



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 #	93C		
CCS Salesforce ref#	00620111		
Extension?	N	Ref	Previous PEL reference numbers
Department / Area	Ministry of Justice – HMCTS		
Supplier	PWC		
Title	Rapid Digitalization of Civil, Family and Tribunal Services		
Engagement start / end date	Proposed start date 02/07/2020		Proposed end date 31/07/2020
Funding source	Ministry of Justice		
Expected costs 19/20	Nil		
Expected costs 20/21	£49,508		
Dept. PO reference	Dept. PO reference -to be provided separately		
Lot #	Lot 3		
Version #	0.2		

By signing and returning this cover note, Ministry of Justice accepts the contents of this Engagement Letter as being the services required and agrees for PwC 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 pay for the services

Signatures		
Supplier	Department	Cabinet Office / EUEICU
By: REDACTED Signature	By: REDACTED Signature	By: REDACTED Signature
or and on behalf of PwC REDACTED	For and on behalf of the Ministry of Justice REDACTED	Cabinet Office / EUEICU REDACTED
10/7/2020	22/07/2020	
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

Supplier contact: **REDACTED**



Department contact: **REDACTED**

1. Background

COVID-19 related distancing measures meant that HMCTS has had to rapidly adapt the way they process CFT cases in a predominantly remote working environment. HMCTS now want to harness these new ways of working, urgently reduce the backlog, overcome remaining obstacles and proactively prepare itself for potential future waves of COVID -19 or comparable situations.

HMCTS have requested that PwC carry out a short scoping study (from approx. July 02 to 31 July) to help HMCTS identify and assess a small number of digitisation options to achieve the above mentioned objectives. Because of PwC's prior understanding of HMCTS and their Reform Programme, HMCTS consider that PwC are uniquely placed to deliver the outcome within the tight timeframes necessary.

2. Statement of services

Objectives and outcomes to be achieved

HMCTS' requirement is for a short scoping study to identify and assess a small number of digitisation options to feed into its forward plan and support Covid19 recovery.

This needs to cover both "quick win" digitisation opportunities (i.e. rapidly scanning in forms so that staff can access them from remote locations) as well as more strategic solutions that leverage recent technological advances but are still in line with the target operating model and reference architecture of the HMCTS Reform Programme. The review would focus both on incoming correspondence and documents that are already 'inside' the system.

Services that are already partially reformed through the HMCTS Reform Programme may now need to be treated differently than "unreformed services" to support coherence with HMCTS' future target operating model. The study will therefore also consider adding your remote working capability more broadly into the scope as well (i.e. remote tasking and management of teams)

Scope

REDACTED

From the start, the study needs to quickly focus in on those services or locations where digital solutions, rather than workforce or process changes, could make a material difference to backlog and service levels. Prior to the commencement of the engagement, HMCTS will identify its priorities and areas of focus, given the need to deliver value quickly from this work, and the key questions that need to be answered.

Consideration needs to be given to a broad range of digitisation solutions, from tactical workarounds to more strategic solutions including but not limited to:

- Scanning (Paper to Digital): simple categorization based on form type creates a work queue for remote workers, potential to link to case if case number available;
- Data Capture: utilising OCR to prefill case information and to move cases into workflow for case creation and or review;



- Intelligent Automation: capturing data from forms and automating straightforward processing of documents to create new cases and or to progress cases into the next stage in the workflow. Identification of exception cases that need case worker intervention.

As part of this process, PwC will also be required to quickly assess HMCTS existing scanning, printing and overall digitisation capability with regard to the pain points and test the possibility of maximising, scaling or fast-tracking functionality.

Alongside this regular cadence driving progress, virtual workshops are also required, as follows:

- Mobilisation Workshop: Confirm and agree areas of focus (key pain points), scope of digital capability review, ways of working, key stakeholders and contacts;
- Prioritisation Workshop: A workshop to review the assessment conducted in Sprint 1 and to then confirm and agree the areas to be prioritised in Sprint 2. Consideration also of the digital capabilities identified and whether there are any clear quick wins that could be progressed at this stage.
- SLT Presentation: A presentation to HMCTS Senior Leadership Team (SLT), highlighting key findings, recommendations.

Assumptions and dependencies

REDACTED will be the primary contact within HMCTS on a day to day basis, providing direction and an initial point of escalation for the engagement and provide sign off for Deliverables.

HMCTS will provide a list of the challenges and key pain points it is facing and the areas that is seeking to improve - this will provide the focus for the initial assessment work.

HMCTS will provide reasonable access to relevant information, data, documentation and stakeholders to help PwC understand the technology capabilities of the CFT platform and its suppliers.

HMCTS will provide with relevant financial planning assumptions and budgetary constraints need to be taken account of in the options analysis.

HMCTS will confirm the governance arrangements necessary for a decision to be made on the "long list" at the end of week 2.

PwC will ensure key individuals and resources are made available for workshops and will ensure there is regular access to key individuals so that HMCTS input and direction can be given in a timely manner to enable delivery to the plan and final sign off of the report.

PwC will undertake this work utilizing its own computing devices and services

The work can be carried out working remotely and interviews, meetings and workshops will be conducted using video conferencing facilities. .

Deliverables will not be PwC branded

PwC staff involved in the engagement will not require clearances above BPSS.

Deliverables



The deliverables are as follows:

Scoping Document (Week 1): Updated approach documented for the study in PowerPoint outlining timeline, key meeting dates, attendees, areas of focus and key questions to be delivered.

Summary of As-Is Analysis (End of Sprint 1): A summary assessment of the agreed pain points causing the backlog, the potential root causes and recommendations on priority areas of focus. Outline of the potential Reform capabilities that may provide options to address the challenges as well as identification of any potential quick wins.

Solution Options Analysis (End of Sprint 2): A report summarizing the solution options to address the priority areas and potential delivery/technology approaches to achieve these. Options and approaches will be assessed, and recommendations made on how to take these forwards.

Summary Presentation (End of Sprint 2): A summary version of the findings from this work for use in a presentation with an SLT audience.

Interim versions and working drafts of deliverables will be made available as agreed in the plan defined during mobilisation via the primary contact.

Deliverable	Milestone / Date	Owner (who in the delivery team?)
Stage A		
Scoping Document	10/07/2020	REDACTED
Summary of As-is analysis	17/07/2020	REDACTED
Stage B (additional stages can be added)		
Solution Options Analysis	31/07/2020	REDACTED
Summary Presentation	31/07/2020	REDACTED

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

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

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
REDACTED	Management Oversight	Managing Director	REDACTED	REDACTED	REDACTED
REDACTED	All Stages of Delivery	Principle Consultant	REDACTED	REDACTED	REDACTED



Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
REDACTED	All Stages of Delivery	Senior Consultant	REDACTED	REDACTED	REDACTED
REDACTED		As Required	REDACTED	REDACTED	REDACTED

Total resource	44.5
Total days* Engagement Length**	20
*Total days worked across all resources **Total working days in engagement	

Department's team

HMCTS SRO for this engagement is REDACTED
 HMCTS Lead/Primary Contact for this engagement is REDACTED

4. Fees

The Ministry of Justice 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 £49,508, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
Scoping Document Summary of As-is Analysis	REDACTED	17/07
B (additional stages can be added)		
Solution Option Analysis Summary Presentation	REDACTED	31/07
Expenses		
Nil	£0	
Grand total	REDACTED	

Expenses statement

The Ministry of Justice 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 Ministry of Justice will reimburse fees monthly on confirmation of approval of work delivered by the Department. 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, PwC will provide daily briefings during the sprints to review progress, confirm work to be done and escalate any blockers or issues that are holding up progress.

Feedback and satisfaction

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

As per the Framework Terms

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.

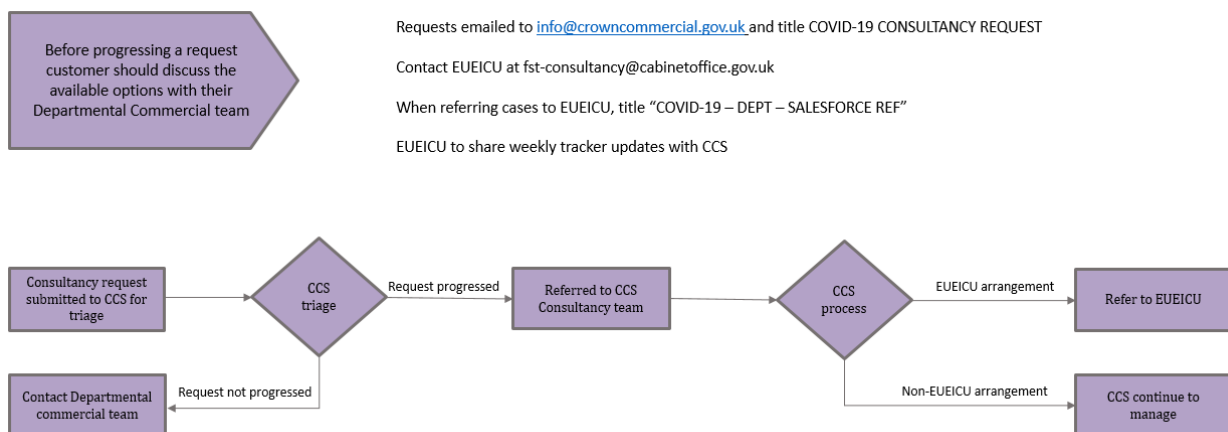
Where the Department or the Cabinet Office terminate an engagement, agreed costs incurred to the end of the notice period will be reimbursed.



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:
REDACTED
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

