

## Defra Group Management Consultancy Framework: Project Engagement Letter


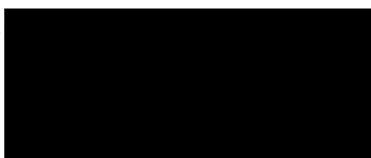




Completed forms and any queries should be directed to Defra Group Commercial at

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Engagement details			
Engagement ref #	DPEL_61541_001		
Extension?	N	DPEL Ref.	N/A
Business Area			
Programme / Project	SPS Programme - POAO		
Senior Responsible Officer	██████████		
Supplier	Methods Business & Digital Technology Ltd. (Methods)		
Title	SPS Borders & Boundaries POAO Analysis and Contingency Planning		
Short description	Data analysis and related deliverable outputs to enable the SPS Border and Boundaries programme to understand in detail and communicate it's expected level of preparedness around a series of scenarios.		
Engagement start / end date	Proposed start date 18/08/2021	Proposed end date 17/09/2021	
Funding source	Programme Budget		
Expected costs 21/22	£41,336		
Expected costs 22/23	£0		
Expected costs 23/24	£0		
Dept. PO reference	TBC		
Lot #	Lot 3		
Version #	0.1		

### Approval of Project Engagement Letter

By signing and returning this cover note, The SPS Programme accepts the contents of this Project 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 (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
 <i>Signature</i>	 By: _____ <i>Signature</i>	 <i>Signature</i>
For and on behalf of Methods  Defra Delivery Partner Account Director	For and on behalf of Defra BBT Programme  Defra BBTP Director	Defra Group Commercial  Consultancy category Lead
17/08/21	17 August 2021	18 August 21
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

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

As part of Defra's preparation for the reintroduction of border control processes at Stage 2 (October 2021) and Stage 3 (January 2022) of the Border Operating Model, the SPS Border and Boundaries programme needs to understand in detail its expected level of preparedness. This piece of work is focused on POAO (Products of Animal Origin) commodities.

There is a large body of information to help inform decision making and a list of potential scenarios to provide the evidence for decision-making. However, there is not currently a clear framework in place for decision-making, including thresholds and trigger points that assist in understanding at what point certain scenarios need to be enacted. Moreover, without this structure it is difficult to create effective contingency plans for moving a site or process back to a ready position.

The work required is therefore to analyse the existing data against the objective, identify any gaps, build a robust framework that enables decision-making and planning. The work will inform the extent to which Defra has a proactive approach based on preparedness or a reactive approach based on invoking contingency plans.

Without this analysis, decision-making will be complex and difficult to make in a timely manner and sufficient contingency plans will not be in place. This would greatly increase the risk of border issues which would adversely affect importers, exporters, our relationship with the EU and member countries and Defra's reputation.

## 2. Statement of services

### Objectives and outcomes to be achieved

This short-term analysis exercise to provide defined outputs will support the following objectives:

- To underpin simplified and timely decision making in relation to scenarios and contingency plans.
- To decrease the risk of border issues in relation to POAO which would adversely affect importers, exporters, our relationship with the EU and member countries and Defra's reputation.

This work is critical to the success of the imports and export regime for POAO. The outcomes of the work will include

- increased quality of information analysis
- increased effectiveness of decision-making
- increased confidence of senior officials and ministers as to the robustness of readiness preparations in this area
- increased knowledge and skills within the programme for taking forward and repeating the exercise in the future

## Scope

To achieve the outcomes in the time available, consultancy is required to take the body of information available across each of the programme's readiness workstreams and translate it into a model that supports decision-making and contingency planning against key indicators aligned with food safety, bio security, food availability and contact centre impact. Workstreams, materials and directorates in scope of initial engagement activity include:

- BPDG Test Schedule
- GB Trader Readiness
- Policy Delivery
- IT/Systems
- Legislation
- BCP Readiness
- PHA Readiness
- Central Hub Readiness
- EU Certifier Capacity
- Agri-Foods
- Operability
- APHA Readiness

The core activities are:

- Understanding the existing scenarios in place and their parameters
- Reviewing the structured and unstructured data available and identifying any gaps
- Designing the framework model with necessary preparedness thresholds
- Engage with key stakeholders to validate the approach and selected data
- Creation of a matrix of scenarios and threshold criteria to enable enhanced planning
- Understanding the fitness of contingency plans for high-risk red-rated projects which map the 'path to green'
- Documentation for how to access and use the framework
- Deliver a report explaining the activities undertaken and recommendations for next steps in relation to the framework, contingencies, and scenario planning.

To deliver the activities set out above, consultancy support with proven experience in rapid engagement, analysis and scenario planning in government is required. The outputs will need to be defined, designed, assembled, and reported in a condensed timeframe and will require high quality project management, business analysis and stakeholder engagement skills. In the event that information is not currently being recorded consistently, and/or scenarios and contingencies not being planned consistently across the programme, activity may be required to course-correct information gathering and reporting to ensure the correct processes are in place to feed compatible information and data into a revised decision-making framework.

A combination of capacity and capability related challenges preclude internal staff from delivering the intended outcomes, however it is expected that knowledge of recommendations and proposed adjustments to processes and tools is transferred as part of successful handover of engagement outputs.

Successful delivery of each of the outcomes will be evident through their approval by the directorate and ministers and knowledge transfer will be measured through the completion of a knowledge transfer record sign off by the individual(s) responsible for taking the work forward.



## Assumptions and dependencies

The following assumptions and dependencies are required to ensure that deliverables set out in this DPEL are achievable for the supplier organisation:

- 1) Access to key stakeholders across the breadth in scope programme workstreams to assess information, understand contingency and scenario planning maturity, gather planning concerns and priorities.
- 2) Access to all key data sources in scope of the data analysis delivery
- 3) Access to programme subject matter expertise to provide expert input to the analysis activity to enrich the outputs
- 4) Data, information and contingency plans available are of sufficient quality and consistency to reasonably deliver the desired outputs and outcomes (this will be assessed as part of an interim deliverable report).

## Risk management

Failure to commence this delivery in a timely manner will place the defined objectives and outcomes at risk. Downstream impact will mean that decision-making will be complex and difficult to make in a timely manner and sufficient contingency plans will not be in place. This would greatly increase the risk of border issues which would adversely affect importers, exporters, our relationship with the EU and member countries and Defra's reputation.

## Deliverables

This short-term engagement will produce the deliverables set out in the table below:

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Analysis &amp; Contingency Planning</b>			
Existing Scenario and Contingency Planning Analysis	Established a clear understanding of the existing scenarios in place across each of the programme's workstreams, the consistency with which they are being planned, and the compatibility of scenarios for the purposes of establishing a decision-making framework.	25/8/21	Project Manager
Existing Data Review and Gap Analysis	Reviewed the structured and unstructured data available and identified any gaps, analysing the consistency and quality of data across each of the workstreams and the activity required and extent of the need to standardise data,	25/8/21	



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	information and planning practices.		
Interim Checkpoint	A checkpoint assessment of the completeness and fitness of data, information and contingency plans to deliver the desired outcomes.	7/9/21	
Decision Making Framework	A decision-making matrix including scenarios that must be considered in understanding and remedying readiness for the implementation of new POAO checks, including known pivot points for contingency plans. The framework will include guidance documentation on its use either as part of the framework itself or as a separate deliverable.  The framework should enable Overarching POAO Readiness Planning to assess scenarios and contingencies, understanding potential pivot points and impacts of decisions.	14/9/21	
Findings & Next Steps Report	A report explaining the findings from this short intervention exercise, activities undertaken, and recommendations for next steps in relation to the framework, contingencies, and scenario planning.	14/9/21	
<b>Internal Capability Development Outcomes</b>			
Knowledge transfer record	Successful knowledge transfer will be measured through the completion of a knowledge transfer record sign off by the individual(s) responsible for taking the work forward.	14/9/21	Project Manager
<b>Social Value Outcomes</b>			

Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

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.

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
Director		Director	████	█	████
Assignment Management		Principal Consultant	████	██	██████
Lead Business Analyst		Senior Consultant	████	██	██████
Business Analyst		Consultant	████	██	██████

<p><b>Total resource</b></p> <p><b><u>Total days*</u></b></p> <p><b>Engagement Length**</b></p> <p>*Total days worked across all resources</p> <p>**Total working days in engagement</p>	
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The short-term, immediate nature, and focused requirement provide minimal opportunity for identification and deployment of internal resource to the delivery team. The team is therefore expected to engage closely with [REDACTED] who will engage members of their respective teams as appropriate.

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 £41,336, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Analysis & Contingency Planning		DD/MM/YY

Stage	Cost	Due (link to milestone dates)
<ul style="list-style-type: none"> <li>Existing Scenario and Contingency Planning Analysis</li> <li>Interim Checkpoint</li> <li>Decision Making Framework</li> <li>Findings &amp; Next Steps Report</li> </ul>	£41,336	
<b>Expenses</b>		
No Expenses	£ 0	
<b>Grand total</b>	<b>£41,336</b>	

*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;
- [Other Business Area reporting requirements to be agreed]

### 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
None Required						

### 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. 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:

None required
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### 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"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</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>

