Contract Reference: con_24118.

Requirement: Support to the DfE Early Years Childcare Portfolio.

Buyer: The Department for Education.

Supplier: Canvs Ltd. (12559477).

Deliverables: Consultancy support to the DfE Early Years Childcare Portfolio to meet demands of the Early Years New Entitlement Programme: Working at both portfolio and programme level, develop initial versions of the planning, RAID, benefits, stakeholder mapping and resourcing templates. Deliver initial governance for the portfolio and programmes. Deliver localised training/ upskilling to members of the PMO to build internal capacity to deliver the PMO functions. Develop a delivery plan for the sufficiency work that captures the planned interventions at both national and local level with an estimation on the impacts they will have on sufficiency and the timeline to delivering the impact. Provide ongoing PMO management support – including full handover.

The accepted redacted Supplier bids are available in the following pages.

Duration: 1st May 2023 – 30th November 2023.

Extension Period: N/A.

Payment: On delivery / in arrears.

Total Value: £401,000 (exc VAT).

Childcare portfolio setup
(Department for Education)

Prepared by ███████████
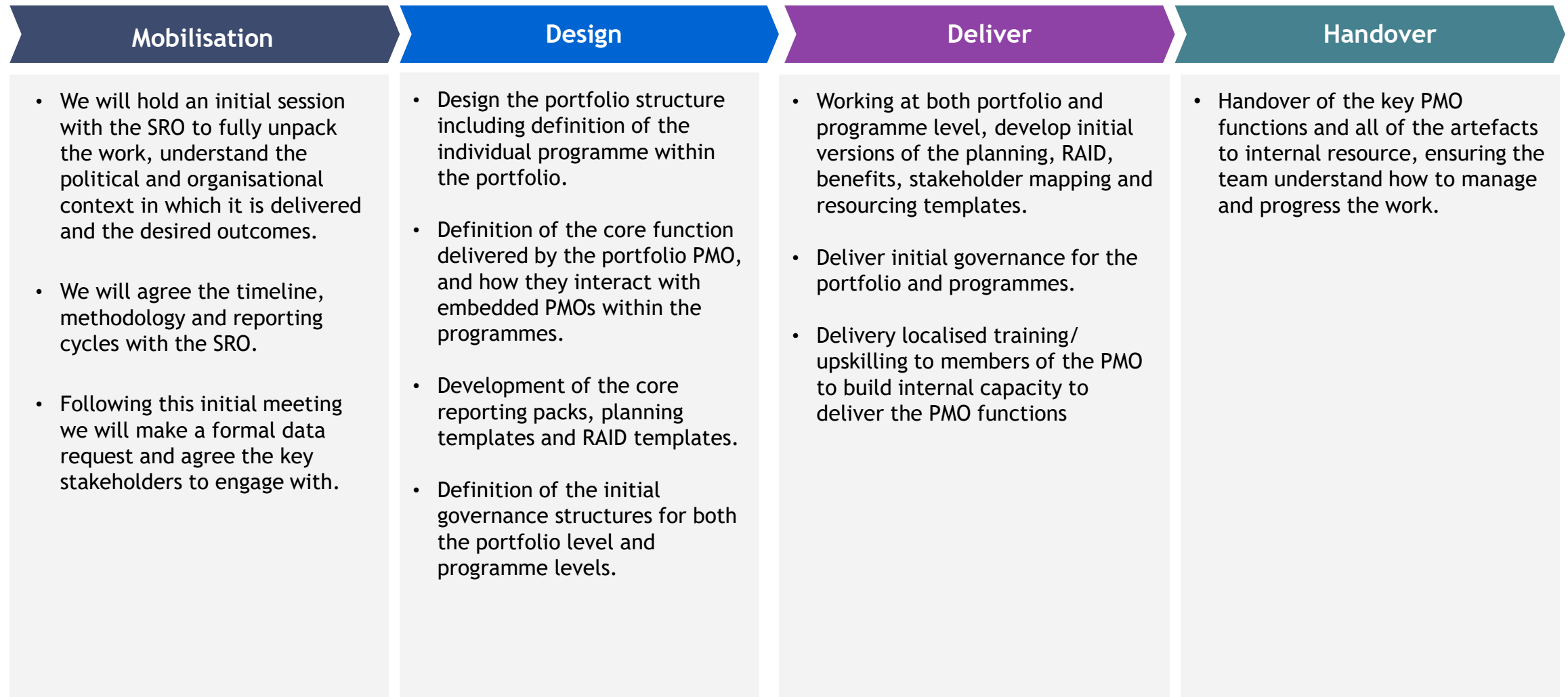
Context & Objectives

Context

- The Spring budget saw the announcement of a huge expansion to the early years entitlement

- The commitment has a particularly high profile across government given both the scale of spending, the anticipated benefits and the significance of the commitment

- Delivery sequencing in order to achieve all of the public commitments is very challenging. The current resource in the portfolio is focussed on addressing key policy questions, leaving a gap in the delivery/PPM function.

- Additional PPM resource is to be recruited but support to set up the PPM infrastructure is required.

Objectives

The objectives of this work are to:

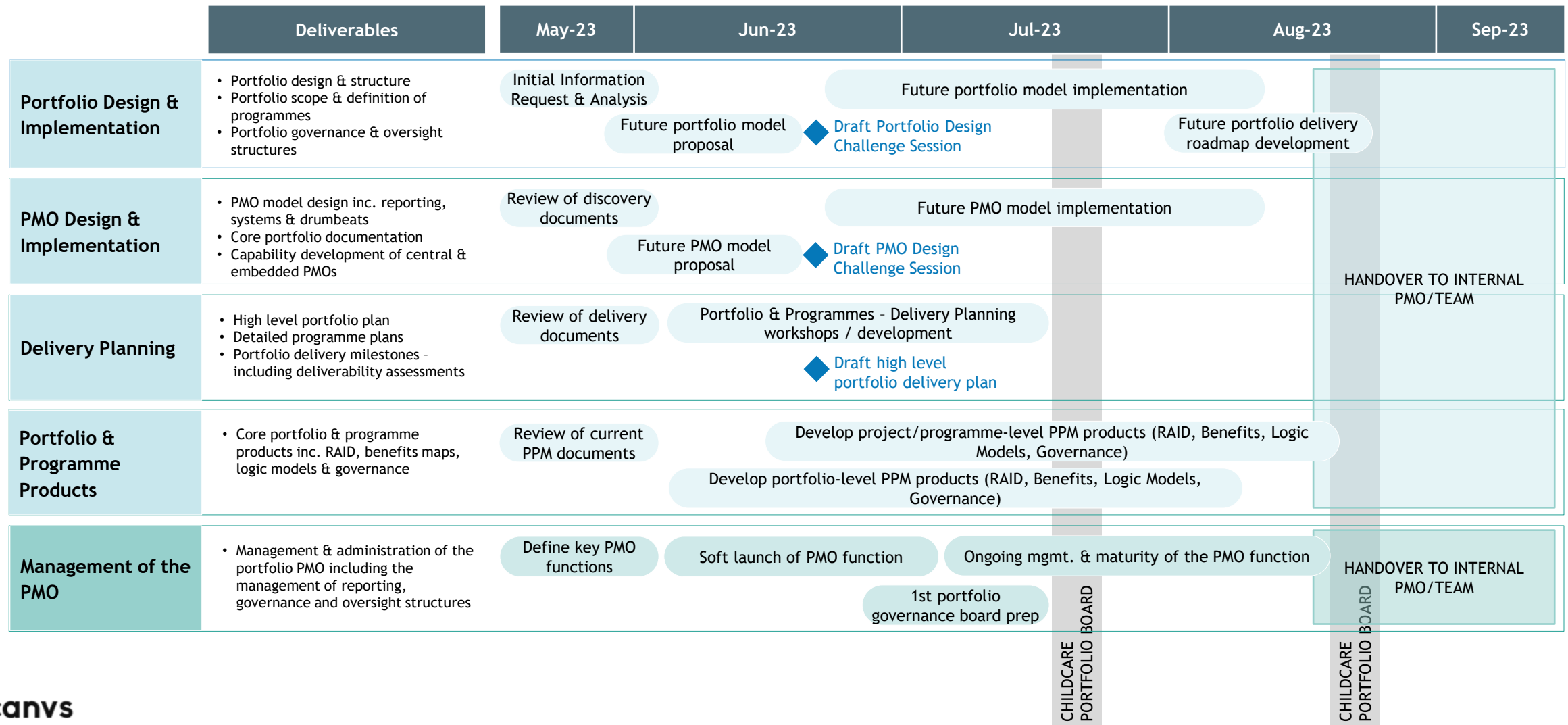1. Define the childcare portfolio encompassing all the elements involved in the scaling up of entitlement and wrap around support

2. Define the central PMO structures and governance including the definition of roles and responsibilities between the functions

3. Development of the high level programme plan to support the delivery

4. Creation of the core portfolio and programme products (risk, resourcing, benefits etc)

Deliverables: defining the approach

Mobilisation	Design	Deliver	Handover
• We will hold an initial session with the SRO to fully unpack the work, understand the political and organisational context in which it is delivered and the desired outcomes. • We will agree the timeline, methodology and reporting cycles with the SRO. • Following this initial meeting we will make a formal data request and agree the key stakeholders to engage with.	• Design the portfolio structure including definition of the individual programme within the portfolio. • Definition of the core function delivered by the portfolio PMO, and how they interact with embedded PMOs within the programmes. • Development of the core reporting packs, planning templates and RAID templates. • Definition of the initial governance structures for both the portfolio level and programme levels.	• Working at both portfolio and programme level, develop initial versions of the planning, RAID, benefits, stakeholder mapping and resourcing templates. • Deliver initial governance for the portfolio and programmes. • Delivery localised training/ upskilling to members of the PMO to build internal capacity to deliver the PMO functions	• Handover of the key PMO functions and all of the artefacts to internal resource, ensuring the team understand how to manage and progress the work.

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Deliverables: expected timeline

INDICATIVE TIMELINE – a detailed delivery timeline will be developed during mobilisation

Deliverables		May-23	Jun-23	Jul-23	Aug-23	Sep-23
Portfolio Design & Implementation	• Portfolio design & structure • Portfolio scope & definition of programmes • Portfolio governance & oversight structures	Initial Information Request & Analysis	Future portfolio model proposal ◆ Draft Portfolio Design Challenge Session	Future portfolio model implementation	Future portfolio delivery roadmap development	
PMO Design & Implementation	• PMO model design inc. reporting, systems & drumbeats • Core portfolio documentation • Capability development of central & embedded PMOs	Review of discovery documents	Future PMO model proposal ◆ Draft PMO Design Challenge Session	Future PMO model implementation		
Delivery Planning	• High level portfolio plan • Detailed programme plans • Portfolio delivery milestones – including deliverability assessments	Review of delivery documents	Portfolio & Programmes – Delivery Planning workshops / development ◆ Draft high level portfolio delivery plan			
Portfolio & Programme Products	• Core portfolio & programme products inc. RAID, benefits maps, logic models & governance	Review of current PPM documents	Develop portfolio-level PPM products (RAID, Benefits, Logic Models, Governance)	Develop project/programme-level PPM products (RAID, Benefits, Logic Models, Governance)		
Management of the PMO	• Management & administration of the portfolio PMO including the management of reporting, governance and oversight structures	Define key PMO functions	Soft launch of PMO function 1st portfolio governance board prep	Ongoing mgmt. & maturity of the PMO function	HANDOVER TO INTERNAL PMO/TEAM	

HANDOVER TO INTERNAL PMO/TEAM

CHILDCARE PORTFOLIO BOARD

CHILDCARE PORTFOLIO BOARD

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Commercials: proposed timeline to test at the kick off

Cost: ██████	**Time period:** 22nd May 2023 – 8th Sep 2023	**Procurement Channel:** TBC

Assumptions

- **IR35** – Given the nature of the engagement and the fixed price commercial model, it is assumed that the consultants will be assessed as outside of IR35.

- **Availability of resource** – as part of this work, it is assumed that some resource will be dedicated to the PMO throughout the engagement and that additional resource will be onboarded to the PMO prior to the end of August to facilitate hand over.

Risks

1. **Scope creep** – the current plan is targeted to deliver key outputs and outcomes. There is a risk of scope increase and individual challenges are identified in the programmes.

2. **Refocused priorities** – as teams begin to submit their policy and delivery proposals, and as the end state activity is developed further, larger gaps in the products may be identified. There is a risk this will require a reprioritisation of the activities defined in this proposal – limiting the expected outputs.

3. **Availability of resource** – in order to deliver the portfolio and policy level outputs, there is an expectation that teams will have sufficient resource available to input into the products. Limited resource during this period will impact the quality of the outputs, and significantly impact the final products shared with Ministers.

4. **Implementing change** – changes in the portfolio processes, workflows and roles will have a significant impact on individuals and teams.

Our team

████████ – Project Lead

Highly-experienced public sector delivery consultant with over 15 years experience in delivering impactful change within organisations.

████████ will oversee the project including engagement with key stakeholders, design of the portfolio and governance structure

████████

████████ has a background in setting up and assuring major programmes with recent experience at the IPA in leading the assurance of Major Projects and portfolios across government.

████████ will be leading on the definition and design of the portfolio and individual programmes.

████████

As the PMO expert, ████████ will be leading the definition and set up of the portfolio PMO, relationships with the programme PMO and development of the initial PPM products.

████████ will also be running the drumbeat of PMO activity during the programme

████████ - QA

████████ will be providing QA on products across the childcare programmes. With recent experience in developing the portfolios for teaching workforce and Children's Social Care in DfE, ████████ will be ensuring that the products developed for Childcare are both high quality and meet the needs of the organisation.

Childcare programme – proposal for future support
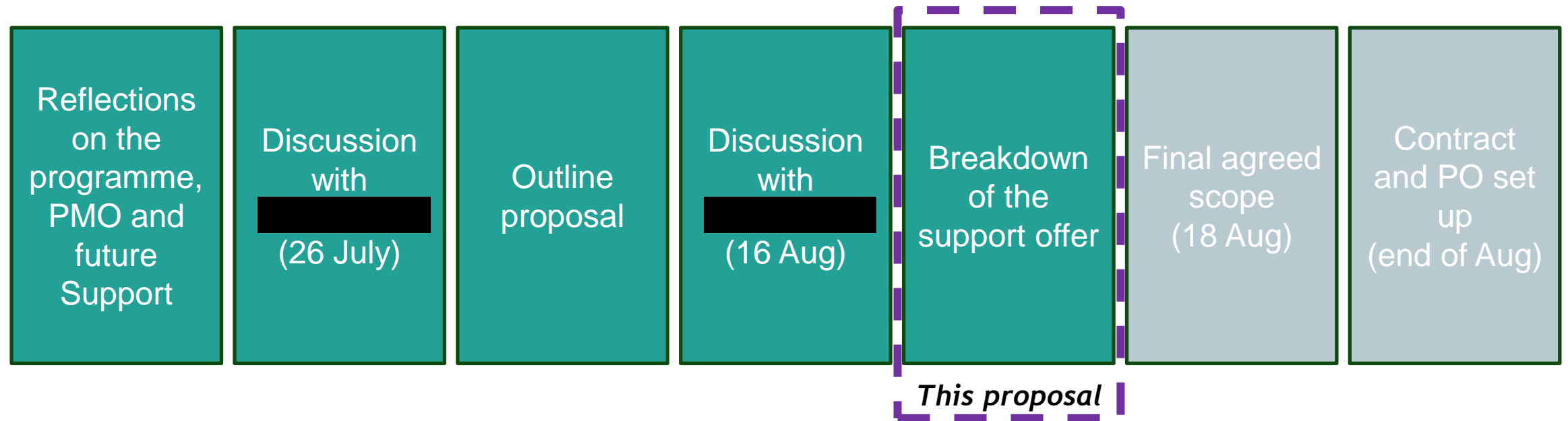## (Department for Education)

Prepared by █████████

04 September 2023

How we have arrived at this proposal

Reflections on the programme, PMO and future Support

Discussion with ███████ (26 July)

Outline proposal

Discussion with ███████ (16 Aug)

Breakdown of the support offer

This proposal

Final agreed scope (18 Aug)

Contract and PO set up (end of Aug)

Summary of proposal – post Aug 2023

Function	Offer and deliverables	Duration	Unit cost	Total cost
PMO	▪ Development of a 3 month ambition and plan ███████████ ▪ This will be incorporated into two delivery phases : Phase 1: Managing the elements of the PMO whilst the PMO continues to onboard its new starters, managing products and iterating outputs. Phase 2: handing over activity to the new PMO resources, and providing upskilling and feedback to help embed the processes and activities ▪ The timeframe here is based on the onboarding of the new internal team by end of Sept/mid Oct	3 months (end Nov 23)	████████	████████>
Capability Development	▪ 2 x DD & G6 sessions on leadership in a delivery programme (Building on CSC model) ▪ 2 x sessions on programme delivery for the PMO (Programme and Project) (Building on CSC model)	End Nov	████████	████████
Potential Future support				
Delivery Support	▪ Specific support to individual policy areas in supporting them to set up, develop and deliver particular workstreams or products. ▪ The support offer will largely be focussed on a dedicated individual supporting a specific area with some wrap around support (delivery manager, planning, risk and commercial support). ▪ The 7 month timeframe is indicative of when a significant amount of delivery will need to be complete			

Support in the future – PMO Management

PMO management

The development and running of the programme level PMO and establishing processes for interaction between the programme PMO and Project PMOs

Objectives for the next phase

Given the new resource is likely to be onboarded over the next 6 weeks, there are a number of areas that would benefit from additional support and resource in this space:

- Management and running of the PMO – at present there is not sufficient resource to run the PMO without additional support.
- Handing over products – the PMO is not currently resourced to pick up the products that have been developed. The extended period enables the onboarding and handover of the products
- Maturing the PMO – the PMO is largely focussed on commissioning and reporting. Support to mature this so that the PMO is able to be more intelligent.
- Enhancing the quality of products – at present the current version of the products is limited by the design stage of the individual workstreams. Extending the support will enable work to progress in these workstreams to then mature the products (eg plans and RAIDs)
- PMO capability building – as a major project, ensuring that the PMO team understand how to operate in this environment through learning, shadowing and advising.
- Embedding the PMO processes – many of the processes that have been developed have not yet been fully established and embedded, extending the support will enable these processes to be embedded.

There are additional gaps on planning and risk that would also ideally be picked up, however it's unlikely that this can be accomplished by just extending the support, rather an expansion would be necessary.

Time period

It is recommended that the support is extended to the end of November.

This is based on the time period to recruit, onboard, support the new recruits to get up to speed and then handover to them

Resource Allocation

At present the proposal would be to extend the existing levels of support, however this could be scaled up if there was a desire to provide specific support on planning and RAID.

Support in the future – Building Capability and Culture

Delivery Support

The feedback on the Early Years and Childcare programme suggest that there is an opportunity to address some of the challenges being faced by the teams through building capability and building a delivery culture.

Potential objectives for the next phase

Staff Capability building:
- Structured learning sessions for the individual PMOs on Risk, Planning
- Al staff learning opportunities on the basics of PPM

SRO, DD, G6 Delivery capability
- Facilitated training on delivery structures and culture
- Delivery coaching for Programme and Project SROs

All staff engagement and culture sessions
- Engagement on delivery culture and behaviours
- Definition of the accountability and responsibilities

Time period

This could be facilitated between Sept to Dec 2024

Resource Allocation

The resources for this would need to be agreed based on the profile of support required

Key risks

Risk	Descriptions	Mitigation
PMO resource capacity and capability (prog & project)	███████ evolve the Programme PMO, to then hand over to the internal team is highly dependant on recruiting enough high quality PMO professionals	A replanning exercise similar to the 3 month plan to be undertaken in October to recalibrate the ambition for the PMO and revise expectations for the teams.
Programme capacity	All our output relies on having resource in the programme to "do the work". This is most acute in the incubator where the consultancy support is dedicated to facilitating the incubator and marshalling the process for multi-disciplinary teams to deliver, including policy, analyst, finance etc. Without the resource in the policy areas, the ability to facilitate a process or indeed for the teams to be able to follow the process is significantly hampered	Run a reprioritisation session to identify where best to use the existing consultancy and programme resource.
Urgent requests/ changing priorities	Given the scrutiny of the programme as a whole, and the challenging wider context, there is a risk that work gets derailed or urgent new areas of focus arise. ██████████	Regular contract management meetings where changes in scope can be captured and addressed.

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Proposal: Building the sufficiency plan
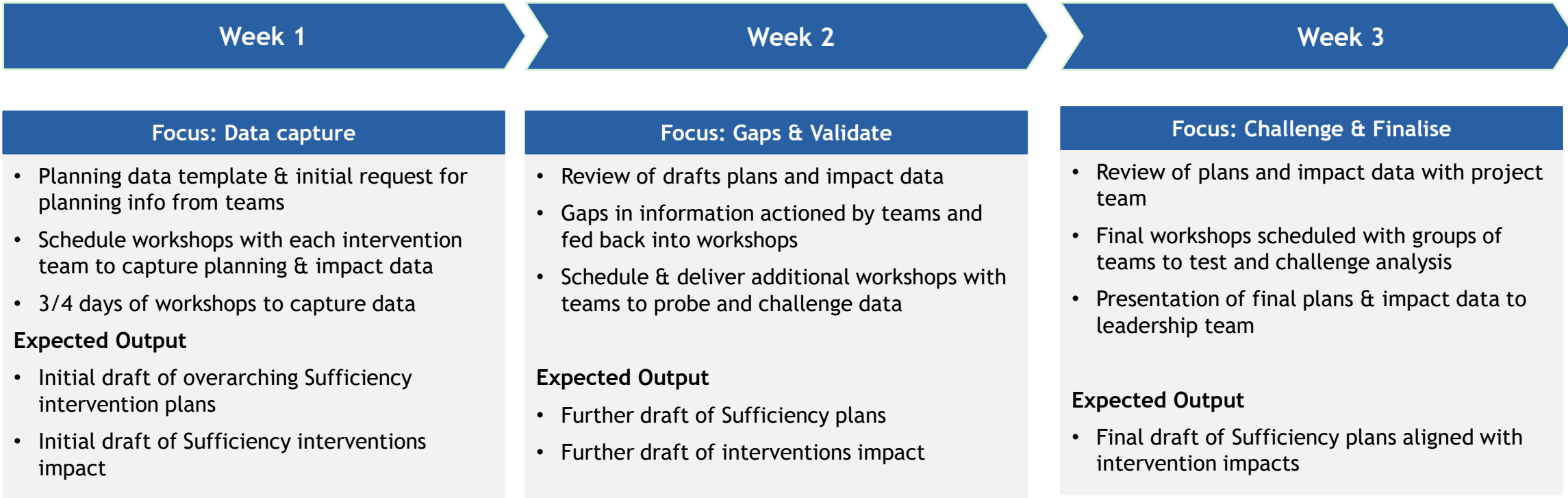## (Department for Education)

Prepared by ███████████

08 September 2023

Outline Scope: Sufficiency Plan (11-29 September)

Objectives	Develop a delivery plan for the sufficiency work that captures the planned interventions at both national and local level with an estimation on the impacts they will have on sufficiency and the timeline to delivering the impact.

Planned activity	1. Workshops to capture intervention data 2. Workshops to capture impact data 3. Analysis of existing and new information	**Out of scope**	• Detailed analysis of the workforce interventions • New LA or provider engagement to validate impact assessments • Gap analysis or Risk analysis on planned interventions • Deliverability assessment of the interventions

Deliverables	• POAP: Sufficiency interventions & impact (slides) • Impact analysis (spreadsheet) • Project plan

Project Team	• ████████ - Lead Consultant • ████████ – QA and Assurance	**Monitoring & Engagement**	• Daily stand up for a small team • Weekly DD/G6 group to review progress and provide steers.
Key Stakeholders	• ████████ – Prog Director		

Plan for a Plan: delivering the activities

Week 1	Week 2	Week 3

Focus: Data capture

- Planning data template & initial request for planning info from teams
- Schedule workshops with each intervention team to capture planning & impact data
- 3/4 days of workshops to capture data

Expected Output

- Initial draft of overarching Sufficiency intervention plans
- Initial draft of Sufficiency interventions impact

Focus: Gaps & Validate

- Review of drafts plans and impact data
- Gaps in information actioned by teams and fed back into workshops
- Schedule & deliver additional workshops with teams to probe and challenge data

Expected Output

- Further draft of Sufficiency plans
- Further draft of interventions impact

Focus: Challenge & Finalise

- Review of plans and impact data with project team
- Final workshops scheduled with groups of teams to test and challenge analysis
- Presentation of final plans & impact data to leadership team

Expected Output

- Final draft of Sufficiency plans aligned with intervention impacts

Challenges

- The work on sufficiency is complex, with limited data. To capture a single sufficiency plan will require a level of estimation in terms of both activities, timelines and impacts on the overall sufficiency picture.
- As this plan begins to take shape, the difficulty in estimating impact will become clearer. This will need to be addressed during the course of the work – and in particular, the appetite to share information with a low degree of confidence, especially with OGDs.

Plan for a Plan: high level timeline

	Focus: Data capture					Focus: Gaps & Validate					Focus: Challenge & Finalise				
	Sep: 11	12	13	14	15	18	19	20	21	22	25	26	27	28	29

Key Dates / Meetings

◆ Sufficiency Board

◆ EYCR Programme Board

◆ Senior Stocktake

Activities

Kick-off & initial data request

◆ **13-Sep**: *Plan for a plan shared at Sufficiency Board*

Desktop review of data

Initial data capture workshops with each intervention team

◆ **15-Sep**: *Initial draft of overall plan & impacts*

Review of draft w/ leads

Collate data gaps from teams

Further workshops to validate plan with teams

◆ **21-Sep**: *Further draft of plans shared w/ Oversight Group*

◆ **22-Sep**: *Further draft of plans shared with EYCR Prog Board*

Feedback sessions w/ leads

◆ **28-Sep**: *Final Sufficiency Plans*

Further workshops to validate plan with teams

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Plan for a Plan: Requirements

In order to deliver this ambitious piece of work to challenging timelines, there will be some activities that will need to be secured on the DFE side. Some of these have been outlined below in order to set the tone of the engagement. This is not an exhaustive list and the requirements will develop over the course of the engagement.

1	**Logistics/ systems**	Access to the DfE IT system will need to be expedited. Whilst some of the work can be undertaken on the Canvs system, the ability to collaborate in real time with the teams in DfE is necessary to ensure that engagement and products can be developed at pace.
2	**Analytical resource**	A crucial elements of this engagement is the assessment of the impact that the individual interventions will have on the overall picture. This element will need to be owned and delivered by the analytical resource in DfE as they own the data sets that these assessments will be built on. Nominated (if not dedicated) resource will be needed to build this picture.
3	**Policy/ Delivery team access**	This activity will need to be a high priority for each of the delivery teams on the current interventions. Recognising that the teams are already stretched, the work will need to be prioritised and therefore other work may need to be descoped or delayed
4	**LA Readiness Team availability**	The work on LA readiness and the sufficiency picture are integrally linked and therefore support from the LA readiness team will be integral to the development of this roadmap.
5	**Oversight group**	A group with ████████, ████████ and any relevant G6/7s to oversee and steer the development of this plan will need to come together a handful of times over the course of the development.
6	**Ownership and handover**	The content that will feature in the plan will need a specific owner, who will be charged with signing off the content before its presented. For some areas this may be a mix of the policy teams for plans and outputs, and the analytical team for impacts.

Workshop objectives

Goal mapping

Work with Intervention lead to understand the step by step process to implementing the interventions. Key questions include:
- What are you looking to achieve?
- What does success look like?
- What are the key concerns today?

Process mapping

Work with Intervention lead to understand the step by step process to implementing the interventions. Key questions include:
- What are the steps that take you to launch?
- What are the dependencies to success?

Dependency mapping

Work with teams to understand the reliance that is placed on performance of other teams. Key questions include?
- What are the roles of each of the teams?
- What reliance are you placing on LAs or other providers?
- What governance steps are needed?

Timeline mapping

Work with team leads to understand where there is known data, how long each of the key steps in the process will take. Key questions include?
- How long has each step taken previously where it has been done?
- What sort of time would you give dependency to deliver this?
- What are the assumptions on timeline?

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