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Defra Group Management Consultancy Call off Contract: Defra Project Engagement Letter (DPEL)

Project Delivery Partner (Lot 3)

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

██████████ Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access consultancy services including a DPEL reference number.

Engagement details		
DPEL Reference Number	61541_134	
Local Client Reference	N/A	
Extension?	N	
Business Area	Defra Portfolio Directorate	
Programme / Project	Enabling Programmes Geospatial Land Model Discovery	
Senior Responsible Officer	██████████	
Supplier	Methods Business & Digital Technology	
Title	Enabling Programmes – Programme Maturity.	
Short description	Specialist Project Management and Benefits advisory support service required for the Defra 'Enabling Programme's initiative', covering Geospatial Land Model Discovery.	
Engagement start / end date	Proposed start date 01/10/2024	Proposed end date 20/12/2024
If an extension		
Expected costs 23/24		
Expected costs 24/25	£66,555	
Expected costs 25/26		
Base location	Remote / London Office	
Version #	V1.0	
Version Date	20/09/2024	



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By signing and returning this cover note, Defra accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods Business and Digital Technology 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

Signature and timestamp to be added through electronic signature.



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.

The Engagement will be a fully contracted out service therefore the off-payroll legislation will not apply. A true service will have the following characteristics:

- Delivery is fully outsourced to the supplier, who will have full responsibility for delivering the outcome and the risk of non-delivery sits with the supplier.
- The team is not embedded within your organisation but is engaged, directed, and controlled entirely by the supplier.

It is your responsibility to determine whether your Engagement represents a supply of an outsourced managed service or a supply of resource. The reality of working arrangements should be considered and not just contractual terms.



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1. Background

Enabling Programmes

Geospatial is a key element of the Future Defra Story and the Digital and Data Transformation Strategy (DDTS). It aims to deliver ambitious outcomes in support of the Outcomes Framework, efficient working by creating consistent and reliable land data accessible to all users' needs and thriving people by giving people the right tools to work and collaborate to deliver the right outcomes for the environment. Furthermore, the aims of the UK Geospatial Strategy 2030 published by the Geospatial Commission, will also be supported by accelerated innovation, greater use of geospatial applications and greater insights across the economy. In turn, this will build confidence in the provision of spatial insights to inform decision making and track policy outcomes. The scope of the Enabling Programmes (EP) aligns with Mission 2 of the strategy – Drive greater use of geospatial applications and insights across the economy. Our focus is on producing a land model of England to support the delivery of environmental outcomes and supporting the rural economy.

The Geospatial (Land) Enabling Programme is evaluating the advantages of establishing a unified geospatial capability that will support business needs enabling enhanced decision-making by providing comprehensive insights into the environment.

Geospatial intelligence can support the understanding of the changing landscape over time and the outcome of certain responses. This is the 'What and Where' view for the past, current and future.

There is currently no single source, authoritative view (map) of land across England that can be accessed and shared across the Defra group that meets the needs of the businesses. This not only impacts business and policy outcomes due to the quality and absence of data being used but also the effective monitoring of regulation due to being unable to easily identify who occupies a piece of land and the activity being undertaken.

The Enabling Programmes will enable key parts of the Future Defra operating model. Business led, they focus on outcomes, delivered by multi-disciplinary teams across Defra Group.

Due to the significant complexity of the Programmes and increasing need to deliver, we require specialist PPM and Benefit advisory capability to support services to underpin our internal team during the Geospatial Land Model Discovery. Specifically, to underpin the delivery of these objectives, we require specialism in the context of:

- Knowledge transferring and building PM and PSO capability in our teams.
- Project scoping and planning with specialist knowledge
- Navigating complex governance structures and stakeholder landscapes to ensure Discovery is fed into the wider Programme controls.
- Advice and guidance to support the maturation of Benefits throughout Discovery and build internal capability.

Planned knowledge transfer in the application of effective project management, utilising best-practice recognised Defra tools, will be critical to the sustainability of the project delivery and advisory services provided, feeding into the wider Enabling Programmes Geospatial controls and Governance.



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2. Statement of services

Objectives and outcomes to be achieved

The PPM and Benefit Specialist services provided through this agreement will seek to deliver the following objectives:

Enabling the efficient undertaking of the discovery phase for the Land Model Discovery through:

1. **Project Management of Discovery Phase:** Completion of the Geospatial Programme Land Model Discovery adhering to acceptance criteria.
2. **Mobilisation of Discovery phase:** Discovery has a chartered course to achieve its agreed goals in Discovery and preparation for Alpha. Project Change Management is controlled and introduces greater PPM capability and consistency into the Geospatial Enabling Programme and its delivery, aligned to Defra project priorities and proportionate to their needs, to enable Mobilisation of the required services.
3. **Resourcing:** Planning and monitoring of 3rd party supplier resources to ensure Discovery goals are achieved.
4. **Capability of Benefits:** Building on current identified Benefits to ensure Discovery identifies and matures Benefits to support SR25 phase 2 inputs and cost-benefit analysis. Greater insight and capability to efficiently mobilise the Discovery team through guided Benefits knowledge transfer during the Discovery.
5. **Self Sufficiency:** Greater PPM delivery, Benefit management insight and self-sufficiency within the internal programme team as a result of planned and coordinated knowledge transfer throughout Discovery.

In support of these objectives, the outcomes to be achieved through a consistent and effective project and programme delivery and advisory service are:

1. **Reduced project delivery risk** – through the effective deployment of best practice project management, planning and oversight.
2. **Successful Discovery completion** – Discovery is considered as complete through validation of user requirements and options gathered, adhering to the acceptance criteria to support a Go/NoGo decision.
3. **Increased project delivery sustainability and internal capability** – through planning and execution of knowledge and capability transfer in PPM delivery and application of Benefit advisory service.

Scope

The scope of services required for the Geospatial Land Model Discovery phase as set out above, are as follows:

Service Overview

- The Land Model Discovery will run over the course of a 12-week period
- The Discovery will gather the user data requirements from across all parts of the business i.e. analytical, operational and policy to understand the current use of land data and the current technology landscape which will inform the design and need for the integration of the product across the Defra group (including RPA, APHA, EA, FC, NE). The scope of the Discovery will therefore focus on the accessibility of the Land Model across England for the Defra group.
- The "To be" landscape for the Land Model will be developed, covering the business, data and technology design used to maintain and host the user requirements including the taxonomy, geospatial and standards which need to be adhered to.
- The Discovery will develop the Operational Model to support the delivery and maintenance of the Land Model and identify the Service Owner.



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- Land Model Discovery is due to commence 30th of September, with resources being sourced from a 3rd party supplier.
- The project requires management of the Discovery from kick off /onboarding until completion of the phase, managing 3rd party supplier resources, costs, complex planning and deliverables closely to ensure that outputs are delivered on time, cost and quality.
- Project Leadership & Support - The project delivery environment is effective and sustainable within the resourcing assigned, the environment is planned and there is an understanding of challenges and complexities to be considered and explored throughout Discovery.
- A Project plan is in place, driving critical path delivery and feeding into the wider Programme. Dependencies are clear and understood, owned and driving planning and delivery decision-making.
- Project leadership and reporting support SRO and Board in having an increased understanding, and confidence and can focus on strategic level issues.
- Greater PPM delivery and self-sufficiency within the internal Programme as a result of planned and coordinated knowledge transfer within the Land Model Discovery project.
- Benefit advisory service supports the Discovery team in maturing the identified benefits to support SR25 phase 2 inputs and cost benefit analysis inclusive of supporting the team to execute the shaping of benefit realisation strategies, measurement and reporting.
- The discovery is to be delivered adopting as much of the agile methodology as deemed valuable and tailored to the Discovery, in turn adhering to the GDS service manual to ensure it is set up for success. It is key also that Defra project/programme governance needs are also met.

Out of scope

Programme level management – Methods resources will be focused on Project level and are expected to feed into the wider programme through reporting adhering to the governance structure and controls.

Benefits Service provides advisory and facilitation support for the team to ensure benefits are well defined, measured and achievable. The Discovery team will focus on the practical day to day execution of tasks and outputs.

Comms and Change Management are currently deemed out of scope for this engagement but may be later brought in through a Change Control Notice at a later date if required.

Assumptions and dependencies

- Accountability and management of delivery projects remains with Defra.
- Required capacity and capability will be committed by stakeholders and delivery partners to engage with the PPM and Benefits service as required.
- 3rd party supplier risks are not owned by Methods and will therefore need to be escalated to the Project Manager in the first instance and via their own agreed escalation route. 3rd party supplier is responsible for providing sufficient resources and capability.
- To support the delivery of effective knowledge transfer, transition and then exit of this support, Defra will have the required resources in place in good time before the end of this engagement to ensure a quality handover period is accounted for.
- All PPM and Benefit service delivery will be aligned with central Defra portfolio directorate standards and approaches where defined and appropriate.
- Discovery is expected to run for the duration of 12 weeks.



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Risk management

The longer-term sustainability of PPM delivery and Benefit knowledge is a recognised risk of seeking external delivery services. Knowledge and capability transfer across the PPM and Benefit service scope can only be planned and delivered effectively if Defra internal resources are identified proactively and engage in a meaningful and timely manner. The work package intends to ensure delivery of priority projects during a critical time of delivery. Defra resources will be identified to enable effective knowledge transfer and handover.

3. Deliverables

Project Delivery

Deliverable	Date	Success Criteria	Linked outcome
SDD Service Definition Document	11.10.24	<p>As an extension to the DPEL, provides a detailed definition of the service to be provided including:</p> <ul style="list-style-type: none"> • Agreed Team structures/Roles • Governance • Propose Delivery methodology • HL Plans / Timeline • Key Milestones <p>** Note, originally agreed, this document may change during delivery, as teams adapt, governance is tailored</p>	NA
Land Model Discovery Project Level Management Service and Capability	20.12.24	<p>PPM services into the Enabling Programmes Geospatial Land Model Discovery in line with industry best practice and Defra portfolio directorate standards.</p> <p>Demonstration of effective planning and execution for:</p> <ul style="list-style-type: none"> • Aiding overall management of the Land Model Discovery phase for Geospatial. • Project controls and governance are in place and fit for purpose. • Continued monitoring and management of Project financial management (forecast vs actuals for Project level feeding into wider Programme) • Facilitation of Discovery ceremonies with support from PSO. • Project stakeholder engagement and management (including planning) • Project Discovery resource planning and monitoring. • Feeding into the development of the Operational Model to support the delivery and maintenance of the Land Model and identification of the Service Owner. 	<p>#1 Reduced project delivery risk – through the effective deployment of best practice project management, planning and oversight.</p> <p>#2 Successful Discovery completion – Discovery is considered as complete through validation of user requirements and options gathered, adhering to the acceptance criteria for a support Go/NoGo Decision.</p> <p>#3 Increased project delivery sustainability</p>



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		<ul style="list-style-type: none"> Identify areas of deficiency in programme and project delivery, making recommendations accordingly to remediate issues. 	<p>and internal capability – through planning and execution of knowledge and capability transfer in PPM delivery and application of Benefit advisory service.</p>
<p>Land Model Discovery Project Support Officer (PSO) Management Service</p>	<p>20.12.24</p>	<p>Project Support Officer Service to aid overall management of Discovery PSO activity:</p> <ul style="list-style-type: none"> Project controls and governance are fit for purpose and reporting is aligned (including secretariat) Reporting supports SRO and Programme Board decisions. Discovery risk, issue and dependency management is stood up and feeds into wider Programme PSO reporting. Discovery plans (PoaP) is kept up to date and available for stakeholder engagement. Knowledge and Information management is in place and aligned with Programme level PSO activity. Administrative management of Discovery ceremonies supporting the Project Manager with facilitation where required. Identify areas of deficiency in PSO delivery, making recommendations accordingly to remediate issues. 	<p>#1 Reduced project delivery risk – through the effective deployment of best practice project management, planning and oversight.</p> <p>#2 Successful Discovery completion – Discovery is considered as complete through validation of user requirements and options gathered, adhering to the acceptance criteria for a support Go/NoGo Decision.</p> <p>#3 Increased project delivery sustainability and internal capability – through planning and execution of knowledge and capability transfer in PPM delivery and application of Benefit advisory service.</p>
<p>Enabling Programmes Geospatial Land Model Discovery Benefits development</p>	<p>20.12.2024</p>	<p>Support and advice from a Benefit Specialist perspective to:</p> <ul style="list-style-type: none"> Engage with the agreed list of stakeholders for Discovery, maturing this throughout. Facilitate ideation workshops with the Discovery team and stakeholders to elicit initial user requirements and support conversations around 	<p>#3 Increased project delivery sustainability and internal capability – through planning and execution of knowledge and capability transfer in PPM delivery and</p>



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		<p>benefit identification to build capability within the team to take forward the maturation of benefits.</p> <ul style="list-style-type: none"> • Share methodology of how to complete a MoSCoW of elicited user requirements and consideration of scope review and cost-benefit analysis. • Support the Discovery team in identifying benefits and disbenefits to set the foundation for a robust Benefits Management approach. • Advise the Discovery team and stakeholders on how to mature the 'as is' process maps to ensure time/effort are indicated and support future benefit calculations. 	application of Benefit advisory service.
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Internal Capability Development Outcomes

Deliverable	Date	Support on content	Linked outcome
PPM Knowledge Transfer	20.12.24	<p>Knowledge transfer needs identified, monitored and planned for throughout delivery period. Evidence of growing capability systematically and proportionately in line with project needs and specifically related to associated tools and information.</p>	<p>#3 Increased project delivery sustainability and internal capability – through planning and execution of knowledge and capability transfer in PPM delivery and application of Benefit advisory service.</p>

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 consultation with DgC and subsequent relevant approvals.

4. Delivery management

Supplier Delivery Team

The outcomes-based nature of consultancy services provided through Lot 3 (Ref 28595) dictates that the Supplier retains responsibility and authority to provide the delivery team required to meet the contracted outcomes. The Business Area team should manage any performance concerns directly with the Supplier Team in the first instance with escalation, where necessary, through Defra Group Commercial.



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The actual resources used in the delivery may be greater or less than that on which the price is based as the work is undertaken at the Supplier's risk. Should factors materialise that impact successful delivery, through factors outside the Supplier's control that warrant an alteration to time or cost, a change control will be made to this document as well as to the Service Definition Document (SDD).

The SDD is the first standard deliverable used to manage the project and provides the delivery team structure alongside more detail on governance, plan and success criteria.



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Business Area’s Team

No members of the current team will be directly allocated to support delivery. Candidates for knowledge transfer will be identified on an ongoing basis as appropriate.

5. 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 £66,555 inclusive of expenses* and excluding VAT.

This total represents the agreed fixed price of the Supplier for the successful delivery of the contracted outcomes. The fees are based on the expected delivery team using the set framework rates. DgC review the resources and rates as part of commercial due diligence and sign-off.

Stage	Due (link to milestone dates)	Cost
[Redacted content]		
Grand total		£66,555 (exc VAT)



Payment

The Supplier should invoice at project stage milestones set out in section 5. Defra Group will reimburse fees on confirmation of approval of work delivered, by the Business Area.

6. Governance and reporting

Business Area to outline governance and report requirements relevant to the Engagement through Key Performance Indicators below:

Key Performance Indicators

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

KPI	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
#1	All project artefacts are up to date for in scope projects, specifically including RAID logs, project plans and board reporting.	Monthly	Delivery team	Routine reporting	100% up to date and accurate

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 must be completed as part of the Engagement sign-off. DgC will contact the Business Area to arrange this and share the feedback with the supplier on a bi-monthly basis.

Non-disclosure agreements

The overarching MCF2 framework includes NDAs.

7. Exit management

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

Handover of all operational project and programme documentation and data held in Project Portal. Plus, effective knowledge transfer to Defra staff including project handover briefs – written and oral.

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.



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Supplier Engagement Process

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 £120k or DgC Corporate Services Delivery Board if under £120k.
2. If over £120k the Spend Control Form must be completed by Business Area and submitted to DgC at:
[REDACTED]
3. 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.
4. A Project Engagement Letter is completed by the Business Area with input from the Supplier (with supporting proposals as appropriate) and support from DgC and then finally agreed between the two parties, including evidence of all required approvals either being in place or being progressed. Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> ▪ DPEL agreed ▪ DPEL signed: Supplier, Dept and DgC ▪ Purchase Order number 	<ul style="list-style-type: none"> ▪ Work can start ▪ Supplier can invoice for work