



Department  
for Environment  
Food & Rural Affairs

## 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 #	DgC to provide when initial Request Form received				
Extension?	Y/N	DPEL Ref.	DPEL_61541_084		
Business Area	Farming & Primary Processing				
Project / Project	Fruit and Vegetable Grant Scheme				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods Business and Digital Technology				
Title	Fruit and Vegetable Grant Scheme				
Short description	Project Management of new set-up of capital grant schemes				
Engagement start / end date	Proposed start date 17/07/2023	Proposed end date 13/10/2023			
Funding source (CDEL/RDEL)	RDEL				
Consultancy Spend approval reference	Supplied by DgC				
Expected costs 22/23	£0				
Expected costs 23/24	£94,896				
Expected costs 24/25	£0				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	[REDACTED]				
Version #	V1.0				



Approval of Project Engagement Letter

By signing and returning this cover note, **Defra and Relevant Bodies** accepts the contents of this Project Engagement Letter as being the services required and agrees for **Methods** to provide the services in accordance with the agreed Supplier Proposal under the overarching contract [redacted] with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By: [redacted] <i>Signature</i>	B [redacted]	By: [redacted]
For and on behalf of Methods [redacted] [redacted]	For and on behalf of Defra [redacted] Farming & Primary Processing	Defra Group Commercial [redacted] [redacted]
07-07-2023   16:47 BST	10-07-2023   08:45 BST	10-07-2023   10:26 BST
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: [redacted]

Business Area contact: [redacted]

[redacted]

[redacted]



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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

The work on the Fruit and Veg (Horticulture) Fund sits or will work alongside the policy team leading development of a Fund to replace the EU one the UK is a member of but will no longer be by 2025. The project needs to: assess the benefits and failing of the existing scheme (in terms of vfm and outcomes); develop options for new scheme, including how to fund; assess those options; and get ministerial agreement to, and deliver the preferred option.

Current team



## 2. Statement of services

### Objectives and outcomes to be achieved

The objectives and outcomes for this work are:

The Service will provide overall management and oversight of the Project, aiding preparations for delivery confidence in Go Live of the new capital grant scheme launched by January 2026.

This will include the main aspects of Project Management and support, providing leadership and direction from a PPM perspective to the Policy Team. Managing and owning the Governance process to aid effective and informed decision making.

Maturing key Project artefacts inc. RAID, Planning, Governance and structure, to build delivery confidence, ensuring the structures and understanding are in place alongside supporting the Policy team and providing continuous knowledge transfer.

Managing and owning the process for completion of an Internal Business Case process mapped, engaging and planned with Key BC owners and wider stakeholders.

Engaging with Stakeholders across the Project, Policy and wider to aid Project delivery.



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## Scope

### 1. Expert Project Delivery Management

Lead and drive delivery of Project, maturing existing activity in accordance with Defra Project delivery standards and best practices, working closely with Defra Portfolio Centre of Expertise and Key Policy colleagues.

Build maturity and provide pragmatic effective Governance management and leadership from a delivery perspective.

Enabling informed decision making and a structured approach to Governance Boards, inclusive of relevant stakeholders to mitigate threats and to maintain agreed plan

Manage the Risk Process, Maturity development, Actions, Issues, Decisions, Dependencies (RAIDD) content Project, ensuring timely and effective RAID reporting through appropriate governance

Effective engagement with wider stakeholders to embed RAID processes into Governance Boards and establish and monitor risk and issue treatments across the Project

Finalised Project delivery plan and build out key dependencies/mapping. The plan covers the process of policy deployment, and has a clearly set out Project with appropriate milestones and time risk. Clear monitoring of progress against plans and effectively holds stakeholders / team

Building out the stakeholder engagement plan and associated RACI

Provides support and coaching/advice to [REDACTED] and [REDACTED] as required: advises, steers, and appraises artefact development

### 2. Business Case Foundations

Internal Business Case process mapped and planned with Key BC owners

Clarity of F&C Business Case internal review sign off process is agreed, Quality is understood and planned into critical path

Initial workshop to build collective view of Business Case to aid drafting and production (post this DPEL), stakeholders are engaged, inputting and aware of responsibility for their elements. (RACI)

Provides support and coaching/advice to [REDACTED] as required: advises, steers, and appraises artefact development as required.

### 3. Project support aiding effective delivery management

Project support aiding effective delivery management

Configuration Mgt, supporting the accuracy of and populating RAIDD, Project planning & tracking, Action logs

Gathering content for Board meetings and coordinating agenda items, minutes and Decision logs

Liaising with Stakeholders and providing QA of artefacts and content. Providing insight

Oversight and management of central mailbox system and distribution of comms.

### 4. Knowledge Transfer

Provision of planned knowledge transfer including handover of key artefacts to identified members of the existing [REDACTED].

Planned throughout delivery period. Approach and completion approved by the customer team



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## Assumptions and dependencies

- That Methods staff will have access to key stakeholders who will engage meaningfully and promptly to provide information to support the outcomes.
- 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
- That clear guidance on required formats for product delivery will be provided to Methods staff.
- 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.
- That all relevant stakeholders will be available as necessary for the purposes of knowledge transfer and the transfer of responsibilities, and that key topics of interest will be identified and communicated to the Methods team for this purpose.
- Leadership is aligned in approach and thinking, works in a constructive manner to support this engagement.
- Methods will support the Project aims and outcomes. Methods are required to deliver the outcomes as per this agreed DPEL. Wider Project outcomes and Policy delivery post DPEL final date is out of scope for this DPEL.

## 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 named Point of Contact either through the regular governance structure or on an ad-hoc basis should a critical risk be raised.
- Risk to the Project which the Methods team are supporting the Client to deliver will be managed through Project level risk processes



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## Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Production of Work Package Management Documentation</b>			
Service Definition Document (SDD)	Document reviewed and signed off by SRO (or delegate), confirming that the defined service meets projects requirements, is aligned with and supports the DPEL outcomes.	<i>Throughout delivery period</i> <b>Completion</b> 4/8/2023	Delivery Manager Assurance Lead
<b>Strategic PM Support</b>			
Strategic Project Management Service	<p>Lead and drive delivery of project in accordance with Defra project delivery standards and best practices, working closely with Defra Portfolio Centre of Expertise and Key Policy colleagues.</p> <p>Embeds effective Governance process to enable informed decision making, structured approach to be inclusive of relevant stakeholders to mitigate threats and to maintain agreed plan</p> <p>Clear monitoring of progress against plans and effectively holds stakeholders/team to account for planned activity</p> <p>Manage the Risk Process, Maturity development, Actions, Issues, Decisions, Dependencies (RAIDD) content Project, ensuring timely and effective RAID reporting through appropriate governance</p> <p>Effective engagement with wider stakeholders to embed RAID processes and establish and monitor risk and issue treatments</p> <p>Finalised project delivery plan. Plan covers process of policy deployment, has a clearly set out project with appropriate milestones and time risk allowance, training, testing and commissioning arrangements and sets out project management methods and controls.</p>	<i>Throughout delivery period</i> <b>Completion</b> 13/10/2023	Project Manager





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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	Ensures all P3M plans, reporting and RAID are maintained  Provides support and coaching/advice to [REDACTED] as required: advises, steers, and appraises artefact development as required.		
Business Case Foundations	Internal Business Case process and sign off req. is understood and built into plans  Foundations for BC population is in place, BC RACI is documented  QA of approach and plan for population is evident	<i>Throughout delivery period, iterations to be confirmed</i>  <b>Completion</b> 13/10/2023	<i>Project Mgr.</i>
Project Support	Project & delivery management support  Board meetings are effectively run with advanced planning, QA of documentation, agenda mgt, Decisions and minutes  Artefact generation, population, QA and wider Configuration mgt.  Stakeholders aided through critical friend approach  Comms into the Project team are managed and efficiently dealt with to support the Project	<i>Throughout delivery period</i>  <b>Completion</b> 13/10/2023	<i>PSO</i>
Knowledge Transfer	Provision of planned knowledge transfer including handover of key artefacts to identified members of the existing project team. <ul style="list-style-type: none"><li>Planned throughout delivery period. Approach and completion approved by the customer team.</li><li>Where knowledge transfer to Defra staff has been undertaken, this will be described and logged.</li></ul>	<i>Throughout delivery period</i> 13/10/2023	<i>Delivery Manager</i>

### Limitations on scope and change control

Unless instructions to the Supplier are later amended in writing and approved by change control, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be reliant 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

The SDD will provide further detail of each of the services to be provided.

Service	Role	# of days	Daily rate	Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
<b>TOTAL COST</b>				£94,896

<b>Total resource</b> $\frac{\text{Total days*}}{\text{Engagement Length**}}$ <p>*Total days worked across all resources  **Total working days in engagement</p>	[REDACTED]
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### Business Area's team

[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 £94,896, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
<b>Checkpoint Review</b>		<b>DD/MM/YY</b>
Completion of deliverables (Plans, Governance structures, Project Artefacts are in place and being utilised)	£47,448.00	11/09/2023
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity	£47,448.00	14/10/2023
<b>Expenses</b>		
Where travel outside London (or agree base location) is required, further Purchase Order cover will be agreed to reimburse at the conclusion of the work, in line with Defra expense policy.	-	-
<b>Grand total</b>	<b>£94,896</b>	

#### 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

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 during working hours.	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 Lot3 agreement.
2.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks/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.

It is expected that this work will be undertaken under the NDA as part of the Defra Consulting Framework. Any additional NDA agreements will need to be assessed and agreed separately.

## 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 Project

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

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

The supplier will prepare a handover note of any outstanding issues

## 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"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</li> <li>▪ Purchase Order number</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work can start</li> <li>▪ Supplier can invoice for work</li> </ul>

