

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_015				
Extension?	N	DPEL Ref.	N/A		
Business Area	Environment Agency, Major Projects & Programme Delivery				
Programme / Project	Project and Programme Delivery Futures Programme				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods				
Title	Lessons learned for stipulated live major infrastructure projects				
Short description	<p>We are acting at pace to stand up the 'Project and Programme Delivery Futures Programme' to enable step-change in how we deliver our major infrastructure investments, in the context of the climate and nature emergencies, and to stimulate local and national growth.</p> <p>We have concluded our discovery phase to analyse challenges and opportunities, and the following four distinct projects have been prioritised to align strategic direction, drive sustainability, reduce duplication and provide visibility:</p> <ol style="list-style-type: none"> 1) Lessons learned from our recently completed major infrastructure projects 2) Data driven major infrastructure projects: real-time lessons learned discovery 3) Bespoke and Emerging Projects Governance 4) Project Data Analytics Approach <p>This DPEL is for Project 2 only: Data driven major infrastructure projects</p>				
Engagement start / end date	09/01/2023	31/03/2023			
Funding source (CDEL/RDEL)	RDEL, via Environment Agency FSoD Form C (as advised by the Environment Agency FSoD team)				
Consultancy Spend approval reference	[REDACTED]				
Expected costs 22/23	£99,617.50				
Expected costs 23/24					
Expected costs 24/25					



Department
for Environment
Food & Rural Affairs

Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)
Lot #	Lot 3
Version #	V1.0

Approval of Project Engagement Letter

By signing and returning this cover note, the Bespoke and Emerging Projects Team (within the Environment Agency) 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

1. Background

Delivery of our major projects and programmes are of a scale and urgency unprecedented. There are significant gaps in our capacity, capability, and tools to pilot, develop, and implement emerging practices and innovation in the project delivery space designed to tackle the nature and climate emergencies. As the Bespoke & Emerging Projects team (BEP) within Major Projects & Programme Delivery, it is our responsibility to address these gaps.

We partnered with Methods to conduct a discovery exercise to identify key challenges to project & programme delivery within the Environment Agency. The output from this exercise identified four emerging themes highlighting the greatest challenges and areas of opportunity for BEP and the wider Environment Agency community.

These themes included:

1. Vision & strategic alignment
2. Governance
3. Technology & tools
4. Change management

The discovery report for this piece of work can be found here: [REDACTED]

Looking strategically, pragmatically, and tactically at what can be delivered to address existing challenges and explore opportunities; the following distinct projects were prioritised as foundations to early success in the context of the climate and nature emergencies, and the drive to stimulate growth:

1. Lessons learned from our recently completed major infrastructure projects
2. **Data driven major infrastructure projects: real-time lessons learned**
3. Bespoke and Emerging Projects Governance
4. Project Data Analytics Approach

Lessons learned: Inflight major infrastructure projects

This DPEL is focusing on lessons learned for live projects, utilising the structure developed for the completed major projects. We need to put our arms around major infrastructure investments to ensure that we continually learn lessons throughout the project delivery lifecycle, to maximise outcomes for the climate, nature and communities we serve. There is an urgent drive to stimulate growth, and we are uniquely placed as an organisation to contribute to this government priority by learning lessons through our major projects.

- This DPEL will build on the structure developed by the completed major infrastructure projects lessons learned. It will complete lessons learned for live projects and collate the data into a repository.
- In addition it will on focus on project data analytics requirements and recommendations for live lessons learned data,(incorporating live data access and control), in addition to live reporting data for boards, portfolios, programmes and projects.

2. Statement of services

Objectives and outcomes to be achieved

Objectives:

- By 31/03/2022 complete a SWOT analysis on active lessons learned for three live projects:
 - Thames Estuary
 - Eastbourne to Pevensey Bay
 - Oxford Scheme
- By 31/03/2023 review and provide assessment of tooling, processes and reporting for active lessons learned currently used across these 3 programmes of delivery
- By 31/03/2023 deliver a comprehensive set of recommendations for the future delivery of these 3 active programmes of delivery in respect to lessons learned, in the context of project data analytics
- By 31/03/2022 complete a recommendation for future lessons learned reporting in the context of project data analytics

Outcomes:

- Current lessons learned review for active programmes
- Lessons learned analytics blueprint for live and future projects that is centered on our project data analytics approach

Scope

High level lessons learned discovery exercise to review the following large scale live capital projects;

- Thames Estuary
- Eastbourne to Pevensey Bay
- Oxford Scheme

The engagement will focus on the following aspects;

Design - review projects to:

- Review the tooling, processes and reporting of lessons learned for these 3 active programmes of delivery
- Propose a lessons learned reporting blueprint which can be used for live and future major infrastructure projects in the context of project data analytics
- Provide any additional recommendations (from live lessons learned) to the consolidated report for future lessons learned tracking in the context of project data analytics

We expect the project to include the following features:

- Service Delivery Document (SDD) to ensure alignment between expectations and deliverables.
- Interviews & Workshops – structured 1:1 group activities and surveys to identify and capture lessons learned for the active programmes
- Business Analysis service to recommend 'to be' lessons learned reporting and tooling.
- Structured and robust knowledge and skills transfer from the Delivery Partner team to the internal programme staff to build capability for long term sustainability of the programme and its strategic objectives.

Assumptions and dependencies



- The Bespoke & Emerging Projects team will facilitate and enable access for the Delivery Partner team to Environment Agency colleagues as appropriate, they will inform and validate activities, and provide views on current priorities and pain points.
- Access to relevant IT and data systems (where necessary) to discuss potential 'to be' processes.
- We will work together to set up collaborative online spaces using MS Teams, Miro, Mural or similar to share relevant documentation.
- BEP will provide a comprehensive stakeholder map with details of key individuals who will contribute to lessons learned workshops and interviews.
- There will be approximately 6 key 121 interviews per project.

Risk management

- Capacity in Environment Agency project delivery teams to support and engage with the Delivery Partner. The 151 days effort for the engagement is allocated a window, until 31/03/23. Active participation outside of the core BEP team will be required between 6th February and 13th March 2023 to capture lessons learnt and support will be required until the 31/03/2023 to capture lessons learnt and prepare the report. The quality of the report and associated outcomes may be impacted by a lack of active engagement.
- Single Point of Failure within the Bespoke & Emerging Projects team – it is a small team with limited resources. 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 Programme Manager and minimum monthly and adhoc meetings with the SRO.
- EA internal communication and change management plans are sufficient to encourage engagement.
- Lack of view only access to relevant IT reporting and data systems (where necessary), will impact mapping of 'to be' processes and may inhibit the production of a proposed 'blueprint'.
- The scale of these programmes and available access to staff (that previously worked on them) is not yet known.
- There is a planned change in SRO mid engagement, this may lead to a change in emphasis on the project.

Deliverables

This engagement will deliver three core deliverables, see table below for detail.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Service Delivery Document	Client sign off	31/01/23	Delivery Manager
Research Insights	Shared updates of findings to date.	28/02/23	Delivery Manager
Lessons learned report	Report detailing: <ul style="list-style-type: none"> • Consolidated and categorised list of lessons learned from 	31/03/23	Delivery Manager

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	three major live programmes (Thames Estuary Eastbourne to Pevensey Bay & Oxford Scheme Frontages).		
Future design recommendation	<ul style="list-style-type: none"> Recommended 'To-Be' lessons learned reporting, and tooling. Impact assessment of not adopting lessons learned recommendations Benefits of adopting lessons learned recommendations in the context of project data analytics 	31/03/23	Engagement Lead / Delivery Manager
Knowledge Transfer			
Knowledge and skills transfer from the Delivery Partner team to internal EA staff to build long term capability	<ul style="list-style-type: none"> Work with BEP team (where possible/available) to proactively learn how to capture and consolidate lessons learned activities through to end reporting. 	31/03/23	Engagement Lead / Delivery Manager

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.

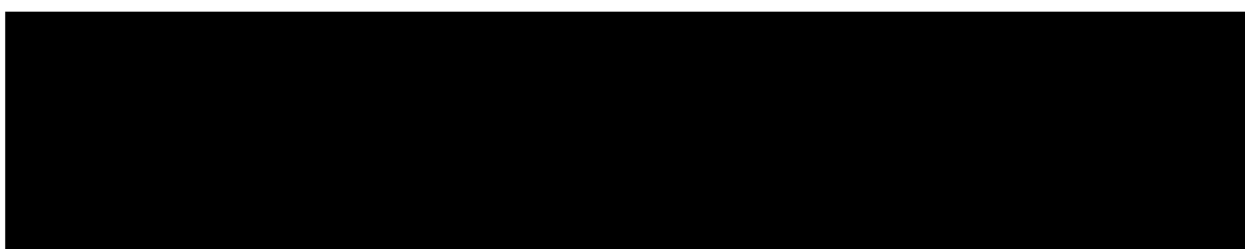
3. Delivery team

Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Assurance Lead	Director / Partner	████	█	██████
Engagement Lead	Management Consultant	████	██	██████
Benefits Analyst	Principal Consultant	████	█	██████
Delivery Manager	Consultant	████	██	██████
Business Analyst	Consultant	████	██	██████
Business Support Officer	Junior Consultant	████	██	██████
Data Service Designer	Management Consultant	████	██	██████



Total resource	151/ 85
<u>Total days*</u> Engagement Length**	= 1.77
*Total days worked across all resources **Total working days in engagement	

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 **£99,617.50** inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Date
Initiation phase service delivery document completed	██████	31/01/23
Research & Insights	██████	28/02/23
Draft Recommendations & Closure	██████	31/03/23
Total	£99,617.50	

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 any additional 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;
- Reporting to be agreed with Programme Manager, all deliverables to be signed off by SRO

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 and will respond within 24 hours to any email/communication if not sooner.	Ongoing for duration of DPEL	EA Programme Manager with Methods Engagement Lead	Escalation from client team if expected behaviour is not demonstrated	Measured against DPEL & Methods Lot 3 agreement.
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. These are listed in the Service Delivery Document (SDD)

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 include NDAs.

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:

Deliverables as set out in detail above with detailed knowledge transfer embedded and evidenced together with exit report on the engagement and recommendations for the future development of BEP. This report will be delivered and agreed with the SRO.

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:
consultancy2@defra.gov.uk
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

