



Department  
for Environment  
Food & Rural Affairs

# 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 [REDACTED]. 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	DPEL_61541_130	
Local Client Reference		
Extension?	N	
Business Area	SPS Borders and Boundaries	
Programme / Project	Biosecurity, Borders and Trade	
Senior Responsible Officer	[REDACTED]	
Supplier	Methods Business & Digital Technology	
Title	BBTP Benefits Maturity	
Short description	Benefits Management support to enable compliance with GMPP reporting requirements	
Engagement start / end date	Proposed start date 27/08/2024	Proposed end date 07/10/2024
Expected costs 23/24	£0	
Expected costs 24/25	£28,785.00	
Expected costs 25/26	£0	
Base location	London	
Version #	V1	
Version Date	23/08/2024	



By signing and returning this cover note, Biosecurity, Borders and Trade 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.



## 1. Background

The Biosecurity, Borders and Trade Programme (BBTP) is delivering the key systems, services, operations capabilities and legislative changes required to enable the introduction of new controls for goods to and from the European Union (EU). Since the end of the transition period of the United Kingdom's (UK) exit from the EU the UK has operated a full external border with controls placed on the movement of goods between Great Britain (GB) and the EU. The BBTP will enable increased UK prosperity and security through enhanced biosecurity controls for trade in animals, plants and their products.

The objectives of the programme, to realise this ambition, are:

Developing a regime for imports and exports which protects the biosecurity of the UK. The regime includes the policies, processes and controls necessary for the import and export of agri-food goods. The regime will need to be ambitious in protecting the high animal and plant health standards in the UK whilst being pragmatic to the needs of the economy.

Transforming physical and digital infrastructure underpinning and facilitating the operation of an effective border. The border operation is supported by critical national infrastructure. Both will need to be transformed, to service the increased volumes and to exploit and leverage technology, innovation, and analytics.

Delivering an operational border which enables a productive and competitive food industry to trade products of high standards. Bringing together physical and digital systems, services and policy outputs into capability outcomes needs emphasis on people, engagement, and to be fully integrated with the 2025 UK Border Strategy.

Over the past two years BBTP has worked in partnership with colleagues from across Defra and wider government to design a new Border Target Operating Model (BTOM). The first phase of the new BTOM went live in January 2024. To ensure the Programme is effectively aligned with the BTOM there is a need to realign the BBTP Benefits with the BTOM.

BBTP have a Benefits strategy in place, as well as Benefits profiles and a Benefits map. There is a need for these to be refined and realisation plans developed to provide a comprehensive benefits story.

BBTP are required to submit quarterly GMPP reporting and there is an immediate need to ensure that the benefits are well understood, and the benefits information complies with the GMPP reporting requirements ahead of the next GMPP reporting commission for Quarter 2 approximately late September 2024. BBTP will also need to ensure the benefits are matured to align with IPA Gate 4 requirements.

As well as ensuring compliance with external reporting, Defra launched a new Benefits framework earlier in 2024, this was to support a shift towards a mature and consistent Benefits management approach across the Department which ensures that:

- We stay aligned to strategic goals (Defra Priority Outcomes);
- We improve confidence in the delivery of planned benefits;
- We optimise the value of our delivery, and;



- We make sure change is sustained.

Therefore, undertaking the Benefits engagement will support alignment to the Defra Benefits framework and standards, ensuring there is a continued focus on Benefits throughout delivery.

## 2. Statement of services

### Objectives and outcomes to be achieved

To mature the BBTP Benefits approach there needs to be a clear understanding of the Programme Benefits, ensuring that the Benefits tell a comprehensive story of the value of delivering BBTP. The Benefits need to be supported by effective data and evidence, to enable ongoing monitoring of Benefits realisation plans, reporting against GMPP requirements and IPA Gate requirements. The maturing of the BBTP Benefits should be developed in collaboration with BBTP Benefits lead to ensure effective knowledge transfer and a sustained focus on Benefits management.

#### Objectives:

- Undertake a desktop review of the current Benefits management artefacts to identify areas for progression.
- Conduct a Benefits workshop with key stakeholders to gather key Benefits information.
- Refine the current Benefits artefacts
- Undertake work to support the development of the required information for the Q2 GMPP reporting
- Develop Benefits maturity to support alignment with IPA Gate requirements
- Work in collaboration with BBTP team members to enable knowledge transfer

#### Outcomes:

- Ensure alignment to the Defra Benefits Framework and approach
- Ensure preparedness for the GMPP Reporting requirements
- Ensure preparedness for IPA Gate requirements
- Ensure stakeholder engagement and understanding of the Benefits
- Ensure there is a sustained focus on Benefits throughout BBTP future tranche delivery

### Scope

Develop an approach to enable GMPP reporting on benefits  
 Identify priority steps to mature the BBTP benefits position  
 Facilitate workshop to capture stakeholder inputs to benefits and metrics  
 Support Programme Team in maturing workshop outputs in line with GMPP reporting requirements

### Assumptions and dependencies

Dependency: BBTP Stakeholders are available for an in person all day workshop within the first 2 weeks of the engagement to ensure there is sufficient time to develop the GMPP reporting  
 GMPP reporting requirements are shared at the earliest opportunity  
 BBTP Benefits lead available to work in collaboration and ensure knowledge transfer



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## Risk management

GMPP reporting requirements – not finalised for the next quarter  
Summer period: availability of stakeholders and delivery team

## 3. Deliverables

### Service Definition

Deliverable	Date	Success Criteria	Linked outcome
Service Definition Document	09/09/2024	<p>Approval of the following by client business area:</p> <ul style="list-style-type: none"> <li>Product descriptions,</li> <li>DPEL delivery governance arrangements</li> <li>DPEL delivery plan.</li> <li>Overview of Service for communication</li> </ul> <p>Document reviewed and signed off by client business area, confirming that the defined service meets projects requirements, is aligned with, and supports the DPEL outcomes.</p> <p>Iterated throughout assignment period as required.</p>	

### Project Delivery

Deliverable	Date	Success Criteria	Linked outcome
Benefits Maturity	04/10/2024	<p>BBTP Benefits are matured to ensure:</p> <ul style="list-style-type: none"> <li>Benefits information, including metrics, is available to support compliance with GMPP reporting requirements</li> <li>Identification of benefits information required to support alignment with IPA Gate requirements</li> </ul>	Benefits Maturity
Benefits Forward Plan	04/10/2024	A benefits management forward plan is developed and in place	Benefits Plan

### Internal Capability Development Outcomes

Deliverable	Date	Success Criteria	Linked outcome
Knowledge Transfer	27/09/2024	Knowledge transfer through collaborative working with relevant BBTP team members.	Knowledge Transfer

### 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.

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.

Business Area’s Team

[Redacted]

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 £28,785.00, 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]	[Redacted]	[Redacted]
[Redacted]		
[Redacted]		
[Redacted]	[Redacted]	[Redacted]
[Redacted]		
[Redacted]		
Expenses		
Note: Expenses to the base location as determined for each individual assignment should be included in the rates. Expenses up to 10% of the total		





Stage	Due (link to milestone dates)	Cost
DPEL value to other locations will be paid in line with the Client Departments Travel and Subsistence policy and must be approved in advance.		
<b>Grand total</b>		<b>£28,785.00</b>

## Payment

The Supplier should invoice at project stage milestones set out in section 4. 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	Regular checkpoints provided by Methods	Weekly	Engagement Lead	Regular meetings and collaboration	Regular project meetings or telecons
2	Delivery of agreed deliverables	Weekly	Engagement Lead	Delivery plans and delivery progress updates	Regular project meetings or telecons

### 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:

Full handover of deliverables
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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.

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"><li>▪ DPEL agreed</li><li>▪ DPEL signed: Supplier, Dept and DgC</li><li>▪ Purchase Order number</li></ul>	<ul style="list-style-type: none"><li>▪ Work can start</li><li>▪ Supplier can invoice for work</li></ul>