



Department
for Environment
Food & Rural Affairs

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 #	DPEL_61545_018		
Extension?	No	DPEL Ref.	Previous DPEL reference number
Business Area	Northern Ireland Directorate		
Programme / Project	REMOS Implementation		
Senior Responsible Officer	[REDACTED]		
Supplier	PA Consulting		
Title	REMOS – Business Change Support		
Short description	Provision of business change services to support the implementation of REMOS (under the Windsor Agreement).		
Engagement start / end date	Proposed start date 19/06/2023	Proposed end date 04/08/2023	
Consultancy Spend approval reference	N/A		
Expected costs 23/24	£99,125		
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 [REDACTED], with Defra Group and confirms the availability of funding to support recharge for the services.



Signatures		
Supplier	Business Area	Defra Group Commercial
<div style="background-color: black; width: 150px; height: 20px; margin-bottom: 10px;"></div> <div style="background-color: black; width: 180px; height: 40px;"></div>	<div style="background-color: black; width: 180px; height: 60px;"></div>	<div style="background-color: black; width: 150px; height: 60px; margin-bottom: 10px;"></div> By: _____ <i>Signature</i>
or and on behalf of [PA Consulting] <div style="background-color: black; width: 120px; height: 20px; margin-bottom: 10px;"></div> <div style="background-color: black; width: 220px; height: 30px;"></div>	For and on behalf of Northern Ireland Directorate <div style="background-color: black; width: 80px; height: 20px; margin-bottom: 10px;"></div> <div style="background-color: black; width: 200px; height: 20px;"></div>	Defra Group Commercial <div style="background-color: black; width: 80px; height: 20px; margin-bottom: 10px;"></div> <div style="background-color: black; width: 110px; height: 20px;"></div>
21 st June 2023	21 st June 2023	21 st June 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

Supplier contact:

Business Area contact:

General Instructions

1. Background

The Northern Ireland Directorate requires business change services to support in ensuring readiness for change for REMOS on the 1st October 2023.

2. Statement of services

Objectives and outcomes to be achieved

Business change support will be embedded in the project team in order to:

- ✓ Understand what the change will mean for internal stakeholders (DEFRA and APHA predominantly, but also DAERA and FSA) – changes to processes, broader ways of working, demand modelling etc
- ✓ Ensure all 'internal' stakeholders are ready for these changes – the right number of people, the right processes are in place, clear model of change communications
- ✓ Bring an agile approach change approach – the Minimum Viable Product (MVP) for the 1st October is being shaped in parallel with understanding the change impact

Scope

In scope:

- The specific deliverables for the change management service are outlined in the deliverables section below
- Our focus is on the 'internal' change management.

Out of scope:

- We will build the capability of the immediate team in any tools developed throughout engagement. Longer term capability requirements for the change will be out of scope for the work.
- The external change management (e.g., the traders), will be managed by the team

Assumptions and dependencies

The PA team will be working alongside the DEFRA project team and key APHA stakeholders. Availability of the team and timely review of deliverables will be a key dependency.

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*

Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
A summary change management strategy	We will know how we're going to manage the business change in support of the milestone on 1 st October to ensure all parties are clear on the approach / key focus areas	Within 1 x week of our engagement	Business Change Lead
An internal business change assessment for DEFRA and APHA	We will understand what the impact is on teams of the change to understand the areas that will need to be considered as the MVP develops	Within 4 weeks of our engagement (note – this is expected to be a 'living'	Business Change Lead



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
		document as the work progresses)	
A set of user journeys for internal teams	A clear visual which will show how the new work will impact teams	Within 4 weeks of our engagement (also expected to be a living document as the work progresses)	Business Change Support
A list of agreed and prioritised change 'interventions'	A list specific mini-projects to be completed to ensure we are ready for the change on 1 st October	Within 4 weeks of our engagement	Business Change Lead
A change readiness dashboard and approach to managing this	The team can track progress against the mini-projects and also any broader areas that have been identified as being needed to be ready for the change	Within 6 weeks of our engagement	Business Change Lead
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	Within 6 weeks of our engagement	Business Change Lead
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	Business Change Lead
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	Business Change Lead

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

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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. Project assessment and prioritised change 'interventions'	£56,761	14/07/23
2. Readiness dashboard and evaluation	£42,364	04/08/23
Expenses	£0	
Grand total	£99,125	

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

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:

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.
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 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

