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## 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_112		
Extension?	No	DPEL Ref.	61541_112
Business Area	DDTS		
Programme / Project	DDTS Strategic Transformation Programme		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods		
Title	DDTS Strategic Transformation Programme – Programme Mgt. Setup		
Short description	Programme Management & PMO setup & artefact creation.		
Engagement start / end date	Proposed start date 07/02/2024	Proposed end date 28/03/2024	
Funding source	RDEL		
Expected costs 23/24	£90,382		
Expected costs 24/25	£0		
Dept. PO reference	TBC		
Lot #	Lot 3		
Version #	V1		



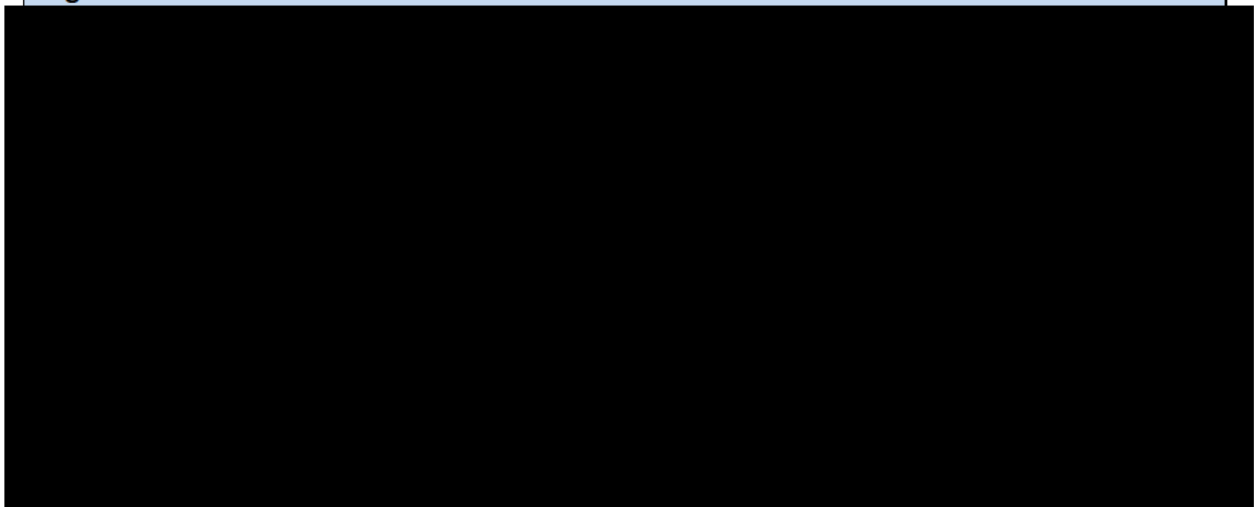
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**Approval of Project Engagement Letter**

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.

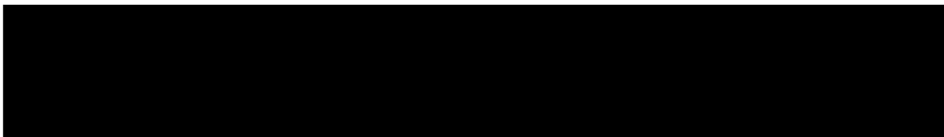
**Signatures**



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





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## 1. Background

High-quality data and strong digital services underpin the delivery of Defra group's ambitious outcomes. They require modern technology, people with data and digital skills and, above all, ways of working that encourage innovation across Defra group.

Our digital and data transformation strategy was signed in October 2023 to address these requirements. It reflects our collective ambition for people to interact with us with greater confidence and ease, whenever and wherever they engage with Defra group. We aim to help people access seamless, better, more integrated services.

Focus is now on implementation of the strategy. The strategy is structured into 6 'Missions' with circa 68 projects, programmes or initiatives. These Missions do not sit independently and have interconnected themes, interdependencies, risks and issues. A core programme function exists to provide coordinated planning, governance, reporting and risk management across the 6 Missions.

We are still in the early stages of establishing the core programme/PMO function and current resources in the team are rolling off to work on other priorities, such as SR24 or are coming to the end of their fast-stream assignments. We require a programme management/PMO capability that can consolidate the foundations that have been started and then build to mature these into a highly effective function. It is key that the programme management/PMO function is able to build relationships with all key stakeholder groups: Mission Owners, Initiative Leads, Digital Transformation Leaders, CIOs and Strategic Business Relationship Managers, Change Management to support and enable them in engagement and delivery of the strategy.

## 2. Statement of services

### Scope

The scope of the engagement is to provide DDTS with a defined suite of PPM services including central Programme mgt. and PMO delivery services, RAIDD and planning. In order to achieve the outcomes set out, these services are to be provided between February 2024 and the end of March 2024.

This focuses on core Governance and Delivery, it does not include any workstream delivery, change mgt. or benefits (outside of planning/risk elements).

### Outcomes to be achieved

The statement of work has been structured into two work packages:

- Work Package 1 – Programme Management Service
- Work Package 2 – Programme PMO - Maturity, & Support

Clear and concise knowledge transfer across all PPM services will be planned and shared to ensure that capability can be developed throughout the service.



### **Outcomes to be achieved**

The P3M services provided through this agreement will seek to deliver the following outcomes:

#### **Work Package 1: Discovery**

- Analysis of current processes and procedures is evidenced to support increased maturity steps.
- Pain points, quick wins and blockers identified and mitigation routes established.
- A Focused & pragmatic approach adopted by the Programme to prioritise key activities and demonstrate improved performance in the governance and reporting of the Programme.

#### **Work Package 2 – Programme Management & PMO setup and delivery**

- The Programme delivery environment is effective and sustainable within the resourcing assigned. PMO Maturity, management and support is evident and supportive to the Programme. There is a clear understanding of challenges and complexities at Board level and SRO confidence in artefacts, information flows and Governance arrangements.
- Key agreed artefacts are in place, driving delivery and establishing effective controls and reporting mechanisms.
  - RAIDD Management - Risk, Assumption, Issue and Dependency (RAID) Management is matured, informs governance and aids early intervention of threats to the Programme, building consensus, understanding of complexity and ownership
  - Programme plans are in place, driving critical path delivery. Dependencies are clear and understood, owned and driving planning and delivery decision making.
- Governance has been developed into a pragmatic & effective process enabling delivery decisions in a timely fashion to support Programme outcomes

### **Assumptions and dependencies**

All PPM service delivery will be aligned with central Defra portfolio directorate standards and also DDTS expectations and approaches where defined and appropriate.

Further detail on assumptions and dependencies will be included in the Service Definition Document.

### **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.



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

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?)
<b>Work Package 1: Discovery</b>			
Service Definition Document (SDD)	Document reviewed and signed off by SRO (or delegate), confirming that the defined service meets Programme requirements and timescales, is aligned with and supports the DPEL outcomes.		Delivery Manager Engagement & Assurance Lead
Focused discovery / blueprint for understanding of current delivery	<p>Targeted documentation highlighting current delivery practice and approach, steps required to build maturity, quick wins and an overall delivery plan for building the required capability into Delivery management.</p> <p>Review existing suite of Programme artefacts, providing clarity on gaps and deployment plans across the Programme and Missions as appropriate.</p>		Programme Mgr.
<b>Work Package 2: Programme Management &amp; PMO setup and delivery</b>			
Delivery Management, key artefact generation, maintain accuracy and standards, driving Delivery	<p>Effective delivery management of the Programme is established.</p> <p>Initial Delivery model is evident and key roles for delivery are in place and demonstrating value to the Programme.</p> <p>Key artefacts built, socialised and embedded into Delivery Mgt. drumbeat</p> <ul style="list-style-type: none"> <li>Overall Programme Roadmap &amp; critical Path, proportionate planning developed to enable baselining, supported by drumbeat of updates and engagement across the Programme</li> <li>Monitoring of progress against plans is evident and effectively holds delivery teams to account for planned activity</li> </ul>		Programme Mgr.



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	<ul style="list-style-type: none"> <li>RAID populated and managed, assumptions declared and managed, dependencies mapped to Programme Plans.</li> <li>Clarity of interdependencies across Missions are identified and assumptions are linked to plans/risk.</li> <li>Stakeholder Engagement Plans are established, managed and coordinated, with wider Comms activity</li> </ul>		
<b>Knowledge Transfer finalisation and Project Closure</b>			
<p>Knowledge Transfer Plan, Log.</p>	<p>Critical friend advice and support. Tests and makes recommendations on future maturity or wider initiatives.</p> <p>Evidence of knowledge sharing, upskilling in the Programme/Missions</p> <p>Structured and tailored KT activity relevant to needs</p> <p>Repository of evidence of knowledge transfer</p>		<p>Delivery Manager</p>
<p>Project Closure Report</p>	<p>This document provides the necessary detail to facilitate the successful closure of the project.</p> <p>It provides a breakdown and narrative for each of the required project deliverables, taken from the initial DPEL and SDD (as amended by change control letters for each phase of the Programme) and provides an opportunity to explain and agree any reasonable variance.</p> <p>Where knowledge transfer to Defra staff has been undertaken, this will be described.</p>		<p>Delivery Manager</p>

**Limitations on scope and change control**

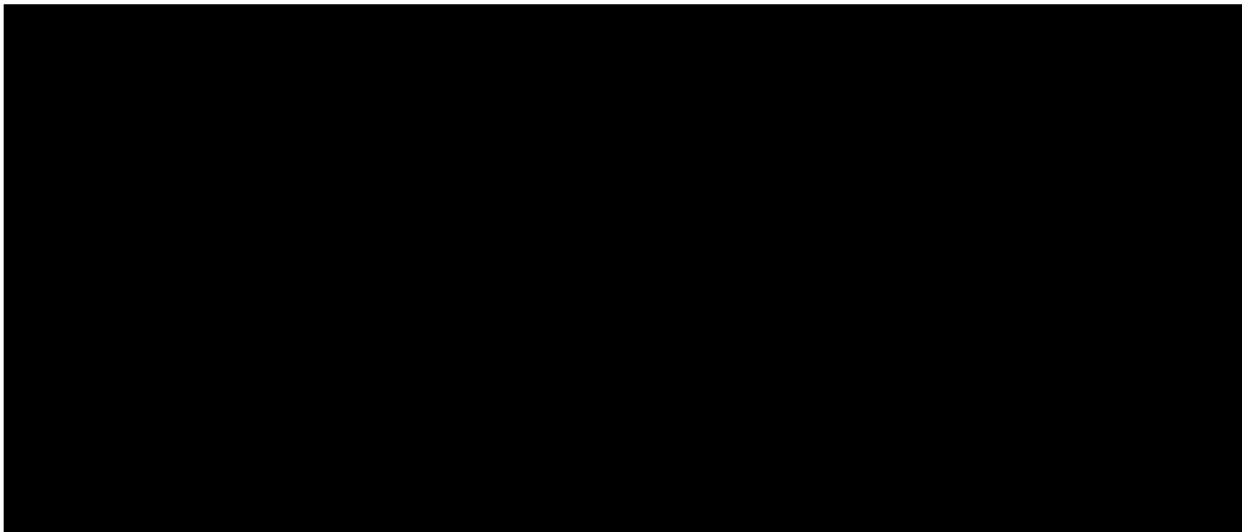


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Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Business 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 and DEFRA representative.

### 3. Delivery team



<b>Total resource</b>	<b><u>Total days*</u> Engagement Length**</b>	
<small>*Total days worked across all resources **Total working days in engagement</small>		





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### Business Area's team

### 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 capped at £90,382 exclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
<b>Work Package 1 - 3</b>		<b>DD/MM/YY</b>
First set of deliverables identified in WP1 & WP2	£ 90,382	
Finalisation of knowledge transfer and closure activity		
<b>Grand total</b>	£ 90,382	

### Expenses statement

If travel is required outside of base office (London), additional cover will be sought up to a maximum of 10% of overall budget for permissible expenses, within Defra guidelines.

### Payment

The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees as per section 4 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.



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## 5. Governance and reporting

### Key Performance Indicators

No additional KPIs required.

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 or telecons	Measured against DPEL deliverables.
3	Delivery of agreed deliverables	Baselined plans detail agreed delivery dates.  These will not be exceeded above agreed tolerance without agreement between all parties	Weekly	SRO or delegate, with Methods Assurance	Regular project meetings or telecons	Measured against DPEL deliverables.

### Feedback and satisfaction

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.



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A post-engagement quality review of the engagement will be arranged where the Business Area rates the services provided.

### Non-disclosure agreements

No additional NDAs required.

## 6. Exit management

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

None other than the provision of the deliverables listed above

### 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:
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>

