







DRAFT**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 #					
Extension?	No	DPEL Ref.	DPEL_61545_020		
Business Area	Northern Ireland Directorate				
Programme / Project	Implementation of the Windsor Framework				
Senior Responsible Officer	[REDACTED]				
Supplier	PA Consulting				
Title	Windsor Framework Governance & Implementation				
Short description	Provision of advice on capabilities to support the implementation of Windsor Framework in Defra.				
Engagement start / end date	Proposed start date 07/08/2023	Proposed end date 29/09/2023			
Consultancy Spend approval reference	CGB reference for Core Defra only - £100k + (RDEL) ????				
Expected costs 23/24	£99,500				
Expected costs 24/25	N/A				
Expected costs 25/26	N/A				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 2				
Version #	0.1				

Approval of Project Engagement Letter

By signing and returning this cover note, Northern Ireland Directorate 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) [REDACTED] with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By:  <i>Signature</i>	By:  <i>Signature</i>	By:  <i>Signature</i>
		
27 th July 2023	1 August 2023	4 August 2023
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

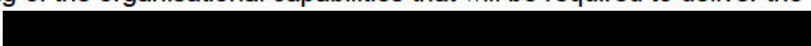
1. Background

The Northern Ireland Directorate requires governance and capability scoping and business change services to support in ensuring readiness for implementation of the Windsor Framework from 1st October 2023.

2. Statement of services

Objectives and outcomes to be achieved

Consideration of arrangements for the implementation of the Windsor Framework and, if required, a business change strategy that can be implemented to achieve this. This will provide:

- A clear understanding of the organisational capabilities that will be required to deliver the Windsor Framework 

- An implementation and change strategy that establishes how any new arrangements will be delivered, communicated and the timeframes for doing so.

Scope

In scope:

- The specific deliverables for the project are outlined in the deliverables section below

Out of scope:

- The engagement with wider stakeholders external to Defra.

Assumptions and dependencies

The consultancy team will be working alongside the DEFRA project team and key other stakeholders.

Assumptions:

- Regular and frequent engagement between DEFRA project team and supplier team
- Supplier team to embed ways of working that encourages upskilling.
- Supplier is onboarded effectively to understand landscape and sensitivity with delivery
- Supplier to share lessons learnt from previous experience

Dependency:

- Access all relevant documentation provided at project mobilisation to support design of effective solution
- Availability of the team and timely review of deliverables
- Identification of the key stakeholders needed for the engagement and support to access these stakeholders.

Risk management

- There is a risk that the design of the solution will still be emerging as we progress our engagement. *Mitigation: we will make (and document) assumptions within the change service to move work forward, iterating as we go in partnership with the team.*
- There is a risk that the number of change interventions required to support the change, will be too large for the current team to support. *Mitigation: we will work with the team to prioritise interventions so we only focus on those that we believe will make the biggest impact around readiness for change*
- Access to key stakeholders may be difficult due to short timescales. *Mitigation: develop and agree a project and engagement plan with DEFRA project team and ensure that any slips to timelines are managed during weekly meetings.*

Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
To identify the policy areas that are within scope of governance arrangements	We will have a clear understanding of organisational remits and responsibilities		[REDACTED]
To scope the existing governance arrangements in place	We will have a clear understanding of the decision-making arrangements that currently exist.		[REDACTED]
To scope the accountability and responsibilities of those governance arrangements	We will have a clear understanding of the Accounting Officer responsibilities and assurance required in order to make decisions		[REDACTED]
[REDACTED]	[REDACTED]		[REDACTED]
To develop an understanding of the capabilities needed to deliver the project	We will have a clear understanding of the roles needed and the impact of factors such as culture, due diligence and delivery and the best models we can use to navigate them		[REDACTED]
To evaluate the benefits of each potential model and resourcing that support the implementation of the Windsor Framework and provide recommendations	We will have proposed models that can be adopted and implemented in Defra and DAERA		[REDACTED]
To develop a dashboard for monitoring progress.	We will know the steps we will take in implement the new arrangements and be able to track progress of implementation.		[REDACTED]
To develop an internal and external communication strategy	All relevant stakeholders will understand how the proposed changes to governance and implementation impact them.		[REDACTED]
A clear approach to how we will evaluate the success of the change	A clear position on what specific change analytics and adoption metrics could be used and supporting the team to implement these		[REDACTED]

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Internal Capability Development Outcomes			
Building change capability in the project team - understanding how to use all of the tools/templates we develop in the future	The team feels confident in understanding what we have developed and can apply this to other projects / later stages of this project	By completion	
Social Value Outcomes			
Share expertise, tools, templates and best practice from other clients to augment and enhance the central Defra business change team if required	The Defra central team understand and can better support NID or other areas of Business Change across Defra and reduce consultancy spend in the future	By completion	

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

Provide details of the agreed team members including their roles and responsibilities during the project.

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

Total resource Total days* Engagement Length**	
*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 £98,850, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
1. Governance model development 2. Change Strategy	£98,950	29/09/23
Expenses (if required)	£600	
Grand total	£99,550	

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;
- Engagement to be managed through Project Board, which reports to NI Programme Board.

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	Deliverables	Production of deliverables to required quality and on time	Weekly	Business area	Update by supplier and review by business area	100%

Feedback and satisfaction

Business Area and Supplier to meet at least weekly to track progress of deliverables and allow resolution of any issues.

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

N/A. 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:

We will produce a summary report outlining all of the products produced and how these will be used by the team going forward (we will work in partnership with the team throughout our engagement to develop these).

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.

[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

