










Defra Group Management Consultancy Call off Contract: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access Consultancies within and subsequent reference number.

Engagement details					
Engagement ref #	DPEL_61539_038				
Extension?	N	DPEL Ref.	DPEL_61539_038		
Business Area	Animal and Plant Health Agency				
Programme / Project	Strategy Delivery Programme				
Senior Responsible Officer	[REDACTED]				
Supplier	Deloitte LLP				
Title	Service and Organisation Design				
Short description	Consultancy support over an estimated 16-week period to support with: 1. Re-imagining APHA's services and developing a roadmap for change, 2. Organisation design for the new SPID Directorate and principles to optimise the enabling capabilities that are centralised in SPID, 3. Change and Communications support				
Engagement start / end date	Proposed start date 17/07/2023	Proposed end date 29/12/2023			
Consultancy Spend approval reference	CGB reference for Core Defra only - £100k + (RDEL)				
Expected costs 23/24	£1,096,425 (inclusive of estimated expenses of £34,000 to be billed as actuals)				
Expected costs 24/25	£Total Engagement Costs (to be less than approved funds)				
Expected costs 25/26	£Total Engagement Costs (to be less than approved funds)				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 1				
Version #	0.3				

Approval of Project Engagement Letter

By signing and returning this cover note, Animal & Plant Health Agency accepts the contents of this Project Engagement Letter as being the services required and agrees for Deloitte LLP to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 1 - [REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
 By: _____ <i>Signature</i>	By:  _____ <i>Signature</i>	 By: _____ <i>Signature</i>
or and on behalf of Deloitte LLP  	For and on behalf of Animal and Plant Health Agency  	Defra Group Commercial  
18 July 2023	19 July 2023	20 July 2023
Supplier engages with Business Area to complete. Once agreed, Supplier signs front page and sends to Business Area	Business Area signs front page and sends to DgC	On approval, DgC signs and returns copy to Business Area and Supplier

1. Background

Briefly justify why support is required:

In the context of its recently launched Strategy, APHA is seeking to re-imagine the way in which it delivers its services to develop an improved experience for its customers and internal users, and to drive efficiencies in the delivery of services. Building on recent previous work, APHA is looking to develop a to-be service blueprint and a clear roadmap to drive the transformation of its services.

APHA is also rebuilding the core corporate functions necessary to deliver its services effectively and enable the Agency to take a data-informed approach to delivering its outcomes, managing its operations and planning and executing change. As an initial step towards this APHA has created a new Directorate called SPID (Strategy, Planning and Innovation Directorate). This Directorate has been initially formed by brigading together existing teams that either already provide some degree of cross Agency function or are seen as being well placed to do so in the future. APHA is now seeking to progress the organisation design of SPID to consolidate and build out from the current capability.

The change to re-imagine and transform APHA services, and to establish SPID, will require significant engagement and communications with APHA staff. APHA is looking to augment its change and engagement capability to support the change.

Deloitte have recently been supporting APHA on a number of recent and ongoing engagements including Avian Influenza Outbreak Preparedness, the People Planner Programme, and APHA expansion of L1 and L2 Design Advice and recommendations. This collaboration provides Deloitte with the institutional knowledge required to carry out the services as outlined in this DPEL and to support alignment with parallel transformational activities.

2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

APHA has requested consultancy services over a period of 16 weeks to support the achievement of a set of outcomes in three areas: 1. Service Design, 2. Organisation design for the new SPID Directorate and principles to optimise the enabling capabilities that are centralised in SPID, and 3. Change and Communications. These are outlined below:

1. Service design

Key outcomes that this engagement will have achieved by the end of the engagement in October are:

- A re-imagined to-be Service Design blueprint and service catalogue
- A view on the business capabilities (aligned to the Defra capability model) required to deliver that blueprint, including target underpinning technical and data architecture that is aligned to the wider DDTS roadmap
- An initial estimate of cost and benefit of moving to the new model (options appraisal)
- A clear and actionable roadmap, articulating what APHA needs to do to implement the new design and build on work done to date
- Identified 'no regret' changes that can be made immediately by APHA's teams.

2. Organisation Design and Operational Readiness

Key outcomes that this engagement will have achieved by the end of the engagement in October are:

- Rapid as-is assessment of APHA's current Organisation Design focussing on the capabilities APHA have identified that will become the Strategy, Planning and Innovation Directorate (SPID)
- Initial stand up of the 4x priority SPID Functions and the Business Support Function: 1) Strategy, Planning and Performance, 2) Data and Analytics Unit, 3) Organisation Capacity, Capability, Engagement and Estates (OCCEE), and 4) Central PMO and Project Delivery and Portfolio Management, including:
 - Agreed the vision and purpose and associated to-be capabilities for each priority SPID function and the Business Support Function
 - Developed design framework document to guide design, including: common taxonomy aligned to APHA people planner and demand and capacity modelling, leadership expectations, design governance and accompanying conditions for success, pace of change, design boundaries and validated list of design principles to be used during Phase 1 and onwards (using existing North Highland work)
 - Identified existing roles that fulfil identified future capabilities for all grades under Team Leads in each priority SPID Function and the Business Support Function
 - Develop design options and a down-selected organisational structure to meet year 1 priorities and plan, including size/structure, degree of SPID centralisation,

degree of federation to the wider business, and efficiency and benefits expectations for options

- Supported drafting of role profiles for identified Team Lead (assumed to be Grade 6) capability gaps to enable implementation
- Worked with APHA HR delivery group to ensure a completed impact assessed proposal, implementation plan and consultation plan for further organisational changes required
- Developed priorities and plan for year 1 on how to organisationally sequence and deliver minimum viable operations in priority SPID functions and the Business Support Function, and also for year 2-3 but at a strategic level. Integrated with wider APHA organisation design activities where appropriate to do so
- Design of remaining non-priority SPID structure to Team Leader level
- Provision of operational readiness support to enable achieving an agreed definition of “initial stand-up” for the 4 priority SPID Functions and the Business Support Function, including success criteria
- Provision of a design framework document that will support a foundation from which future organisation design can be undertaken in a consistent and controlled way to meet strategic priorities.

3. Change & Communications

The change and communications work will take place over the first six weeks of the engagement, by the end of which APHA will have the following outcomes:

- An approved staff engagement plan for the existing scope of APHA transformation programme
- An approved communication approach to launch the staff engagement plan for Phase 1
- Communication launched in the organisation to raise awareness of how staff can contribute to developing the changes
- Initial discussions on overall change management approach.

Scope

Define the scope of the services (*SMART*):

This section details the scope of services to be provided by Deloitte to support APHA to achieve the outcomes listed above. This support will be delivered throughout the course of a 16-week engagement structured into three parallel workstreams aligned to the outcome areas: 1. Service Design, 2. Organisation Design for SPID, and 3. Change and Communications.

The tables below provide details of the expected activities for each of the workstreams, expected duration of workstream phases, and outline of the key deliverables. All activities and deliverables will be carried out in close collaboration with the APHA transformation team and wider APHA stakeholders.

A more detailed project plan, stakeholder map, ways of working, and governance arrangement will be defined and agreed where possible prior to mobilisation and finalised in week 1 of the engagement. During this week, we will also discuss opportunities and interventions to support knowledge transfer and upskilling (e.g. lunch and learns, Deloitte training) for APHA permanent staff in addition to those noted below.

Service Design

Phase: Discovery: As-is assessment

Timing: 4 weeks

Approach and key activities

Four-week as-is assessment phase to understand and map (at a high-level) APHA's existing service landscape, technical and data architecture, and identify priority pain points to be addressed in the to-be design. This phase will also seek to agree the high-level vision and design principles for the to-be design, as well as any potential quick-win opportunities.

Key as-is assessment activities:

- Review existing service documentation (e.g. user journeys, service blueprints, volumetric data, FTE data, customer and other 3rd party stakeholder feedback), building on previous work done by North Highland and Capgemini, to create an initial service taxonomy and blueprints for level 1 services
- Conduct discovery interviews, site visits and workshops to gather missing information in order to iterate the as-is service taxonomy and blueprints and identify pain points. Discovery interviews will be limited to up to 10 site visits taking place within the first four weeks, with a full list of stakeholders to be agreed by week 1 of the engagement. Workshops and interviews will be scheduled to within the (up to) 10 site visits. These site visits and workshops will form the basis of engagement with staff and provide a forum to collect suggestions on what could be improved. Staff will be provided the opportunity to provide suggestions on an ongoing basis to the design team via email, collaborative working documents, and show and tells (see Initial Design phase). Our team will integrate upskilling and knowledge transfer of service design to APHA permanent staff into show and tell sessions.
- Analysis will focus on covering services that APHA collectively devotes c. 80% of its effort (FTE data provided by APHA to serve as a proxy for effort) to, as well as high-priority exceptions as highlighted by APHA Transformation team, rather than creating an exhaustive service taxonomy and service blueprints for all level 1 services. This includes services that are currently delivered within the Service Delivery, Science, and Veterinary Directorates.

A key output will be an as-is service catalogue structured in a clear taxonomy with services mapped to Level 2 of detail (ie services that can be classified under Level 1). Prioritised as-is services (based on APHA level of effort and/or business criticality) will be mapped end-to-end, providing:

- A description of the service and service outcomes
- Where clear, owner(s) of services
- Service steps in user story format, business capabilities required to deliver the service, key processes, technology, data, APHA teams involved, key variations between sub-services at a more granular level.
- Pain points and potential quick-win opportunities.

In parallel, map the as-is architecture landscape, focusing on the Business, Application and Data/integration layers though:

- Document review (e.g. APHA Capability Review, DDTS Roadmap)
- Three discovery interviews with DDTS
- Analyse Enterprise Architecture (EA) artefacts and hold workshops with EA members to develop and agree the baseline the as-is technology landscape
- Identify key business capabilities aligned to the services and the processes through workshops with Business and Technology stakeholders (in parallel with service mapping)
- Identify the technology capabilities, applications and platforms supporting particular business capabilities.

- Identify high-level interfaces between technology applications/systems as well as the high-level data entities and key attributes.

Work to assess as-is technical and data architecture landscape will build on the Capgemini APHA Capability Review and focus on validating analysis therein and evaluating architecture not previously assessed. If it is determined that maturity of APHA Capability Review is sufficient to support as-is assessment and to-be design of services, or that a holistic assessment is significantly greater than proposed team can complete, the team and scope will be adjusted accordingly by contract variation at the first stage gate review.

Define to-be Vision and Design Principles for APHA Services:

- Review existing strategy documentation (e.g. APHA Strategy, existing design principles)
- Engagement with SRO and wider members of Exec Team to understand strategic priorities
- Draft and workshop Vision and Design Principles with an aim to agree a working version at a Design Authority within this four-week phase.

Deliverables:

- 1) As-is assessment report, which comprises: service taxonomy and catalogue, level 1 service blueprints, pain points, initial opportunities, quick wins, initial to-be Vision and Design Principles.
- 2) As-is enterprise architecture report, which comprises: Technical stakeholder map and governance process, internal and external user access patterns, user and data volumes, external and internal integration points, technical dependencies with existing projects (e.g. SR21/PDPM/Borders and Trade Projects)

Phase: Design: Initial Design

Timing: 4 weeks

Approach and key activities

Four-week phase to develop initial to-be service designs based on the Vision and design principles and define and develop a to-be technical and data architecture.

This phase will include a stage-gate review at 6 weeks into the total project duration to assess progress in terms of: 1. Emerging service design based on engagement to date, 2. Level of technical and data architecture it has been possible to map. This stage gate review provides the opportunity to amend the onward scope of the design work based on progress and to understand the level of fidelity achievable to inform the costed options assessment.

The to-be services designs will be achieved through:

- Development of **high-level user archetypes** (up to 10) to inform to-be design based on user-need. These archetypes will capture the core motivations, objectives, and behaviours of APHA staff, customers, and other third parties engaged in using or delivering APHA services. They will build on previous persona work carried out by North Highland, CapGemini, Deloitte, and APHA
- A series of to-be service design workshops to create an initial **single overarching re-imagined service blueprint** as well as **individual service blueprints** for the services that require the greatest overall effort from APHA staff (e.g. that collectively account for more than 80% of FTE time, based on data that you will provide to us) as well as high-priority exceptions as highlighted by the APHA Transformation team. These will contain similar information as the as-is service blueprints while highlighting the benefits of the redesigned services. Workshops will aim to co-create re-imagined to-be services with APHA service owners and key stakeholders. Deloitte will leverage knowledge and experience from other organisations and sectors to encourage innovative solutions informed by the 'art of the possible'. The service blueprint will be aligned to the DDTS Common Capability Model.

- Generate and synthesise initial **opportunities** for change, which will form the basis of the options assessment and roadmap. These will include opportunities around the re-imagining and digitisation of services as well as for the APHA's operating model at a high level, which a particular focus on potential organisation structure changes
- Development of a **to-be service catalogue** that will list the to-be services based on a clear taxonomy for level 1 (high-level service group) and level 2 (high-level service). This will include a brief description of each service and identify changes from the as-is
- Development of a **Capability Map** that articulates in a single place the to-be business capabilities required for the delivery of the to-be service blueprint. This will include a high-level maturity assessment (RAG ratings) for each capability based on input from APHA stakeholders and Deloitte's observations from other similar organisations. This capability map can provide the basis for a future-state Target Operating Model (design not in scope) and will build on North Highland Capability Maturity assessment work.
- Running 'show and tell' sessions with participants of the as-is assessment to keep staff updated on progress, invite opportunities to comment and build on the emerging designs, and transfer knowledge to APHA permanent staff on the approaches used in this phase.

In parallel with the to-be service design, define the to-be technical & data architecture required to enable the new overarching service blueprint. The activities and outputs for this area will be reviewed and agreed at the 6-week stage gate review. Currently these include:

- Establish the required business, application and integration/data capabilities in parallel with the development of the Capability Map and Service Catalogue
- Hold up to three workshops to agree technology standards and key design principles
- Review industry best practices and architectural patterns to understand what will be required to underpin the to-be service design
- Iterate outputs through conversations with APHA and DDTS staff, and through Design Authority engagement.

If it is determined at the 6-week stage gate review that the maturity of the APHA Capability Review is sufficient to support Service Design to-be development without requiring substantive additional analysis, our team will adjust scope accordingly.

Deliverables:

- 1) **To-be design report**, which comprises: vision, design principles, and high-level success measures of Service Design; high-level archetypes; to-be service blueprints; opportunities for change, including for organisation structure changes at a high level; capability map; Service catalogue
- 2) **To-be technical & data architecture**, which comprises: Technology capabilities (incl. key gaps); systems, processes and data architecture changes required to deliver the projects/change; updated target technology landscape; key decisions that need to be made to deliver the roadmap (e.g. decisions on the legacy estate); recommendations on data architecture changes; Updated tech risks, issues, assumptions and decisions

Phase: Design: Assess options and iterate design

Timing: 4 weeks

Approach and key activities

The full scope and activities for this phase will be reviewed and agreed at the 6-week service design stage-gate review. The robustness of the options assessment will depend on the level of fidelity achieved in the to-be designs.

This aim of the phase is to develop an options assessment with analysis of 3-5 options on proposed changes to service design with rough order of magnitude (ROM) costings. Key activities are expected to include:

- Develop an options framework and agree with APHA a set of assessment criteria. The options framework and assessment criteria will be informed by previous discussions on the vision, design principles, and success measures for service design and wider organisation design
- Workshops to agree with APHA critical success factors (CSFs) to distil the long-list into a short-list of 3-5 options
- Identify and quantify, where possible, the high-level costs and benefits of the options, highlighting financial (cashable and non-cashable) and non-financial (quantitative and qualitative) benefits
- Align benefits with strategic objectives and specifically the business plan to ensure benefits are clearly articulated and contribution can be measured consistently. The **options appraisal for future years** will include for each option:
 - High-level of overview of how to deliver to-be from the as-is, including: time, cost, complexity, efficiencies, business plan, regulatory considerations, external factors (e.g. other UK government programmes and departments) and related Defra capabilities.
 - Initiatives grouped as quick wins and scoped as short/medium/long-term work packages, including linkages to the APHA business plan, technical and data strategy, and other relevant plans.
 - Dependency and risk logs with appropriate owners mapped.
 - High-level roadmap of service improvement and digitation, including assessment of DDTS Technical architecture and delivery model capability.
 - Indicative technology roadmap to support digitisation (e.g. how to remove legacy systems)
 - Opportunities and efficiencies, indicative costs and resource requirements for this Spending review and Spending Review Year 2025 (SR25)
 - Indicative benefits and efficiencies, linked to the Business Plan, Strategy and looking forward to SR25

As the options assessment develops and APHA comes closer to selecting a preferred option, we will refine the design outputs from the previous phase in parallel, focussing primarily on iterating the service blueprints, capability map, and service catalogue. This will feed into a **refined to-be design report**.

Deliverables:

- 1) Options appraisal for future years, which comprises information noted above
- 2) Refined to-be design report, which comprises: updated level to-be service blueprints, capability map and Service catalogue.

Phase: Roadmapping

Timing: 4 weeks

Approach and key activities

This phase will create first draft of a delivery roadmap for change that will prioritise the sequence of activity to take place and outline and key dependencies. The expected timeline for the overall roadmap will be for a c. 3 year transformation, although it will identify quick-wins and near-term activities at a more granular level than longer-term opportunities that may be subject to change.

The roadmap will be developed based on:

- the option selected (see above for options appraisal)
- a consideration of:
 - relevant APHA / Defra strategies
 - design principles
 - service blueprint
 - quick wins, including those enabled by technology
 - technology architecture aligned to the DDTS Common Capability Model
 - relevant SR21/PDPM/Borders and Trade Projects and information needed for spending reviews
 - opportunities to change APHA's operating model, including changes potential organisation design changes at a high level (e.g. consolidation of teams, capacity release, etc.)

The roadmap will be developed through:

- Workshops with APHA to iterate, refine, and validate. It is anticipated that this will include one initial planning workshop with the transformation team, ongoing iteration with the joint team, and a second validation workshop
- Identification of dependencies through conversations with SROs for adjacent work and joint working with DDTS
- Liaison with OD team to provide inputs into roadmap
- Reviewing the roadmap against the agreed design principles ensure it aligns with key strategic objectives including the needs of users, efficiency, policy objectives, etc.
- Confirming initial list of work packages for service design and Phase 2 OD through workshop
- Developing high-level individual work package descriptions
- Developing 12-month plan charting each work package

Deliverables:

- 1) 3 year transformation roadmap, that shows major service design change activities including potential operating model change opportunities, sequenced based on a clear prioritisation criteria and mapping key dependencies, milestones, and risks. The roadmap will demonstrate alignment with the DDTS roadmap, highlighting digital, tech, and data changes over time. It will identify where key efficiencies identified will be generated. The deliverable will also integrate the delivery plan from the Organisation Design workstream.
- 2) High-level project scoping documents (1-pagers) for priority work packages including objectives, scope, high-level timelines, scope, assumptions and dependencies.

Organisation Design (Phase 1 as defined by APHA) and Operational Readiness Scope

Phase: Decide

Timing: 4 weeks

Methodology / activities

Rapid as-is assessment of APHA's current Organisation Design, specifically:

- High-level (Leadership-1) mapping of existing Organisation Design across the capabilities you have identified that will become the Strategy, Planning and Innovation Directorate (SPID)
- Level 1 capability mapping (definition and RAG for overarching capabilities) for the capabilities you have identified that will become the SPID
- Baseline shortlist of current roles (including names) within APHA that deliver capabilities in the "to-be" priority SPID Functions and the Business Support Function

Provision of ongoing knowledge transfer across Organisation Design and Operational Readiness scope through co-working (e.g. collaborative mapping of as-is Functions)

Initial stand up of the 4x priority SPID Functions and the Business Support Function: 1) Strategy, Planning and Performance, 2) Data and Analytics Unit, 3) Organisation Capacity, Capability, Engagement and Estates (OCEE), and 4) Central PMO and Project Delivery and Portfolio Management, including:

- Co-create what constitutes "initial stand-up" for the 4x priority SPID Functions and the Business Support Function. Support identification of when capabilities and accountabilities will significantly change over time. Use as-is and to-be Service Design capability maps, and other relevant APHA documentation/ insight such as North Highland Design Principles.

Deliverables:

- Activity based plan for Organisation Design scope (as part of overall plan produced in the first week of the engagement)

- “As-is” summary document

Phase: Design and Deliver
Timing: 10 weeks
Methodology / activities

Initial stand up of the 4x priority SPID Functions and the Business Support Function: 1) Strategy, Planning and Performance, 2) Data and Analytics Unit, 3) Organisation Capacity, Capability, Engagement and Estates (OCEE), and 4) Central PMO and Project Delivery and Portfolio Management, including:

- Agree the vision and purpose and associated to-be capabilities for each priority SPID Function and the Business Support Function
- Develop design framework document to guide design, including: common design taxonomy (not superseding any existing Defra/wider Governmental taxonomy) aligned to APHA people planner and demand and capacity modelling, leadership expectations, design governance and accompanying conditions for success, pace of change, design boundaries and validated list of design principles to be used during Phase 1 and onwards (using existing NH work)
- Identify existing roles that fulfil identified future capabilities (for all roles under Team Leader level, expected to typically be Grade 6 level)
- Develop design options and a down-selected organisational structure to meet year 1 priorities and plan
- Support drafting of role profiles for identified Team Leader capability gaps for implementation
- Work with APHA HR delivery group to ensure a completed impact assessed proposal, implementation plan and consultation plan for further organisational changes required
- Develop priorities and plan for year 1 on how to organisationally sequence and deliver minimum viable operations in priority Functions and the Business Support Function, and also for year 2-3 but at a strategic level. Integrated with wider APHA organisation design activities where appropriate to do so

Design of remaining non-priority SPID structure to Team Leader level

Provision of ongoing knowledge transfer across Organisation Design and Operational Readiness scope through co-working (e.g. co-design of to-be Functions)

Provision of readiness support in the lead up to the initial stand-up of the 4x priority SPID Functions and the Business Support Function, including:

- Co-create and seek agreement of readiness criteria for initial stand-up of priority SPID Functions and the Business Support Function. Define the desired outcomes from the initial stand-up and create a readiness checklist that reflects changes. Test and refine this with key programme stakeholders.
- Support ongoing management of operational readiness up to the agreed definition of “initial stand-up” for the 4 priority SPID Functions and the Business Support Function. Monitor and track progress against readiness activity, and evidence that the desired outcomes have been achieved. Utilise the LOD123 framework if needed.

Deliverables:

- Design framework document to guide organisation design through this scope and support future phases that APHA will deliver
- “To-be” summary document including methodology, approach and outputs for “to-be” Organisation Design scope for priority and non-priority SPID Functions
- Support for role profiles that correspond to capability gaps at Team Leader level across the 4x priority Functions and the Business Support Function (for implementation only)

- Organisation Design inputs for 12 month mobilisation plan and longer term 2-3 year roadmap (as part of Service Design “3 year Transformation Roadmap” deliverable)
- Operational readiness summary document including:
 - Readiness definitions for “initial stand-up” of 4x priority SPID Functions and the Business Support Function, based on “to-be” capabilities
 - Readiness checklist (completed post “initial stand up”) that is aligned to readiness definitions for the 4x priority SPID Functions and the Business Support Function

Change and communications

Initial engagement planning and support		Timing: 6 weeks
Methodology / activities		
<ul style="list-style-type: none"> • Develop initial staff engagement plan for APHA transformation <ul style="list-style-type: none"> ○ Review documentation ○ Meetings/interviews with Transformation team workstream representatives to identify and understand key stakeholders and activities ○ Knowledge Transfer activities to take place with the Transformation team around our stakeholder assessment and methodology with guidance provided on how to maintain the engagement approach and expand to lower levels of detail. • Develop communication approach to launch engagement plan for phase 1 <ul style="list-style-type: none"> ○ Meetings with communications team to assess available communications channels ○ Review previous organisational communications messaging • Working with APHA internal communications team, launch the initial communication to raise awareness of how staff can contribute to developing the changes <ul style="list-style-type: none"> ○ Meetings with Communications team, Transformation team and suitable SLT reps to craft and approve key messages • Meet with Transformation team to understand wider change management intentions and discuss potential approaches 		
Deliverables:		
<ul style="list-style-type: none"> • Initial staff engagement plan for Phase 1 • Communications approach to launch the staff engagement plan for Phase 1 • Initial communications messages raising awareness of how staff can contribute to developing the changes launched 		

Assumptions and dependencies

Provide further description of the assumptions and dependencies:

Assumptions

Overall Engagement assumptions

- Work will take place in a hybrid manner, with APHA and Deloitte to agree arrangements for co-location where practical and beneficial during mobilisation and review on a weekly basis. Teams will collocate for workshops and in-person collaboration where this will strengthen delivery, but to minimise travel time and carbon emissions, we expect teams to

frequently collaborate virtually. Co-location sessions should be scheduled with enough notice to facilitate appropriate representation from both Deloitte and APHA. The base location will be London.

- APHA will provide to the Deloitte team information and documentation requested in a timely manner.
- All data collected during the engagement will be shared with APHA on completion, unless the data relates to work Deloitte has conducted for other clients.

Service Design specific assumptions

- While high-level customer archetypes will be developed, no customer user research or segmentation will take place. APHA is able to provide access to existing customer personas
- The maturity levels of as-is processes, services, and capabilities will be considered as reported by APHA and Deloitte observations from other organisations, rather than external benchmarking analysis.
- Key information on as-is services is available, including high level mapping for some exemplar services, data on volumetrics by service, FTE data, etc., and can be relied upon to identify the services that will be catalogued
- As-is interviews and workshops will be 'time-boxed' to within the first four weeks of the engagement. The detail of the as-is assessment will depend on the availability of data and the level of engagement possible with APHA stakeholders
- As-is service mapping will focus on building understanding of the service in order to pivot rapidly into to-be design, rather than focus on detailed mapping to complete inaccuracies. As-is mapping may include assumptions to plug gaps
- The Strategic Planning and Implementation Directorate (SPID) will not be included as part of the to-be service design work, but will be core to the scope of the organisation design workstream
- Mapping of as-is and to-be services will be prioritised to focus on services that make up in total >80% APHA's total service delivery effort measured by FTE. Additional services may be mapped by exception based on business criticality
- The DDTS roadmap is developed to a sufficient level of detail in order to inform the alignment of the to-be technical and data architecture and roadmap
- Any costings provided as part of the options analysis will be on a rough order of magnitude (ROM) basis to give approximate cost ranges based on a set of assumptions that will be developed and agreed with APHA. The robustness of the estimates will depend on the quality of the data provided by APHA
- The ROM costings will not result in the development of a complex model to be handed over to APHA. Deloitte will share the working calculations along with a set of assumptions such that the calculations can be replicated by APHA. The sharing of any working Excel files may require additional indemnification (e.g. a 'hold harmless' letter)
- Estimates for the resourcing and capabilities required for the delivery of the roadmap and mobilisation plan will be indicative ranges and be based on a set of assumptions to be agreed with you
- The roadmap may include the mapping of Discoveries (per GDS definitions) which by their very nature will be uncertain about the services that might be build and/or which prototypes might be tested. This may limit the detail to which certain activities might be mapped.

Organisation Design and Operational Readiness specific assumptions

- Accountability for the actual transition and/ or recruitment of APHA staff lies with APHA and/or Defra HR
- Capabilities that you have not identified that will become the SPID are out of scope for the as-is assessment, after initial agreement and validation of current thinking
- The 4x priority SPID functions and the Business Support Function will not change throughout the duration of Phase 1, although we note there is ongoing recruitment that could include priority roles within the Functions
- Organisation design scope does not constitute a completed or implemented – full organisation design for the SPID or other areas of APHA, as the following are out of scope:
 - Defra Group Corporate Services (DGCS) with the exception of DGCS capabilities that sit within the SPID (e.g. communications and engagement within OCCEE)

- Any 3rd party support currently engaged by APHA
- Resource changes for October "stand-up" and that require consultation
- Non-priority functions below Team Leader level
- To-be capability mapping for priority SPID Functions and the Business Support Function is split across two levels across APHA: 1 functional level (e.g. Data Management in the DAU) and 2 sub-functional level (e.g. Data Strategy within Data Management)
- Role profiles will not include JEGS (Job Evaluation and Grading Supported) input, but where appropriate APHA will provide input to define Team Leader roles
- 12 month and 2-3 year plans for Organisation Design are integrated with Service Design deliverables
- Organisation Design scope does not include the design of new processes for the new core services
- Organisation Design scope doesn't include an impact assessment on existing APHA Functions that are out of scope after the "initial stand-up" in October
- Operational readiness scope does not include training requirements for transitioned or new staff (e.g. training for new technology or operational changes), but will include capability gaps between as-is and to-be
- Our operational readiness scope does not include definition of revised processes or standard operating procedures (SOPs) resulting from transition of identified Team Leader roles in priority Functions.

Change and communications

- APHA communications team will provide effective channels for global (all staff) communications
- The scope of the engagement plan is the APHA transformation programme in the context of its strategy
- Engagement with APHA staff will be prioritised and included in overall programme timescales
- The initial engagement plan will be limited to the existing scope of the transformation programme and in addition to more general (global-all staff) engagement, any detailed engagement with particular stakeholder groups will be limited to those groups that can be identified through meetings/interviews with the Transformation team – usually split by function within the organisation. 'Senior leaders' and Directors will be pulled out as specific stakeholder groups
- The communications will be based on one core communication with additional areas of guidance for leaders of teams within APHA to support them landing core messages

Dependencies

A "stage-gate" review is planned for week 6 of the project to evaluate the impact of these dependencies and consider how scope and/or timelines may need to flex for the remainder of the project.

Overall Engagement dependencies

- APHA will provide Deloitte staff with technology and building passes as required to access data, information, and locations as required to conduct the work
- APHA will support to identify and secure the attendance of key stakeholders at governance fora, including a fortnightly design authority, fortnightly management meeting, show-and-tells, etc.
- APHA will make introductions to key project stakeholders and support with securing meetings
- APHA will provide a list of working locations and seek to co-locate for key working sessions where beneficial and practical
- Availability of key APHA stakeholders for meetings, workshops and deliverable review
- APHA will facilitate the organisation of workshops and interviews in line with the plan agreed in week one (meetings will commence as soon as week 2)
- APHA will provide a full-time project manager to work alongside the Deloitte team as a primary point of contact and to provide input on emerging designs and outputs



- APHA will provide a main point of contact (0.6 - 0.8 FTE) for each of the workstreams (1. Service Design, 2. Organisation Design, 3. Change and Communications) who will support to identify stakeholders, source information, and provide input on working drafts
- APHA will provide access to SMEs for the relevant service / business areas to provide input at workshops and comments on draft deliverables
- APHA will ensure that decisions/approvals are made in a timely manner and there are no delays in providing access to personnel and all such decisions shall be exercised reasonably
- APHA will review draft deliverables and provide comments within three working days. A deliverable schedule will be shared by Deloitte during mobilisation to provide sufficient lead-time for reviews.
- APHA will provide input and/or information from existing and ongoing organisational design work not within this scope, where relevant and appropriate to do so

Service Design specific dependencies

- Decisions around service design are made in a timely manner in order to inform the development of the to-be technical and data architecture
- APHA and Deloitte will agree the high-level service groupings during the as-is assessment, and this will provide a fixed view of the level of granularity to which services will be mapped. Mapping to a greater level of detail would be considered as additional to the scope in this DPEL
- APHA will agree a clear set of options assessment criteria with Deloitte against which the options analysis will be carried out
- APHA will provide access to resources from the SR21/PDPM/Borders and Trade Projects to support technical mapping activities
- Existing data and technical architecture documents will be made available prior to the start of the engagement.

Organisation Design and Operational Readiness specific dependencies

- Establishment of effective governance to enable organisational design and operational readiness (i.e. the design authority has been stood-up with sufficient delegation and representation from across APHA)
- Access to information/documents including:
 - Existing organisation design work across APHA, sufficient to enable design work
 - Existing org charts for APHA's functions, sufficient to enable design work
 - Relevant workforce data and information, sufficient to enable design work
 - APHA strategy
 - APHA People Planner
 - Demand and capacity modelling
 - Defra capability model
 - Other documents/information as required
- Sufficient access to APHA data/information throughout and as required

Change and Communications specific dependencies

- APHA will identify and provide access to the appropriate stakeholders for Deloitte to engage with in development of the initial engagement plan and communications approach
- APHA will identify and provide the appropriate members of senior leadership to sign-off any initial organisational communications messaging
- APHA will provide timely access to any additional relevant documentation, and if relevant, providing access to any shared document / collaboration site, particularly in relation to:
 - Transformation programme scope documentation and project plans
 - Stakeholder grouping already identified
 - Communications already shared with APHA staff
- APHA transformation workstreams will provide access to their project plans and be open to amending their timescales and provide the routes to engagement to build in engagement approaches
- APHA senior stakeholders will buy-in to the concept that engagement takes time



Assumptions and dependencies will be reviewed at regular project management meetings and this list may be added to throughout the engagement. A six-week "stage-gate" review is planned for week 6 of the project to evaluate the impact of these dependencies and consider how scope and/or timelines may need to flex for the remainder of the project.

Risk management

Provide further details of any foreseen risks with this project and how they could be mitigated:

The following table notes the risks, impacts, and proposed mitigation measures to this project.

Risk	Impact	Proposed mitigation measure(s)
An outbreak or pandemic-like event requiring APHA intervention occurs during the project	The time of staff inputting into the project are diverted to respond to the outbreak, delaying progress and inhibiting APHA staff input.	APHA informs Deloitte team as early as possible of timing and impact to resourcing. APHA Transformation Lead and Deloitte Project Director meet as soon as possible to discuss ramifications and revised scope and approach.
Risk that access to key APHA staff and information is not provided in sufficiently timely manner to progress scope.	Service design and organisation design scope is delayed.	1 week mobilisation period starting once engagement has officially commenced to agree ways of working prior kick-off. Includes workarounds in the event of unforeseen circumstances (i.e. deputies for key APHA personnel). BAU work of nominated SMEs and joint team members will be deprioritised for the 16-week period of the engagement with support from the relevant Directors.
Risk that annual leave across APHA impacts the timelines for delivery of service design and OD scope.	Delay to completion of scope which could lead to APHA's strategic objectives not being achieved.	Starting in the mobilisation phase, work collaboratively with APHA to plan leave and design key activities/decision points around this. Signal immediately when aware if annual leave cannot be mitigated purely by adjusting the timings so a solution can be agreed together.
Insufficient oversight and buy-in from APHA Exec and other upstream stakeholders (e.g. Defra) for "to-be" OD	Governance that stifles OD progress by not making decisions when they are required and integrating decisions in a single forum.	Align transformation governance with existing BAU governance during the mobilisation phase that has the authority to make decisions and guide OD work across all in-scope areas. Should be comprised of sufficiently senior APHA and Delivery Partner staff.
Risk of delay in review and approval of deliverables impacts	Hindered pace of delivery and ability to deliver scope of workstream(s) / engagement	Stated approvers for deliverables will be given clear timelines for review and sign-off. Any delays



delivery timelines across workstreams		will be escalated to Engagement Director and Programme Sponsor immediately.
Lack of coherence in the approach to OD throughout Phase 1 and onwards into Phase 2 and detailed design.	OD outputs for Phase 1, Phase 2 and onwards are not integrated, increasing the likelihood that APHAs strategic objectives are not achieved.	Use of design principles (refer design phase in OD scope) to ensure consistency throughout all phases.
Insufficient consideration of all nations' needs in the to-be design	New model(s) are not implementable in different nations operationally. Potential resistance from non-England stakeholders.	As-is and to-be service design engagement to include sessions in all three nations. Change and communications scope to consider Scotland and Wales audiences.
Future state designs do not align to current or future user need	Services do not achieve desired outcomes, require re-design and/or create technical debt.	Archetypes will be developed to inform Service Design work. Early and ongoing engagement with front-line staff throughout discovery and design will help to develop an understanding of user needs while ensuring staff have the opportunity to feed back on designs on a regular basis. Roadmap to identify future discoveries that by definition will include future user research.

Deliverables

Describe what the supplier will produce:

The table below provides a schedule of the deliverables that will be produced. For each Deliverable, Deloitte will share early storyboards and draft deliverables to agree format and contents in advance of final submission. Further details on the description of each deliverable can be found in the scope section.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Service Design			
As-is assessment report	The outputs stated in the Scope have been delivered and received sign-off from the SRO.	End of week 4	██████
As-is technical and data architecture report	The outputs stated in the Scope have been delivered and received sign-off from the SRO.	End of week 4	██████
To-be design report	The outputs stated in the Scope have been delivered and received sign-off from the SRO.	End of week 8 (initial), end of week 12	██████



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
To-be technical and data architecture report	The outputs stated in the Scope have been delivered and received sign-off from the DDTS Technical Architect Representative	End of week 8 (initial), end of week 12	██████re
Options appraisal for future years	The outputs stated in the Scope have been delivered and received sign-off from the SRO.	End of week 12	██████
Delivery roadmap	The outputs stated in the Scope have been delivered and received sign-off from the SRO and Project Sponsor.	End of week 16	██████
Organisation Design and Operational Readiness			
Activity based plan for Organisation Design scope (as part of overall plan)	Acceptance of plan by Project Team	End of week 1	██████
"As-is" OD summary document	The agreed as-is scope is mapped and shared with APHA, and the APHA Transformation team has provided written approval.	End of week 4	██████
Design framework document	Co-developed with APHA Project team and sign-off from SRO	End of week 8 (anticipated)	██████
"To-be" summary document	The agreed to-be scope is mapped and shared with APHA, and the APHA Project Team and sign-off from the SRO.	End of week 14 (anticipated)	██████
Role profiles (Team Leader level capability gaps for implementation only)	APHA Transformation team has provided written confirmation for each role profile.	As required for recruitment	██████
Delivery roadmap and mobilisation plan (as part of joint deliverable with Service Design)	As per deliverable above.	End of week 16	██████
Operational readiness summary document	The outputs stated in the Scope have been delivered and the APHA Transformation team has provided written approval.	End of week 16	██████
Change / communications			
Initial staff engagement plan for Phase 1	The outputs stated in the Scope have been delivered and the	End of week 6	██████



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	APHA Transformation team has provided written approval.		
Communications approach to launch the staff engagement plan for Phase 1	The outputs stated in the Scope have been delivered and the APHA Transformation team has provided written approval.	End of week 6	
Initial communications messages raising awareness of how staff can contribute to developing the changes launched	The outputs stated in the Scope have been delivered and the APHA Transformation team has provided written approval.	End of week 6	
Internal Capability Development Outcomes			
Knowledge transferred to APHA staff though (for example): <ul style="list-style-type: none"> Ongoing coaching and mentoring by working as a blended team Ad hoc 'lunch and learn' sessions on areas aligned areas of interest / development Access to wider Deloitte training 	Delivery of the activities as proposed, summarised in a Knowledge Transfer summary report that logs activities and outcomes	End of week 16	
APHA is able to maintain deliverables and assets beyond the completion of the project	Deliverables and assets are handed over to APHA staff in a usable format and APHA staff have the ability to maintain them	End of week 16	
Social Value Outcomes			
Carbon emissions generated through travel will be monitored and minimised where possible	Deloitte has shared the carbon emitted through travel on a monthly basis to support informed decision-making around travel based on an understanding of impact	End of week 16	

Limitations on scope and change control

Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

Provide details of the agreed team members including their roles and responsibilities during the project.

[illegible]

**Total resource**

Total days*
Engagement Length**

*Total days worked across all resources

**Total working days in engagement

**Business Area's team**

Name	Role	Grade	
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

4. Fees

Defra Group will reimburse the Supplier for approved work done according to the table below. The total fees for the scope of work detailed in this Engagement Letter will be **£1,096,425**, inclusive of expenses and excluding VAT. Fees (excluding expenses) are on a fixed-fee basis to be billed monthly against the deliverables outlines in the table below. Expenses will be billed as actuals.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
Service Design		End of wk
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]



Grand total		£ 1,096,425	

[REDACTED]

[REDACTED]

[REDACTED]

Expenses statement

Defra Group overarching contract rates include expenses for any travel to/from any UK location defined by the Business Area as the base office for the work. Only expenses for travel at the Business Area's request from this base can be charged. Such expenses are likely to include travel to APHA's sites across the UK.

Payment

The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees monthly on confirmation of approval of work delivered by the Business Area. The Supplier will keep an accurate record of time spent by staff in providing the services and provide this information and supporting narrative, if requested.

5. Governance and reporting

The governance and reporting arrangements for this programme of work will be structured as follows:

- Bi-weekly Stand-ups.
 - Purpose: drive progress of joint teams
 - Membership: APHA and Deloitte project workstream delivery team members.
- Weekly: Project Management meetings.
 - Purpose:
 - review weekly progress against the plan
 - key decisions; provide steers & guidance as appropriate
 - risk/issue escalation

- show & tells; deep dive on Service and Organisation Design show and tell content, ahead of wider agency dissemination; provide oversight, strategic steer and inform key decisions
 - Membership: Workstream SRO (chair), core APHA and Deloitte Service Design project team members
 - Reporting: Weekly project management report and schedule
 - Output: Show and tells to be shared more widely across the agency, as part of change and engagement plan i.e. Roadshows
- Fortnightly Steering Committee:
 - Purpose:
 - Provide oversight and strategic direction
 - Management of key risks/issues
 - Commercial Oversight
 - Membership: SRO (Chair), Workstream SROs, APHA Head of Contract Management, APHA and Deloitte project team leadership from all workstreams
 - Reporting: Board papers produced by the APHA and Deloitte project teams, circulated 3-5 days.
- Fortnightly Business Design Authority
 - Purpose: the formal governance gateway for any Design Activity to provide assurance that any 'design' meets the agency's agreed strategy and design
 - Membership: Workstream SROs, APHA SMEs across all directorates, relevant Deloitte team members
 - Reporting: Board papers produced by the APHA and Deloitte project teams, circulated 3-5 days.
- Fortnightly Technical Design Authority
 - Purpose: provide assurance that any business design meets the architectural principles and digital strategy.
 - Membership: Workstream SROs, APHA SMEs across all directorates (as required), Defra DDTS (senior architecture and technology leaders), relevant Deloitte team members
 - Reporting: Board papers produced by relevant DDTS leads, APHA and Deloitte project teams, circulated 3-5 days.

As part of the Call-Off Contract, the Supplier and Business Area agree to provide reporting on the following:

- Completion of the time tracker on a monthly basis, to track days worked by our consultants;

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific project engagement.

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target

Feedback and satisfaction

Business Area and Supplier to agree regular reporting intervals for the duration of the engagement.

Defra Group reserves the right to hold review meetings during the assignment, discussing what went well, opportunities for improvement on future assignments and similar. This will incorporate any 'Show and Tell' documentation or transferable products that have been produced.

A post-engagement quality review of the engagement will be arranged where the Business Area rates the services provided.

Non-disclosure agreements

The overarching MCF2 framework include NDAs. Insert any additional NDA requirements here.

6. Exit management

The agreed actions and deliverables by the Supplier for when the contract ends are as follows:

Describe what the supplier will produce upon existing the project engagement:

- All formal deliverables to be signed off by the appropriate individual from APHA
- All deliverables and assets to be stored in an APHA collaborative working space and handed over to nominated APHA staff
- Knowledge transfer handover session(s) to ensure that nominated staff are able to access and maintain assets and deliverables on an ongoing basis
- End of project retrospective / lessons learned session to discuss achievements and lessons learned from across the blended teams
- Final handover email summarising the completion of all deliverables and how then can be accessed.

Notice period

The nature of these engagements require that Defra Group have the ability to terminate an engagement with notice. Defra Group's termination rights for this engagement are marked below.

The minimum notice period for termination is 5 working days regardless of engagement duration.



1. Business Area identifies a potential need for delivery support, initiates a conversation with DgC, confirms which approvals are required for an engagement to occur, e.g. Consultancy Governance Board if over £100k or DgC Corporate Services Delivery Board if under £100k.
2. Request Form completed by Business Area and submitted to DgC at:
[REDACTED]
3. The form is reviewed by the DgC team around which resource route is most appropriate (e.g. Lots 1/2/3) and may request additional information/edits from the Business Area if required.
4. Lot / Supplier is selected and briefed on the request by DgC, then introduced to the requesting Business Area for further discussion and confirmation of work to be delivered
5. A Project Engagement Letter is completed by the Business Area with input from the Supplier (with supporting proposals as appropriate) and then finally agreed between the two parties, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the DgC for review by the Consultancy Governance Board (CGB). Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> ▪ DPEL agreed ▪ DPEL signed: Supplier, Dept and CO ▪ Purchase Order number 	<ul style="list-style-type: none"> ▪ Work can start ▪ Supplier can invoice for work

