



Defra Group Management Consultancy Framework: Project Engagement Letter

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



Engagement details			
Engagement ref #	DPEL_61541_105		
Extension?	N	DPEL Ref.	61541_105
Business Area	Portfolio Directorate		
Programme / Project	CEFAS ENDEVOUR Procurement Programme		
Senior Responsible Officer	<div></div>		
Supplier	Methods Business and Technology		
Title	Delivery Support Service: CEFAS Case Study		
Short description	Jointly with the Portfolio Assurance Team, test parts of the service model of the Delivery Support Service as a proof of concept, while providing delivery insight to the CEFAS ENDEVOUR programme to aid them in passing an OBC Delivery Readiness Review.		
Engagement start / end date	Proposed start date 11/12/23	Proposed end date 22/03/24	
Funding source (CDEL/RDEL)	RDEL		
Consultancy Spend approval reference	Supplied by DgC		
Expected costs 22/23	£0		
Expected costs 23/24	£71,552		
Expected costs 24/25	£0		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	V1		



Approval of Project Engagement Letter

By signing and returning this cover note, **Defra** and **CEFAS** accept 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**) with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By: <div></div> <i>Signature</i>	By: <div></div> <i>Signature</i>	By: <div></div> <i>Signature</i>
<div></div> <div></div> <div></div>	<div></div> <div></div> <div></div>	<div></div> <div></div> <div></div>
07-12-2023 16:36 GMT	07-12-2023 16:38 GMT	11-12-2023 16:03 GMT
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

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

The Portfolio is developing an Initiation and Delivery Support Service. This is with the aim of developing a delivery-centric platform, through which best-practice standardisation and implementation could be advocated and mandated across DEFRA.

By being a unified entry point for projects and programmes into the Portfolio, it can be the nexus around which diverse Portfolio change initiatives can coalesce, and a clear route for projects and programmes to access Portfolio SMEs.

This would see a drive toward a more delivery-centric and benefits led organisation. In turn, the Service would become a driving force behind enabling our projects and programmes to deliver on time, to budget and achieving the outcomes for DEFRA, the taxpayer, and the environment.

2. Statement of services

Objectives and outcomes to be achieved

The outcomes would be:

- Test the Service lifecycle phases 'Diagnosis', 'Analysis' and 'Plan', in support of service design and resourcing.
- Test the viability of aligning Service outcomes to the Assurance Gateway Readiness Reviews or Heath Checks.
- Test the ability for the Service to collaborate effectively with Assurance, ensuring a seamless transition, support, and joint outcomes between the two services.
- Identify commonalities between Initiation, Delivery Support and Rapid Response Services.
- Provide CEFAS with the delivery insight they need to be set up to successfully pass the Assurance OBC Readiness Assessment.

Scope

The scope of this work is limited to the activities agreed within this DPEL as outlined below unless modified through formal change control processes.

This case study is only relevant to the Delivery Support element of the proposed three prong service: Initiation, Delivery Support and Rapid Response. However, similarities and lessons for all three will be fed into the wider Service Design.

Detailed OBC diagnostic. Non-CEFAS personnel (Programme Director, PMO, Finix etc) to provide data for detailed diagnostic gap analysis. This is to ensure minimal burden on an overstretched CEFAS team.



Assumptions and dependencies

Assumptions

- 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.
- That there will be a formal review of the DPEL at the half-way point to determine which of the Delivery capabilities have been successfully transferred to the client teams and which services need to continue as determined by joint Defra and Methods Assurance, either as defined or on a reduced scale (**Note only for Knowledge transfer**)

Dependencies

- Transfer of responsibility (of services) is dependent on there being staff in place, with the capabilities to own their particular service and with sufficient time throughout the length of the engagement
- Strong leadership of the business area to ensure capacity and capability is built and staff are receptive to Methods knowledge transfer, coaching and able to undertake activities as required for their role
- Leadership across the programme is aligned in approach and thinking, works in a constructive manner to support the programme as a whole.

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 projects which the Methods team are supporting the Client to deliver will be managed through project level risk processes via the PMO. Mitigations will be jointly developed

Key risks to the service delivery already identified include:

- Insert Key Risks below.

A Methods Service Delivery level risk register will be produced as part of the SDD which will be shared with DEFRA so that all identified risks can be mitigated/managed appropriately.

Deliverables



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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Deliverables for both CEFAS and Portfolio			
Initial discovery workshop with CEFAS	Identify key stakeholders and initial assessment of programme capability and needed.	12/12/23	Delivery Assurance & Engagement Lead
Follow up discovery workshop with CEFAS	Finalised initial assessment of need and discuss options with CEFAS.	12/12/23	Delivery Assurance
Detailed OBC diagnostic	Detailed diagnostic utilising OBC Readiness Assessment Tool.	12/1/24	Pilot Manager
Gap Analysis (initial)	Provide a gap analysis between diagnostics and the initial data collected from the CEFAS team.	15/12/23	Pilot Manager
Gap Analysis (in detail)	Provide a gap analysis between diagnostics and OBC Assurance Readiness Review.	16/02/24	Pilot Manager
Delivery Plan	Jointly with the Portfolio lead, develop a delivery plan for CEFAS that details how they best set themselves to pass The Assurance OBC Readiness Review, including: <ul style="list-style-type: none"> - The delivery gaps they must close. - Risks and issues in achieving it by their intended timelines (summer 2024). - The resources likely required by the Service client to achieve a pass. - CEFAS team recommended structure and team to achieve intended outcomes. 	16/02/24	Engagement Lead
Delivery Plan presented to CEFAS	Delivering the outcomes of the plan to CEFAS.	24/02/24	Engagement Lead
Portfolio only Deliverables			
Service Definition Document	Detailing product descriptions with quality criteria, plan and project governance, once initial engagement is complete. It also contains service description for client communication to wider stakeholders.	12/01/24	Delivery Manager
Reviewed OBC diagnostic tool	Test and iterate the OBC diagnostic tool with CEFAS, based on the OBC Assurance Readiness Review.	1/03/24	Pilot Manager
Service Resourcing Data Capture	Analyse how much time and effort the planning stage takes to inform future resourcing plans for the Service	1/03/24	Pilot Manager
CEFAS Feedback	CEFAS review of usefulness and effectiveness of a potential service, used to support the case for change.	1/03/24	Pilot Manager
Final Report	A report to the portfolio detailing the piloting of the Delivery Support Service model; from referral to developing a plan for the CEFAS programme to pass OBC Readiness Assessment: <ul style="list-style-type: none"> - Successes. - Improvements. 	15/03/24	Engagement Lead



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<ul style="list-style-type: none"> - Evidence aligned to appropriate user story. - Benefits added to CEFAS. - Viability of collaboration between Assurance, Portfolio, consultancy in the Delivery Support Service. - Lessons learned to influence ongoing delivery model and resourcing considerations. 		

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 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.



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3. Delivery team

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

Service	Role	Daily rate	# of days	Cost
TOTAL COST				£71,552.00

Total resource Total days* Engagement Length**	
*Total days worked across all resources **Total working days in engagement	

Business Area's team

Outline Business Area staff allocated to support delivery team in completing the engagement including names, roles, responsibilities and any dependencies / scope they will deliver.

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 £71,552.00 exclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Checkpoint Review		DD/MM/YY
Progress against the outcomes and deliverables as set out in this DPEL	£35,776	31/01/24
DPEL Completion		
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity	£35,776	15/03/24
Grand Total	£71,552.00	



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 project 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.



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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 projects

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 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

