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Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at

Engagement details			
Engagement ref #	DPEL_61541_106		
Extension?	N	DPEL Ref.	N/A
Business Area	Portfolio Delivery Group, Portfolio Directorate		
Programme / Project	Contact Centre as a Service (CCaaS)		
Senior Responsible Officer			
Supplier	Methods Business and Digital Technology Ltd		
Title	Service Owner Management and Governance of the Contact Centre as a Service (CaaS) contract		
Short description	Defining the service owner role for the Contact Centre as a Service (CaaS) contract and developing a blueprint for collaborative ways of working		
Engagement start / end date	Proposed start date 09/01/2024		Proposed end date 28/03/2024
Funding source (CDEL/RDEL)	RDEL		
Consultancy Spend approval reference	i.e. FSoD reference for ALB or CGB reference for Defra		
Expected costs 23/24	£99,112		
Expected costs 24/25	£0		
Expected costs 25/26	£0		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	V1		



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Approval of Project Engagement Letter

By signing and returning this cover note, the Improving Customer Delivery, Portfolio Delivery Group, Portfolio Directorate accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods Business and Digital Technology Ltd. to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures

Supplier	Business Area	Defra Group Commercial
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

Supplier contact:

Business Area contact:



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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 Business Area considerations are guidance notes for the customer to support their evaluation of the Engagement Letter.

1. Background

Defra DDTS has established and is responsible for a £6-7m, 5+1-year Contact Centre as a Service (CCaaS) contract that went live on 1 March 2023. Defra DDTS have asked the Defra Improving Customer Delivery team (ICD), part of the Portfolio Delivery Group, to be the Service Owners of CCaaS. This is the first time in Defra that the team have had responsibility for a contract that multiple delivery bodies across Defra – currently Animal and Plant Health Agency (APHA), Environment Agency (EA) and Rural Payments Agency (RPA) - draw on for services (such as Storm provided by Vodafone, Calabrio provided by Content Guru).

There are – or will be links to Defra’s digital transformation strategy, particularly Mission 1 (transformed services that deliver the right outcomes for people and the environment) and Mission 5 (Digital confidence and skills at scale). DDTS is appointing a new Head of Business Service Ownership. The role holder will be establishing a service ownership model for Defra, and we will need to align service ownership of CCaaS with this.

The ICD team wish to draw on external support to;

- establish the role and responsibility of the Service Owner in the CCaaS work area
- identify and recommend the right processes / governance structures to professionally manage the service on behalf of its users and core Defra, developing an approach which embeds customer excellence
- Secure buy-in and agreement for a framework for the start of the next financial year.

2. Statement of services

Objectives and outcomes to be achieved

The ICD team have already begun work towards recording the current and potential future ways of working. Using this work as a foundation the intention is to rapidly extend the understanding of the working context of the ICD team and based on those findings, engage with key stakeholders in DDTS, APHA, EA and RPA on the development of a future support model for Contact Centre as a Service technology.

The engagement will be split into two 6-week stages.

The first stage breaks down as follows:



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The **Mobilisation and Collaborative Analysis** phase brings together the Methods and Defra Improving Customer Delivery (ICD) team to review current documentation, map stakeholders, explore the landscape and plan engagements.

The **Stakeholder Engagement and Early Ideation** phase will use workshops and interviews to focus on a rapid analysis of the current landscape and stakeholders.

- Establish high level understanding of function of the contact centres within APHA, RPA and EA along with their interaction with the ICD.
- Establish high level understanding of the DDTS Business Relationship Manager roles and that of the DDTS CCaaS Contract Manager.
- Establish how the ALBs and ICD feed into the services as contracted by DDTS.
- Analyse the improvement opportunities identified in the stakeholder sessions, grouped into themes including People, Process, Technology and Governance
- Deliver and document ideation sessions on potential aims, benefit and principles and barriers to potential collective working with APHA, RPA and EA.

The **Ideation Development, Analysis and Playback** builds on the initial ideation sessions to:

- Collate and analyse the information collected in order to playback to the ICD team the opportunities, synergies, barriers and risks from across the ALBs along with recommendations on next steps
- Develop the ways of working that will allow APHA, RPA and EA individually and collectively to improve the value they achieve from the services.
- Develop a strawman model of the Service Owner.

Early in this final phase, Methods and the ICD team will work together based on the recommendations to agree the specific outcome of the second phase. They are likely to comprise of the following:

- Targeted **Discovery** on the current operating models of the stakeholders (RPA, APHA, EA, DDTS) based on the information components required to develop a clear blueprint, which could include areas such as process mapping, opportunity development, requirements elicitation.
- Development of a **Blueprint** with the target operating model for the service with a focus on the role of the service owner but could also incorporate the change control processes, framework agreements, RACI matrix to support the operation and performance indicators and metrics.
- A final **Playback** of the Target Operating Model complete with a roadmap to implement, risks identified and any resource considerations.

Scope

In scope

- Existing governance structures that impact the delivery of the CCaaS
- Information on current end-to-end processes for requesting changes and improvements, including associated supplier processes and SLAs
- Technology improvements that directly benefit the delivery of the CCaaS.

Out of scope



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- Where the service so described acts as a 'gateway' or access to other services, whether provided by the Service Owner or not
- Services provided by other Defra bodies that currently rely on the CCaaS (APHA, Environment Agency, RPA)
- Technology improvements that do not relate directly to CCaaS, specifically any non-CCaaS systems/services and those that sit within APHA, EA, RPA either now or in the future
- Developing a Technology Roadmap for CaaS.
- Developing/recommending an Intelligent Customer Function to each of Defra Service Delivery Group, APHA, EA, RPA.

Assumptions and dependencies

Assumptions

- That Methods staff will have access to key stakeholders who will engage meaningfully and promptly to provide information to support the outcomes. Methods will provide a reasonable lead time for any such access requests and the Defra ICD team will ensure key stakeholders are briefed in advance about the nature of the work and Methods' involvement in its delivery
- That Methods staff will have access to all key data sources as may be required to support the development of the deliverables and assess progress against the outcomes.
- The Defra ICD team will make Methods aware of any constraints in relation to formats for deliverables to meet business needs. In the absence of related guidance, Methods will have autonomy over output formats.
- Methods staff will be given appropriate access to IT systems as may be required for the purposes of extracting relevant information, storing, and managing working documents and for any other legitimate purpose as may be necessary for the length of the contract.
- Where required, the Defra ICD team will support and guarantee Methods access to relevant customer contacts and documentation in RPA, EA and APHA for the purposes of knowledge transfer and any relevant workshops
- That all relevant stakeholders will be available as necessary for the purposes of any planned knowledge transfer and the transfer of responsibilities at project closure and that key topics of interest will be identified and communicated to the Methods team for this purpose
- The project will be co-delivered, with the ICD team providing resource and capacity to coordinate with stakeholder groups
- Stakeholder engagement, alignment and change management has been identified as a key area of focus for this work. Methods will endeavor to generate alignment across stakeholder groups but this may impact the outcomes as defined. Methods will work with the SRO to agree what is practically achievable.

Dependencies

- Access to relevant Defra systems
- Maturity of contract and supplier documentation
- Cooperation of relevant stakeholders
- A clear understanding of the digital transformation strategy, Mission 1 and Mission 5 and the availability of Defra staff to assist the Methods team in assessing any current or future impact on the CCaaS governance model
- Key decision makers being available at each sprint planning session able to signoff of each 'sprint' in order to move on to the next



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Risk management

Two layers of risk management shall be considered during this engagement:

- Risk to the service provided by Methods to the Client. These risks shall be recorded and mitigated by Methods staff and communicated to the SRO either through the regular governance structure or on an ad-hoc basis should a critical risk be raised.

Key risks to the service delivery include:

- The risk of a lack of agreement, leadership and ownership causes inconsistent approaches which can delay and/or hamper the ability to deliver the DPEL objectives and outcomes.
- Risk of insufficient collaboration which can hamper the ability to deliver both the DPEL and the wider objectives and outcomes
- The ICD team has identified a key risk that key stakeholders and Subject Matter Experts within the delivery bodies and core Defra may have limited capacity to engage and sign off recommendations. The following mitigations seek to treat this risk:
 - This work will be focused on working with stakeholder groups to build alignment and generate buy-in within a time-boxed period, all outcomes will be dependent on the level of engagement
 - We will establish senior DDTS engagement as we establish the future operating model.
 - A co-delivery approach with the ICD team will seek to reduce this risk.
 - Weekly check-ins and highlight reports will be provided to the Deputy Director of Improving Customer Delivery, with agile iteration of the approach as needed.
 - Where there is insufficient alignment, engagement, sponsorship or other circumstances beyond our control, Methods will not be responsible for this.
- At the end of the initial six-week phase there will be a break clause to enable either party to discontinue or replan future delivery stages in collaboration, based on information obtained in earlier stages of the work
- Risk of Methods' recommendations regarding documentation, processes, meeting cadence etc. not being accepted by the client which means there is a limited ability to ensure a productive project delivery environment.
- Dependent on the delivery methodology, to be agreed with the Portfolio Delivery Group, there is a risk that breakpoints in the delivery life cycle that identify specific risks, do not result in agreement to proceed with the balance of the delivery, putting the outcomes at risk

A Methods' Service Delivery level risk register will be produced which will be shared with the Portfolio Delivery Group team so that all identified risks can be mitigated/managed appropriately.



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Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Service Delivery Document			
Service Delivery Document (SDD)	Agreement and sign off of Service Definition Document setting out detailed scope of delivery		
Project Stage A			
Mobilisation and Co-operative Analysis <ul style="list-style-type: none"> • Production of Service Definition Document • Initial scene setting sessions with ICD team • Stakeholder profile documentation (e.g. APHA, EA, RPA, DDTS, ICD) • Communications plan 	<ul style="list-style-type: none"> • Mobilisation of the team. • Review of available documentation and work to date • Delivery and documentation of initial context development workshops with the ICD team • Establishment of a clear delivery approach and logistical planning in collaboration with ICD team • Development of stakeholder and stakeholder group profile, power/interest matrix and known operating context • Stakeholder communications plan and content outlines 		
Stakeholder Engagement and Early Ideation <ul style="list-style-type: none"> • Initial engagement interviews with key stakeholders on current operating landscape (e.g. current purpose, operations, key processes, KPIs, relationships), success criteria and pain points • Analysis of workshop outputs • Collaborative ideation workshops with APHA, EA, RPA and DDTS 	<ul style="list-style-type: none"> • Delivery and Documentation of stakeholder engagement workshops • Collated pain points and opportunities matrix grouped by theme (e.g. People, Process, Technology) • Delivery and Documentation of high level playback and ideation workshop to establish potential aims, benefit and principles and 		



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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	barriers to collective working practices		
Ideation Development, Analysis and Playback <ul style="list-style-type: none"> Playback to ICD Team Collaborative ideation workshops with APHA, EA, RPA and DDTS 	<ul style="list-style-type: none"> Presentation flagging finding to date, prioritised opportunities and recommendations for next steps Analysis and development of strawman Service Owner model Workshops to explore validating working model, Service Owner model and addressing change barriers 		
Project Stage B			
Blueprint for CCaaS	<ul style="list-style-type: none"> Further Discovery as identified to be required Development of a Blueprint for CCaaS (Service Owner model) Validation and engagement with stakeholders Agreed roadmap to implement 		

Limitations on scope and change control

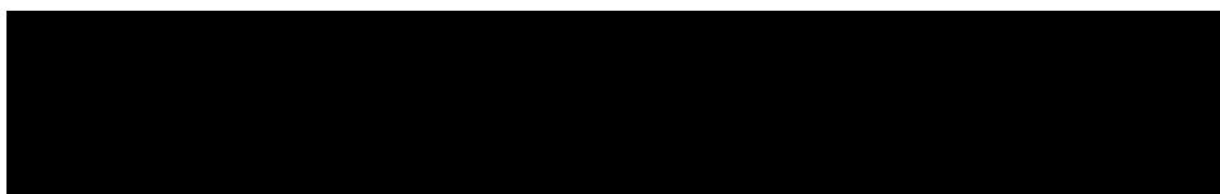
Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

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 Business Area.

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.

3. Delivery team

Stage A





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Stage B

Total resource Total days* Engagement Length** <small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	
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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 £99,112 inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
<ul style="list-style-type: none"> Mobilisation and Collaborative Analysis Stakeholder Engagement and Initial Ideation Ideation Refinement, Change Barriers, Analysis and Playback 		
B		
<ul style="list-style-type: none"> CCaaS Blueprint 		



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Stage	Cost	Due (link to milestone dates)
Expenses		
See statement below. Max to be billed 10%		
Grand total	£99,112	

Business Area considerations:

- Are the costs and fees appropriate (costs linked to deliverables, rates and drive value for money)?

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. If appropriate, define permissible expenses to be charged.

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

Business Area to outline governance and report requirements.

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;
- The business area, through the principal contact, will work closely and will require a minimum weekly progress report. All new risks to delivery should be reported immediately or as soon practicable

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
1	Availability of Methods	A named delivery contact or delegate will be available to the client for discussions within and outside of DPEL content	Ongoing for duration of DPEL	SRO or delegate, with Methods Assurance	Escalation from client team if expected behaviour is not demonstrated	Measured against DPEL & Methods Lot 3 agreement.



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		during working hours.				
2	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks or concerns	Weekly	SRO with Methods Assurance	Regular project meetings	Measured against DPEL deliverables.
3	Delivery of agreed deliverables	<p>Baselined plans detail agreed delivery dates.</p> <p>These will not be exceeded above agreed tolerance without agreement between all parties</p>	Weekly	SRO or delegate, with Methods Assurance	Regular project meetings	Measured against DPEL deliverables.

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 [REDACTED] include NDAs. Insert any additional NDA requirements here, for example to cover supplier discussions

6. Exit management

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

Knowledge transfer:

Specific transfer outcomes will be tracked through regular reporting and evaluated through a review of completed knowledge transfer logs and reports, including sign off from individual knowledge recipients

The skills and expertise transferred back to the internal Defra team will help improve efficiency and effectiveness, and provide a framework to deliver future strategic projects

The supplier will provide: All documents, reports, excel files, presentations

The supplier will delete: any commercially information that is not required to be kept



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The supplier will prepare a handover note of any outstanding issues
Describe what the supplier will produce upon existing the project engagement:

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