeneration vision and sustainability.
- 10.1.7 Social care including, but not limited to;
 - 10.1.7.1 Clinical evaluations;
 - 10.1.7.2 Commissioning models;
 - 10.1.7.3 Collaborative working arrangements;
 - 10.1.7.4 Demand management;

- 10.1.7.5 Services reviews;
- 10.1.7.6 Development of services;
- 10.1.7.7 Safeguarding;
- 10.1.7.8 Toolkits for improving care.
- 10.1.8 Alternative delivery models;
- 10.1.9 Capital asset strategy;
- 10.1.10 Healthcare management including:
 - 10.1.10.1 Healthcare service and process evaluations;
 - 10.1.10.2 Commissioning models;
 - 10.1.10.3 Collaborative working arrangements;
 - 10.1.10.4 Demand and capacity management;
 - 10.1.10.5 Service reviews, efficiency and improvement;
 - 10.1.10.6 Funding including grant applications and income generation;
 - 10.1.10.7 Special educational needs;
 - 10.1.10.8 Operational review and improvement;
 - 10.1.10.9 New service business cases;
 - 10.1.10.10Mental healthcare;
 - 10.1.10.11Safeguarding;
 - 10.1.10.12Substance misuse and addiction.
- 10.1.11 The Supplier shall additionally offer a minimum of **four** capabilities as listed below:
 - 10.1.11.1 Forecasting, planning and strategy;
 - 10.1.11.2 Programme and project management;
 - 10.1.11.3 Business case development;
 - 10.1.11.4 HR and organisational strategy;
 - 10.1.11.5 Operational modelling;
 - 10.1.11.6 Commissioning services;
 - 10.1.11.7 Procurement and supply;
 - 10.1.11.8 Risk and opportunity management;
 - 10.1.11.9 Capability development;
 - 10.1.11.10Transformation, change and assurance;
 - 10.1.11.11Policy advice and review; and / or
 - 10.1.11.12Economics, analysis and research.

11. LOT 6 EDUCATION – SERVICE REQUIREMENTS

11.1. The Supplier shall offer a minimum of **five** specialisms as listed below to the Required Standard:

- 11.1.1 Curriculum planning and development;
- 11.1.2 Qualification management advice;
- 11.1.3 Academy conversions;
- 11.1.4 Behavioural programmes;
- 11.1.5 Special Needs Educational support programmes;
- 11.1.6 Ofsted audit planning;
- 11.1.7 Alternative delivery models;
- 11.1.8 National policy roll out;
- 11.1.9 Special educational needs;
- 11.1.10 Apprenticeships;
- 11.1.11 Funding assessment;
- 11.1.12 Institution management;
- 11.1.13 Early years development;
- 11.1.14 Primary, secondary, further, higher and post graduate education;
- 11.1.15 Healthy schools;
- 11.1.16 Schools of excellence;
- 11.1.17 Admission processes and planning;
- 11.1.18 Excellence policies and initiatives.

11.2. The Supplier shall additionally offer a minimum of **four** capabilities as listed below:

- 11.2.1 Forecasting, planning and strategy;
- 11.2.2 Programme and project management;
- 11.2.3 Business case development;
- 11.2.4 HR and organisational strategy;
- 11.2.5 Operational modelling;
- 11.2.6 Commissioning services;
- 11.2.7 Procurement and supply;
- 11.2.8 Risk and opportunity management;
- 11.2.9 Capability development;
- 11.2.10 Transformation, change and assurance;
- 11.2.11 Policy advice and review; and / or

11.2.12 Economics, analysis and research.

12. LOT 7 INFRASTRUCTURE – SERVICE REQUIREMENTS

12.1. The Supplier shall offer a minimum of **three** specialisms as listed below to the Required Standard:

- 12.1.1 Aviation;
- 12.1.2 Energy;
- 12.1.3 Utilities;
- 12.1.4 Highways and roads;
- 12.1.5 Infrastructure modelling;
- 12.1.6 National emergency;
- 12.1.7 Offshore;
- 12.1.8 Planning strategies for infrastructure developments;
- 12.1.9 Population and demographic review;
- 12.1.10 Rail;
- 12.1.11 Sector and geographical review;
- 12.1.12 Shipping;
- 12.1.13 Telecommunications;
- 12.1.14 Transport policies and strategies;
- 12.1.15 Waste infrastructure.

12.2. The Supplier shall additionally offer a minimum of **four** capabilities as listed below:

- 12.2.1 Forecasting, planning and strategy;
- 12.2.2 Programme and project management;
- 12.2.3 Business case development;
- 12.2.4 HR and organisational strategy;
- 12.2.5 Operational modelling;
- 12.2.6 Commissioning services;
- 12.2.7 Procurement and supply;
- 12.2.8 Risk and opportunity management;
- 12.2.9 Capability development;
- 12.2.10 Transformation, change and assurance;
- 12.2.11 Policy advice and review; and / or,
- 12.2.12 Economics, analysis and research.

13. LOT 8 ICT AND DIGITAL – SERVICE REQUIREMENTS

13.1. The Supplier shall offer a minimum of **three** specialisms as listed below to the Required Standard:

- 13.1.1 Conceptualisation / inception and viability studies;
- 13.1.2 Continuity and disaster recovery planning;
- 13.1.3 Current systems appraisal and opportunity definition;
- 13.1.4 Digital services strategy;
- 13.1.5 Information and document structure, management and strategy;
- 13.1.6 Security and risk management planning;
- 13.1.7 System roadmap development.

13.2. The Supplier shall additionally offer a minimum of **four** capabilities as listed below:

- 13.2.1 Forecasting, planning and strategy;
- 13.2.2 Programme and project management;
- 13.2.3 Business case development;
- 13.2.4 HR and organisational strategy;
- 13.2.5 Operational modelling;
- 13.2.6 Commissioning services;
- 13.2.7 Procurement and supply;
- 13.2.8 Risk and opportunity management;
- 13.2.9 Capability development;
- 13.2.10 Transformation, change and assurance;
- 13.2.11 Policy advice and review; and / or
- 13.2.12 Economics, analysis and research.