



Cabinet Office

OFFICIAL SENSITIVE - COMMERCIAL
EU Exit Implementation Capability Unit
External support
Project Engagement Letter – Lot 1, 2 and 3

Completed forms and any queries should be directed to fst-consultancy@cabinetoffice.gov.uk

COVID 19 Response – Project Engagement Letter		
Engagement ref #	026C	
CCS Salesforce ref#	585387	
Extension?	N	Ref
Department / Area	Ministry of Justice / HMPPS / Probation Workforce Programme	
Supplier	PA Consulting	
Title	Establishing the Design Faculty for Digital L&D	
Engagement start / end date	Proposed start date 06 April 2020	Proposed end date: 12 May 2020 (Phase 1)
Funding source	Department	
Expected costs 19/20	-	
Expected costs 20/21	£77k	
Dept. PO reference	Dept. PO reference 21070430042 (Supplier to charge direct to customer)	
Lot #	Lot 2	
Version #	0.3	

By signing and returning this cover note, the Ministry of Justice accepts the contents of this Engagement Letter as being the services required and agrees for PA Consulting to provide the services in accordance with the Statement of Work under the overarching contract (Lot 1 / 2 - Ref CCCC18A29, Lot 3 - Ref CCCC18B08) with the Cabinet Office and confirms the availability of funding to support recharge for the services

Signatures		
Supplier	Department	Cabinet Office / EUEICU
By: Signature	By: Signature	By: Signature
or and on behalf of PA Consulting Member of PA's Management Group	For and on behalf of Ministry of Justice Senior Commercial Manager	Cabinet Office / EUEICU Commercial Head of EU Exit External Support Team
24/06/2020	[insert date] 29/06/2020	30/06/2020
Supplier engages with Department to complete. Once agreed, Supplier signs front page and sends to Department	Department signs front page and sends to EUEICU	On approval, EUEICU signs and returns copy to Department and Supplier



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Supplier contact: [REDACTED]

Department contact: [REDACTED]

General instructions

The Engagement Letter describes the services required and provided. When completing the Engagement Letter establish the context, explain why external support is required and distinguish between the objectives, outcomes, scope and deliverables. The rationale behind the costs should be made evident in the Fees section.

The *departmental considerations* are guidance notes for the customer to support their evaluation of the Engagement Letter.

1. Background

As part of a broader drive to raise professional standards amongst the probation workforce under the Probation Workforce Programme, activity is underway to design and implement a new operating model for learning and development for the National Probation Service. The new approach will enable probation staff to take greater ownership of their own professional development; improve the NPS's ability to meet existing training commitments; and respond dynamically to the requirements flowing from the changes to the wider operating model for Probation being implemented by the Probation Reform Programme. These changes mean that the demand for learning products is set to accelerate dramatically, with over 3,500 CRC staff due to transfer into the NPS in addition to significant levels of planned recruitment for Probation Officers.

The impact of Covid-19 on the NPS has highlighted the known constraints with the current L&D delivery model. L&D resources are struggling to meet current demand, even before the anticipated increases. Previously over 80% of learning was delivered through face-to-face training, all of which has been suspended. Business critical learning e.g. Professional training for new Probation Officers (PQIP) and the National Training Team's Recovery Plan (which needs an estimated 35 FTE staff) will be unable to go ahead for a potentially significant period so there is an urgent need to start converting critical learning products into digital resources and experiences, if effective probation practice is to be maintained in these uncertain times.

The new approach to learning and development will make greater use of digital learning, creating accessible and engaging digital learning resources and experiences, and reducing the reliance on face-to-face classroom training. This requires the establishment of the Design Faculty as a specialist function for designing, developing and sourcing appropriate learning content. At present, however, there is limited digital learning design and user experience capability in the NPS training/learning functions.

PA Consulting is able to supply the specialist capability from its Learning Performance and Innovation team and is already engaged in supporting the design of a new operating model for Learning and Development in Probation so understands the context.

2. Statement of services

Objectives and outcomes to be achieved

To address the urgent need for greater use of digital learning resources and experiences, PA is providing a specialist digital learning team to work with NPS on establishing the Design Faculty, developing an approach to the design of digital learning and piloting it with a few priority requirements. The Design Faculty is the 'engine' within the overall Digital Learning & Development Delivery Model responsible for designing, developing and sourcing learning content.



This is the Discovery phase of a longer piece of work to establish the NPS Design Faculty. The objectives for the phase are to:

- Develop and refine the design for the Design Faculty – map and engage with existing teams, roles and processes, and assess the extent to which they could play a part in the new function - and design a detailed model for the commissioning of new learning products in a way that can manage an increasing flow of demand whilst being responsive to NPS learning needs.
- Adopt a consistent, user-centred digital learning design approach – test and adapt PA's approach to developing digital learning products for the NPS
- Understand the learning technology employed by NPS – identify the different systems in use by NPS staff, understand their capabilities and constraints, and identify opportunities to optimise them for an improved learner experience
- Select and understand the priority learning products for initial focus – we will agree a small number of business-critical priorities for piloting and starting the process by understanding the requirements and mapping the learner journeys, as a basis for redesign
- Start the process of capability for NPS learning professionals – we will share our approach with NPS learning professionals as we go.

The outcome of this phase will be a platform for designing and piloting digital approaches for the priority learning products in the next phase.

Scope

This phase of work will establish the foundations of the Design Faculty in terms of the approach to and the processes for designing digital learning resources. It will enable a rapid move into piloting the approach in the next phase of work.

The scope of this phase covers:

Establishing the Design Faculty

- Mapping the roles, responsibilities and processes currently associated with the commissioning and design of learning
- Designing the new roles required in the Design Faculty
- Designing the commissioning process for new learning resources

Adopting a consistent user-centred, digital learning approach:

- Adapting PA's 5Di approach to provide an approach and toolkit of resources for a user-centred approach to designing digital learning
- Engaging with key stakeholders to test and refine this approach
- Agreeing the learning priorities for design/piloting – where we need to replace conventional face to face learning in a COVID context - and understanding the requirements
- Mapping current learner journeys for the agreed priority areas as a basis for redesign

Reviewing Learning Technology

- Understanding the different technology platforms available to support learning in the NPS: ownership, functionality, commercial model, user
- Identifying any changes / improvements required

Building Capability and Transition

One of the priorities of this work will be to build capability in NPS to deliver the new approach to L&D. Accordingly, a key part of this phase will be to engage stakeholders and explain the planned approach to the development of digital learning, including the roles that stakeholders will be expected to fulfill in the design process.



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The next phase will include specific transition planning for how the Design Faculty will be established on a sustainable basis.

Assumptions and dependencies

To deliver this scope of work we have identified the following dependencies:

1. identification of and access to key stakeholders (recognising the constraints of lockdown)
2. timely decision making around the priorities for design.
3. access to the current learning technology systems

If dependency 1 is not met it will impact on the quality of the deliverables. If dependencies 2 and 3 are not met, it will impact on our ability to complete the deliverables on time.

We will work with our client contacts to facilitate access to people and systems and secure decisions on design priorities

Deliverables

The deliverables of this stage are defined in the table below. The commissioning process will be subject to board approval. Otherwise deliverables will be subject to client review.

Deliverable	Milestone / Date	Owner (who in the delivery team?)
Stage A: Discovery and Conceptual Design		
Design for the Design Faculty commissioning process for approval	12/05 (submission of board paper)	[Redacted]
Digital learning design approach and toolkit adapted for the NPS	12/05	[Redacted]
Learner journeys for the agreed priority learning products	12/05	[Redacted]
Analysis of the current learning technology and platforms (MyLearning, EQUIP, CSL), identifying strengths to build on and improvement priorities for further investigation	12/05	[Redacted]

A further Stage will be required to Design, Develop and Deploy examples of new learning resources, not covered by this scope.

Limitations on scope and change control

Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Department.

The Engagement Letter is the agreed contract of work between the Cabinet Office, Department and Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by EUEICU.

3. Delivery team



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Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
[REDACTED]	Design Lead	PC	[REDACTED]	20	[REDACTED]
[REDACTED]	Design Team	CA	[REDACTED]	18	[REDACTED]
[REDACTED]	Design Team	CA	[REDACTED]	20	[REDACTED]
[REDACTED]	SME	MC	[REDACTED]	3.5	[REDACTED]
[REDACTED]	Oversight	Partner	[REDACTED]	1.5	[REDACTED]

Total resource	63 days
Total days* Engagement Length**	4 weeks
<small>*Total days worked across all resources **Total working days in engagement</small>	

Department's team

This work forms part of the Probation Workforce Programme.
 Specifically, it forms part of the **Infrastructure** project led by [REDACTED] but also links closely to the **Capability** work led by [REDACTED].
 Outside the Programme, the work will require collaborative engagement with representatives of the National Training and Effective Practice teams, as well as representative front line staff to provide a learner perspective, and access to information about existing learning provision including supporting systems such as My Learning.
 Reviewing the learning technology provision is dependent on access to the existing systems.

4. Fees

The Department 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 £77k, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A: Discovery		DD/MM/YY
Development of Design Faculty design Digital Learning approach and toolkit Learner journeys for agreed learning priorities Analysis of current learning technology	£77k	12/05/20
B: Design		
Working with learners to design, develop and pilot digital learning resources in the agreed priority areas	£0	
Expenses		
No expenses are expected.	£0	
Grand total	£77k	



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Expenses statement

The Cabinet Office overarching contract rates include expenses for any travel to/from any UK location defined by the Department as the base office for the work. Only expenses for travel at departmental request from this base can be charged. If appropriate, define permissible expenses to be charged.

Payment

The Supplier should invoice fees monthly in arrears. VAT will be added to fees at the prevailing rate. The Department will reimburse fees monthly on confirmation of approval of work. 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

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

- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Weekly progress reviews with [REDACTED]
- Periodic reporting to the Programme Board – specifically for this phase, the team will share the outputs of the design work at the end of this phase

Feedback and satisfaction

There will be a stocktake review at the end of the phase to review progress and agree the way forward for the next phase.

The Cabinet Office reserves the right to hold a 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 client departments rate the services provided.

Non-disclosure agreements

The overarching MCF / MCF2 frameworks and Cabinet Office contracts include NDAs. No additional NDA requirements here.

Notice period

The nature of these engagements require that the Department / Cabinet Office have the ability to terminate an engagement with notice. The Department or the Cabinet Office's termination rights for this engagement are marked below.

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



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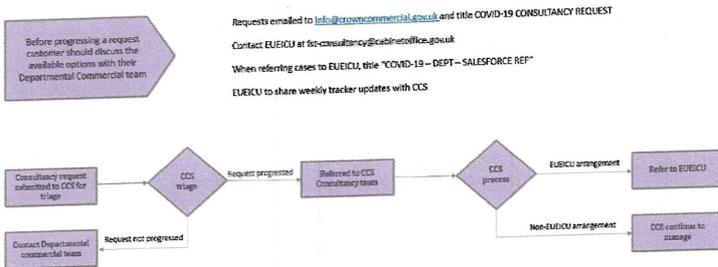
Where the Department or the Cabinet Office terminate an engagement, agreed costs incurred to the end of the notice period will be reimbursed.



1. Department identifies a potential need for delivery support, initiates a conversation with EUEICU, confirms which approvals are required for an engagement to occur
2. Request Form completed by department and submitted to EUEICU at fst-consultancy@cabinetoffice.gov.uk
3. The form is reviewed by the EUEICU team re which resource route is most appropriate (e.g. Clearing Hub, Lots 1/2/3), and may request additional information/edits from department if required
4. Lot / Supplier is selected and briefed on the request by EUEICU, then introduced to the requesting department for further discussion and confirmation of work to be delivered
5. An Engagement Letter is completed by the supplier and agreed with department, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the EUEICU for review by Approvals Board. Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> • PEL agreed • PEL signed: Supplier, Dept and CO • Purchase Order number 	<ul style="list-style-type: none"> • Work can start • Supplier can invoice for work
Approval in principle	<ul style="list-style-type: none"> • Confident PEL is on track or PEL agreed • Reliable confirmation from Dept that internal approvals / funding in place as no PO number 	<ul style="list-style-type: none"> • CO gives supplier permission to work at risk if they choose • Dept required to complete Full approval ASAP • Supplier can't invoice until Full approval

COVID-19 Consultancy Request Process





EUEICU Commissioning Process

