

Defra Group Management Consultancy Call off Contract: Project Engagement Letter










Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access Consultancies within and subsequent reference number.

Engagement details					
Engagement ref #	DPEL_61541_095				
Extension?	No	DPEL Ref.	NA		
Business Area	Environment Agency				
Programme / Project	IM&R				
Senior Responsible Officer	[REDACTED]s				
Supplier	Methods				
Title	Lessons Learned review of IR&T Project				
Short description	To undertake an independent Lessons Learned exercise for the delivery of the IR&T Project, and produce a report which details all lessons learned and provides recommendations for future improvements.				
Engagement start / end date	Proposed start date 23/10/2023	Proposed end date 23/10/2023			
Consultancy Spend approval reference	CGB reference for Core Defra only - £100k + (RDEL)				
Expected costs 23/24	£60,181				
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 #	1.0				

Approval of Project Engagement Letter

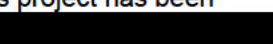
By signing and returning this cover note, FCRM accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 3 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.


Signatures

Supplier	Business Area	Defra Group Commercial
By 	By: 	By 
		
		
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

General Instructions

1. Background

The Incident Report & Track project was due to deliver a new incident tracking system to replace our existing system and to enhance our overall situational awareness. This project has been stopped due to failing delivery and is now in the process of formal closure. 

 There are not sufficient internal resources to undertake this review internally and it is important that the reviewers are independent from the organization, therefore the requirement to appoint an external supplier to deliver the review that can be used to make improvements to prevent similar failures in future.

2. Statement of services

Objectives and outcomes to be achieved.

State and describe the aims of the engagement:

Objectives:

To fulfill this requirement a discovery exercise is proposed to:

- Review key project documentation to assess (or identify) key issues which led to failure.
 - Identification of positive lessons which may have had unexpected negative consequences for overall project delivery.
 - Successes when identified will also be considered and detailed as good practice to follow in future projects.

- Identify any assumptions, limitations and constraints relevant
- Engage key project team/board members to gain deeper understanding and context relating to project failure.
- Engage supplier to understand all perspectives and incorporate into final report.
- Ensure the approach taken is accessible and inclusive of all those involved and considers any reasonable adjustments required for individuals. Consideration of how individual preferences (reflectors etc.) and adult learning styles.

Outcomes:

- We will gain an in depth understanding of why a key project failed.
- We will understand the actionable recommendations to avoid repeat mistakes in the future.

Scope

Define the scope of the services (*SMART*):

Review the following artefacts:

- Business cases
- Existing lessons learned report.
- Lessons learnt log.
- RAID log
- Decision Log
- Change Control
- Highlight reports.
- Exception reports
- ToR(s)
- Project Board collateral
- Governance/project policies and approach
- Consultant reports, such as those delivered by Methods for the FCRM portfolio in previous engagements.
- Key Artefacts (PiD, Plan – critical path)
- Governance minutes

Engage the following groups/individuals to understand key pain points which led to project failure:

- Project team members (including senior and junior members of the project team)
- Project board members
- Supplier stakeholders

Engagement will be led by Methods and will consist of 1:1 semi-structured interviews and group sessions where appropriate being conscious of diary constraints and workshop fatigue. Key individuals will need 1:1 interviews:

- Sponsor
- Project Executive
- Project Manager's
- DOTS PM
- Commercial lead
- Key board members

Following review and engagement, we require a detailed report of the key issues which led to project failings, in addition to robust and comprehensive recommendations to prevent future issues reoccurring (see further detail in Deliverables table).

Assumptions and dependencies

Provide further description of the assumptions and dependencies:

Assumptions

- Any supplier related documentation will be shareable with the Methods team (except any documentation deemed commercially sensitive).
- 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.
- This project will consider previous Lessons Learned reports when conducting analysis, but will not engage with any previous external supplier of these.

Risk management

Provide further details of any foreseen risks with this project and how they could be mitigated:

- Capacity in Environment Agency project delivery teams to support and engage with the Delivery Partner. Active participation outside of the core team will be required. The quality of outcomes may be impacted by a lack of active engagement, stakeholders need to be identified early and briefed on project.
- Single Point of Failure within the client team. We will agree internal protocols so that the Delivery Partner is not adversely affected by unplanned absences, as far as possible. We will need a point of contact in the absence of the Project Lead and a midpoint review with SRO as a minimum.
- Information gathered is insufficiently detailed to inform a quality lessons learnt review.

Deliverables

Describe what the supplier will produce:

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Document review	<ul style="list-style-type: none"> • Review of the following artefacts: <ul style="list-style-type: none"> ○ Existing lessons learned reports. ○ Lessons learnt log. ○ RAID log 		

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<ul style="list-style-type: none"> ○ Decision Log ○ Change Control ○ Highlight reports. ○ Exception reports ○ ToR(s) ○ Project Board collateral ○ Governance/project policies and approach ○ Key Artefacts (PiD, Plan – critical path) ○ Governance minutes ○ Consultant reports, such as those delivered by Methods for the FCRM portfolio in previous engagements. ○ Any out of project correspondence which is relevant and able to be shared. • Prepare for stage B using any findings from documents review and confirm plan for Stage B 		
Project Stage B (additional stages can be added)			
Interviews & workshops	<ul style="list-style-type: none"> • 1:1 semi-structured interviews <ul style="list-style-type: none"> ○ Identify lessons, key observations, culture in the project and recommendations. ○ Use open questions. ○ Deep-dive on previous lessons learnt identified. • Any group sessions with key stakeholders as agreed with the client team 		
Project Stage C			
Final report	<ul style="list-style-type: none"> • Detailed lessons learnt report in an agreed format, summarising: <ul style="list-style-type: none"> ○ Key issues which led to project challenges, including origin, impact, and consequences. ○ Successes when identified will also be considered and 		

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<p>detailed as good practice to follow in future projects.</p> <ul style="list-style-type: none"> ○ Inclusion of key themes drawn from both positive and negative feedback given by key stakeholders. ○ Wider contextual challenges which impacted the project. ○ Robust and comprehensive recommendations: <ul style="list-style-type: none"> ▪ Mapped to each lesson learnt. ▪ Quick win solutions enabling rapid improvements. ▪ Long term solutions to address more systematic issues. ▪ Where applicable, high-level exemplars and models to deploy to support quick win and long-term solutions, and to aid the prevention of reoccurrence of issues. ○ Identification of potential gaps in previous lessons learnt activity. An Executive Summary summarising the above. • Playback workshop to cascade findings of the lessons learned report and discuss recommendations, effective themed grouping of actions and maturity improvements 		

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 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

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost

Total resource <div style="text-align: right;"> <u>Total days*</u> Engagement Length** </div>	
<small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	

Business Area's team

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 **£60,181**, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A, B, C		DD/MM/YY
1. Scoping & Approach document. 2. All interviews held. 3. Workshops held. 4. Final report delivered and signed off.	£60,181	
Expenses		
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	-	-
Grand total	£	

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

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.
- [Other Business Area reporting requirements to be agreed]

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
1.	Availability of Methods	Methods named delivery contact or delegate will respond to client correspondence within 24 hours.	Ongoing for duration of DPEL	EA Programme Manager with Methods Engagement Lead	Escalation from client team if expected behavior is not demonstrated	90% response rate within 24 hours.
2.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks/concerns	Weekly	EA Programme Manager with Methods Engagement Lead	Regular project meetings	Measured against DPEL deliverables.
3	Delivery of agreed deliverables do not exceed agreed baseline dates outside of tolerance	Baselined plans detail agreed delivery dates, these will not be exceeded above tolerance without agreement between all parties	Weekly	EA Programme Manager with Methods Engagement Lead	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 MCF2 framework includes NDAs. Insert any additional NDA requirements here.

6. Exit management

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

Describe what the supplier will produce upon existing the project engagement:

Notice period

The nature of these engagements requires 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 	<ul style="list-style-type: none"> ▪ Work can start. ▪ Supplier can invoice for work



	▪ Purchase Order number	

