

Defra Group Management Consultancy Framework: Project Engagement Letter

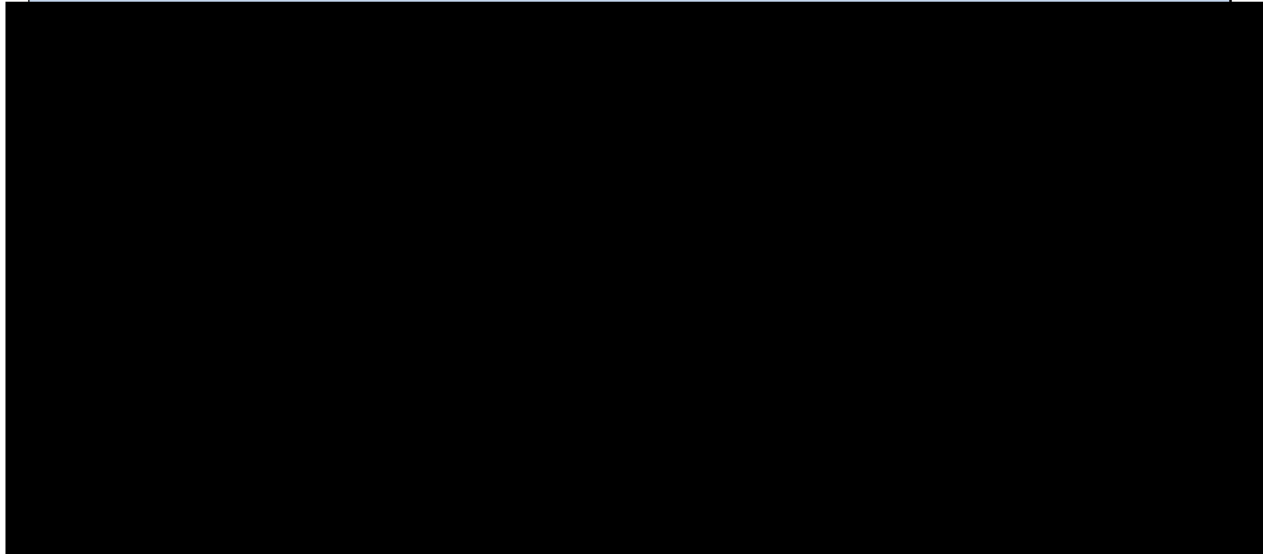
Completed forms and any queries should be directed to Defra Group Commercial at

Engagement details			
Engagement ref #	DPEL_61545_006		
Extension?	N	DPEL Ref.	N/A
Business Area	Defra Group Property		
Programme / Project	Health and Safety organisational design review		
Senior Responsible Officer	[REDACTED]		
Supplier	PA Consulting		
Title	H&S OD review		
Short description	The DEFRA Property Directorate wishes to review the team structure of its core Health and Safety team, and develop recommendations for future changes that ensure the team is able to fulfil its objectives and support DEFRA's long term goals.		
Engagement start / end date	11/11/2022	23/12/2022	
Funding source	DgP FM Budget Cost Centre 10020236 - RDEL		
Expected costs 22/23	£67,500		
Expected costs 23/24	-		
Dept. PO reference	TBC		
Lot #	Lot 2		
Version #	1.0		

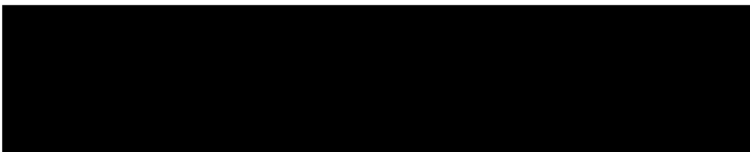
Approval of Project Engagement Letter

By signing and returning this cover note, **Defra Group Property** accepts the contents of this Project Engagement Letter as being the services required and agrees for **PA Consulting** to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 2 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures



10 th November 2022	10 th November 2022	10 th November 2022
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 core Health & Safety team within Defra's Group Property directorate is responsible for ensuring that Defra employees have a safe working environment compliant with prevailing regulations and standards. In recent years, the demands placed on the core H&S team have been changing as working practices have evolved and the nature of the risks presented within workplace environments have changed. The requirements placed on the team are now more varied than they have been in the past, and the nature of the way in which the team is required to engage with its stakeholders has evolved. In light of these changes, the organisation would like reassurance that the shape and structure of the core H&S team is suitable for meeting its current and future needs.

2. Statement of services

Objectives and outcomes to be achieved

Defra would like to understand whether and how it needs to update the shape, structure and composition of its central Health and Safety team in order for it to remain fit-for-purpose. This project will develop and evaluate high-level options for how the team structure needs to change over the next 6-12 months, and develop a set of recommendations together with a high-level implementation plan for delivering the changes.

Scope

During this project the following will be undertaken:

Why undertake this project – if you had this data/tool what problem will be solved

- Identify changes to the H&S team's structure to improve its effectiveness
- Determine a leadership structure needed to support and deliver the team's objectives
- Understand, at a high level, how these changes could be delivered, including a view on the skills development required together with changes to ways of working across the team

What might the solution look like?

- Develop a clear understanding of the strengths and weaknesses of the current team structure
- Understand the efficacy of potential structural options and their ability to support delivery of the team, and Defra's, current and future objectives
- Build a view as to how the H&S team can quickly and efficiently transition to an optimised new structure.

How might this delivered?

- A series of interviews and meetings with key H&S managers and other stakeholders
- Development of a series of options for the future team structure, including leadership roles
- Obtaining agreement to a preferred solution and supporting the Property Director in socialising the approved set of changes with key stakeholders

Assumptions and dependencies

- The project seeks to develop a set of recommendations of the future team structures for the Defra H&S team – it will not develop a Target Operating Model for the H&S function. In particular, the work excludes detailed design of future processes and consideration of data & technology solutions.
- The project will develop options and recommendations on the future structure of Defra's H&S team at a high level only. Detailed job descriptions together with detailed analysis of the skills development and changes to ways of working required to produce the new structure are not to be developed during this phase of work.
- Work has already been carried out to understand and document the drivers for change together with the core activities to be undertaken by the H&S team in the future.
- Interviews will be carried out with 6-10 key stakeholders to understand the current structures and obtain view on potential future changes. It is anticipated that fieldwork will be carried out at the key Defra site near Weybridge.
- All delivery dates are indicative.

Deliverables

1. A preliminary review paper setting out:
 - High level evaluation of the current team structure
 - Summary of the key business services to be provided by the H&S team, and the business capabilities required to deliver those services
 - Outline blueprint options for the future H&S team structure
2. A final report outlining:
 - An evaluated set of structural options for the H&S team structure, together with a final recommendation
 - High level summaries of the future roles, including leadership/management roles
 - High level summary of upskilling needs together with changes to behaviours and ways of working
 - High level roadmap/plan for implementing future changes, based on agreed recommendations

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
1. Preliminary review paper	Findings from As-Is analysis and high-level blueprint OD options	5 December 22	
2. Final report outlining options and recommendations	Structural options based on analysis of current structures, drivers for change and future needs. Agree recommendation together with high level roadmap.	23 December 22	
Internal Capability Development Outcomes			

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Social Value Outcomes			

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.

This Project will be undertaken on a fixed fee basis. Any additional work requested by the client outside of the project scope as set out above will be charged on a time and materials basis in line with the agreed framework costs.

For the avoidance of doubt time is not of the essence.

3. Delivery team

The proposed delivery team is identified below, with estimates of effort and with the agreed rates as per the framework costs. The project will be completed on a fixed price basis and therefore PA Consulting can alter its delivery team as required to deliver the required outputs.

Total					£67,500



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 £67,500, excluding VAT.

Grand total	£67,500	
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Expenses statement

The Supplier does not anticipate incurring significant expenses as part of this engagement, but we reserve the right to charge for travel expenses in line with the terms of the contract should circumstances unexpectedly arise.

Payment

The Supplier should invoice 50% of fees halfway through the assignment on completion of the preliminary deliverable, and a further 50% of fees on completion of the assignment. Defra Group will reimburse fees 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.

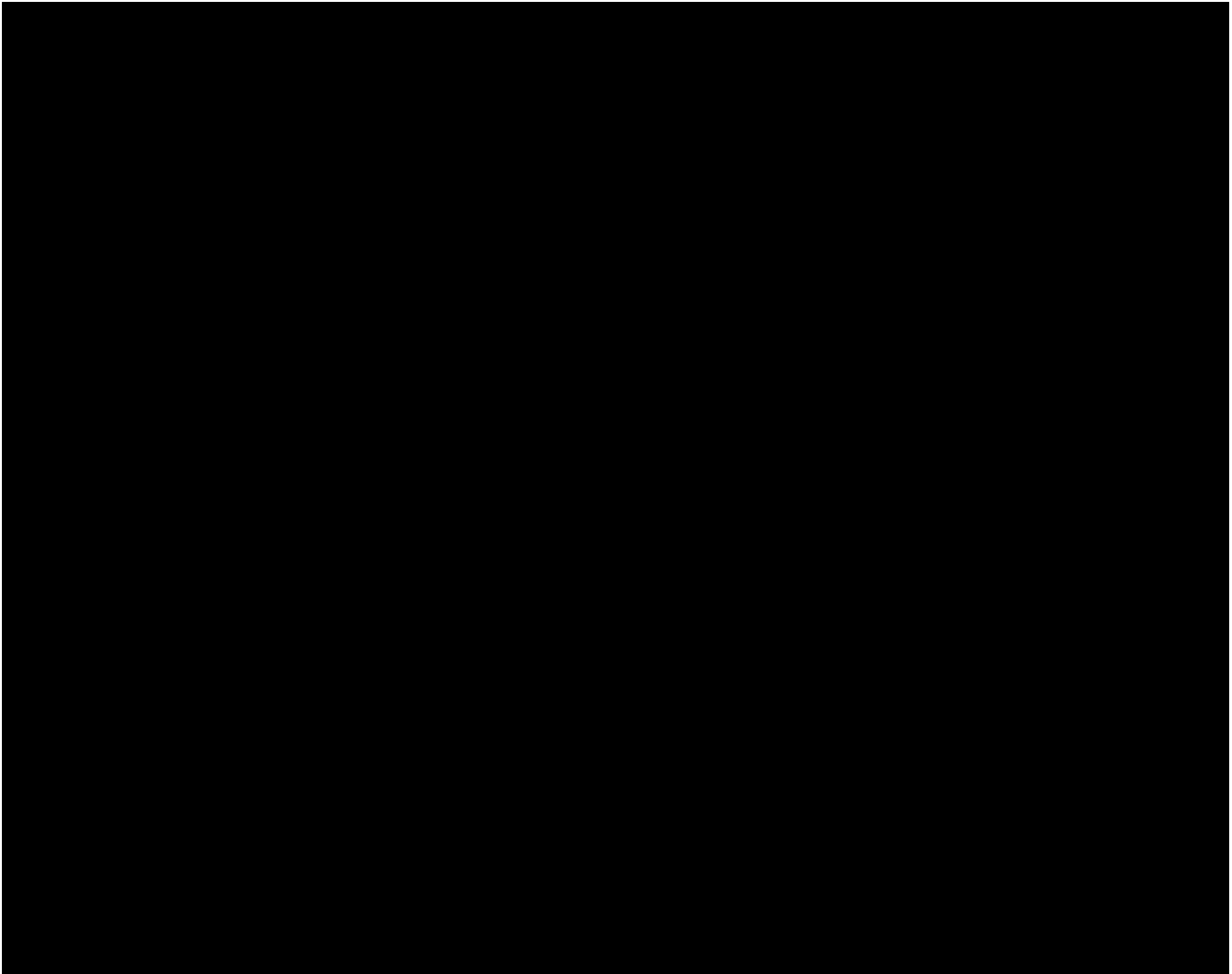
As part of the Call-Off Contract, the Supplier and Business Area agree to provide reporting on the following:



- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Weekly flash reports of progress and risks
- Weekly or fortnightly engagement with key stakeholder group

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific



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 include 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:

All relevant documentation, including key deliverables, will be provided to Defra Group. All data and information provided to the Supplier will be dealt with in accordance with prevailing data protection requirements and terms outlined in the contract.

The Supplier would also be happy to participate in a formal review session with the contracting team from Defra Group following completion of the engagement to review the outcomes of the project and discuss key learnings to take forward for the future.

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. [REDACTED] 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

