

Defra Group Management Consultancy Framework: Programme Engagement Letter

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

Engagement details			
Engagement ref #	DgC to provide when initial Request Form received		
Extension?	Y/N	DPEL Ref.	DPEL_61541_085
Business Area			
Programme / Programme	Smaller Abattoir Fund		
Senior Responsible Officer			
Supplier	Methods Business and Digital Technology		
Title	Abattoir Grant Fund - Programme Management of new set-up of capital grant schemes		
Short description			
Engagement start / end date	Proposed start date 3 July 2023	Proposed end date 29 September 2023	
Funding source (CDEL/RDEL)			
Consultancy Spend approval reference	Supplied by DgC		
Expected costs 22/23	£0		
Expected costs 23/24	£98,826		
Expected costs 24/25	£0		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	V1.2		

Approval of Programme Engagement Letter

By signing and returning this cover note, **Defra and [REDACTED]** accepts the contents of this Programme 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 ([REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By: [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>
For and on behalf of Methods [REDACTED] [REDACTED]	For and on behalf of (relevant body) [REDACTED] [REDACTED]	Defra Group Commercial [REDACTED] [REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
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

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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.

1. Background

In February 2023, Minister [REDACTED] announced the Government's intention to launch a capital grant fund for smaller abattoirs in England. The Fund will offer grants towards the purchase of capital items to support smaller abattoirs in England under four key themes: improve productivity; utilise innovative and new technology; enhance animal health and welfare; and add value to processed products. We anticipate that the Fund will help maintain a productive and efficient smaller abattoir sector, support the availability of local high-quality produce and promote local rural economies. The Fund will be launched by the end of 2023 and work is underway to design and deliver it. Project management support is required to oversee the governance of the design and business case process.

2. Statement of services

Objectives and outcomes to be achieved

The objectives and outcomes for this work are:

The Service will provide overall management and oversight of the Programme, aiding Go Live of the new capital grant scheme for smaller abattoirs launched by end of 2023.

This will include the main aspects of Programme Management and support, providing leadership and direction from a PPM perspective to the Policy Team. Managing and owning the Governance process to aid effective and informed decision making.

Maturing key Programme artefacts inc. RAID, Planning, Governance and structure, to build delivery confidence, alongside supporting the Policy team and providing continuous knowledge transfer. Supporting the generation of the Internal Business Case and ensuring the structures and understanding are in place.

Engaging with Stakeholders across the Programme, Policy and wider to aid Programme delivery. Aiding the Programme to be in a confident place to pass the Go decision point at the end of October (note. DPEL ends – 29/9/23)

Scope

1. Expert Programme Delivery Management

Lead and drive delivery of Programme in accordance with Defra Programme delivery standards and best practices, working closely with Defra Portfolio Centre of Expertise and Key Policy colleagues.

Build maturity and provide pragmatic effective Governance management and leadership from a delivery perspective.

Enabling informed decision making and a structured approach to Governance Boards, inclusive of relevant stakeholders to mitigate threats and to maintain agreed plan

Manage the Risk Process, Maturity development, Actions, Issues, Decisions, Dependencies (RAIDD) content Programme, ensuring timely and effective RAID reporting through appropriate governance

Effective engagement with wider stakeholders to embed RAID processes into Governance Boards and establish and monitor risk and issue treatments across the Programme

Finalised Programme delivery plan. The plan covers the process of policy deployment, and has a clearly set out Programme with appropriate milestones and time risk. Clear monitoring of progress against plans and effectively holds stakeholders / team

Building out the stakeholder engagement plan and associated RACI

2. Business Case Foundations

Internal Business Case process mapped and planned with Key BC owners

Clarity of F&C Business Case internal review sign off process is agreed, Quality is understood and planned into critical path

Initial workshop to build collective view of Business Case to aid drafting and production (post this DPEL), stakeholders are engaged, inputting and aware of responsibility for their elements. (RACI)

Provides support and coaching/advice to Senior Policy Colleagues and Policy Team Programme Team as required: advises, steers, and appraises artefact development as required.

3. Programme support aiding effective delivery management

Programme support aiding effective delivery management

Configuration Mgt, supporting the accuracy of and populating RAIDD, Programme planning & tracking, Action logs

Gathering content for Board meetings and coordinating agenda items, minutes and Decision logs

Liaising with Stakeholders and providing QA of artefacts and content. Providing insight

Oversight and management of central mailbox system and distribution of comms.

4. Knowledge Transfer

Provision of planned knowledge transfer including handover of key artefacts to identified members of the existing Programme team.

Planned throughout delivery period. Approach and completion approved by the customer team

Assumptions and dependencies

- 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.
- That all relevant stakeholders will be available as necessary for the purposes of knowledge transfer and the transfer of responsibilities, and that key topics of interest will be identified and communicated to the Methods team for this purpose.
- Leadership is aligned in approach and thinking, works in a constructive manner to support this engagement.
- Methods will support the Programme aims and outcomes. Methods are required to deliver the outcomes as per this agreed DPEL. Wider Programme outcomes and Policy delivery by end of December '23 is out of scope for this DPEL.

Risk management

Two layers of risk management shall be considered during this engagement:

- Risk to the service provided by Methods to the Client. These risks shall be recorded and mitigated by Methods staff and communicated to the named Point of Contact either through the regular governance structure or on an ad-hoc basis should a critical risk be raised.
- Risk to the Programme which the Methods team are supporting the Client to deliver will be managed through Programme level risk processes

Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Production of Work Package Management Documentation			
Service Definition Document (SDD)	Document reviewed and signed off by SRO (or delegate), confirming that the defined service meets Programme requirements, is aligned with and supports the DPEL outcomes.	28/7/23	Delivery Manager Engagement & Assurance Lead
Strategic PM Support			
Strategic Programme Management Support Service	<p>Programme Delivery process, procedures are in place, Key Programme Artefacts utilised and enabling delivery</p> <p>RAID populated and managed, assumptions declared and managed, dependencies mapped to Programme Plans. Governance Board views are in place to engage Board members</p> <p>As a priority, critical Path plan, workstream plans, Overall Programme plan, supported by drumbeat of updates and engagement across the Programme, this includes Stakeholder Engagement plans.</p> <p>Chairing of Internal Design Working Groups, including overall Working Group and Governance sub-group, to bring cohesion, effective management of meetings, accurate reporting against milestones and mitigation of any concerns.</p> <p>Critical friend advice and support to Policy Team documented and evidenced, utilising wider maturity frameworks to aid understanding of PPM delivery</p>	<p><i>Throughout delivery period</i></p> <p>Completion</p> <p>29/9/23</p>	PPM Lead
Business Case Production	<p>Internal Business Case process and sign off req. is understood and built into plans</p> <p>Foundations for BC population is in place, BC RACI is documented</p>	29/9/23	PPM Lead

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	QA of approach and plan for population is evident		
Programme Support Service	<p>Programme & delivery management support</p> <p>Internal working groups and board meetings are effectively run with advanced planning, QA of documentation, agenda mgt, Decisions and minutes</p> <p>Artefact generation, population, QA and wider Configuration mgt.</p> <p>Stakeholders aided through critical friend approach</p> <p>Comms into the Project team are managed and efficiently dealt with to support the Programme</p>	29/9/23	PPM Lead
Knowledge Transfer	Knowledge Transfer log and associated materials stored in client file system	<i>Throughout delivery period</i>	Delivery Manager

Limitations on scope and change control

Unless instructions to the Supplier are later amended in writing and approved by change control, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be reliant on information provided by the Business Area.

The Programme 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

The SDD will provide further detail of each of the services to be provided.

Service	Role	# of days	Daily rate	Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED] t		[REDACTED]	[REDACTED]	
[REDACTED] [REDACTED]		[REDACTED]	[REDACTED]	
[REDACTED] [REDACTED]		[REDACTED]	[REDACTED]	
[REDACTED]		[REDACTED]	[REDACTED]	
TOTAL COST				£98,826

Total resource $\frac{\text{Total days*}}{\text{Engagement Length**}}$ <p>*Total days worked across all resources **Total working days in engagement</p>	[REDACTED]
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Business Area's team

[REDACTED]
[REDACTED]

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 £50,487, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Checkpoint Review		DD/MM/YY
Completion of deliverables (Plans, Governance structures, Programme Artefacts are in place and being utilised)	£49,412.75	31/8/23
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity	£49,412.75	29/9/23
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		

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.
- The business area, through the principal contact, will work closely and will require a minimum weekly progress report. All new risks to delivery should be reported immediately or as soon practicable

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific Programme 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.	Ongoing for duration of DPEL	SRO or delegate, with Methods Assurance	Escalation from client team if expected behaviour is not demonstrated	Measured against DPEL & Methods Lot3 agreement.
2.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks/concerns	Weekly	SRO with Methods Assurance	Regular project meetings	Measured against DPEL deliverables.
3	Delivery of agreed deliverables	<p>Baselined plans detail agreed delivery dates.</p> <p>These will not be exceeded above agreed tolerance without agreement between all parties</p>	Weekly	SRO or delegate, with Methods Assurance	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 include NDAs.

It is expected that this work will be undertaken under the NDA as part of the Defra Consulting Framework. Any additional NDA agreements will need to be assessed and agreed separately.

6. Exit management

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

Knowledge Transfer:

Specific transfer outcomes will be tracked through regular reporting and evaluated through a review of completed knowledge transfer logs and reports, including sign off from individual knowledge recipients

The skills and expertise transferred back to the internal Defra team will help improve efficiency and effectiveness, and provide a framework to deliver future strategic Programme

The supplier will provide: All documents, reports, excel files, presentations

The supplier will delete: any commercially information that is not required to be kept

The supplier will prepare a handover note of any outstanding issues

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. 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 Programme 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

