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for Environment
Food & Rural Affairs**

Defra Group Management Consultancy Framework: Project Engagement Letter

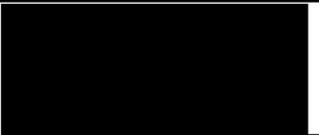Completed forms and any queries should be directed to Defra Group Commercial at ███████████████

Engagement details				
Engagement ref #	DPEL_61541_076			
Extension?	N		**DPEL Ref.**	
Business Area	Group Corporate Services Strategy and Transformation			
Programme / Project	Transformation Portfolio			
Senior Responsible Officer	███████████ | | Group Corporate Services Strategy and Transformation			
Supplier	Methods Business & Technology Ltd (Methods)			
Title	GCS PMO Planning Service.			
Short description	This DPEL will provide the Defra Group Corporate Services (GCS) Transformation portfolio with a new service; supporting through upskilling, training, and knowledge transfer of planning and scheduling to a cohort of projects and programmes within the portfolio. The outcomes and resource profile for this DPEL are referred to below.			
Engagement start / end date	Proposed start date 31/07/2023		Proposed end date 27/10/2023	
Funding source (CDEL/RDEL)	RDEL			
Consultancy Spend approval reference				
Expected costs 21/22	£0			
Expected costs 22/23	£0			
Expected costs 23/24	£53,538			
Dept. PO reference				
Lot #	Lot 3			
Version #	V1.0			

Approval of Project Engagement Letter

By signing and returning this cover note, **Defra and GCS** accepts the contents of this Project Engagement Letter as being the services required and agrees for **Methods** to provide the services

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Food & Rural Affairs

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**
B ████████ *Signature*	By: ████████ *Signature*	By: ████████ *Signature*
For and on behalf of Methods ████████ ████████	For and on behalf of GCS ████████ ████████	Defra Group Commercial ████████ ████████ ████████ ████████
27-07-2023 | 09:22 BST	27-07-2023 | 09:46 BST	27-07-2023 | 10:13 EDT
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

The Group Corporate Services (GCS) was established to support and enable Defra and its arm's length bodies (ALBs) to deliver shared priorities and ambitions. The GCS transformation portfolio oversees and coordinates transformation across Group Corporate Services.

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The portfolio management office (PMO) within GCS has been in place a little over 12 months and has oversight of 300+ projects and programmes spanning 6 key areas:

- Strategy & Transformation,
- Property
- HR,
- Finance,
- Digital & Data (DDTS) and
- Commercial.

About 9 months ago, the GCS Transformation Portfolio and associated governance were established and embedded within Defra GCS. This portfolio brings together 20-30 priority projects/programmes from across the above functions that are cross-cutting and transformational. A number of these projects now require consistent quality plans and project planning training to ensure a standard, consistent and enduring capability.

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2. Statement of services

Objectives and outcomes to be achieved

The Methods service will use a phased approach, developing and delivering planning capability through a series of iterative training tranches. Methods will provide a tailored coaching service to deliver two specific outcomes;

(1) developing and building a consistent set of planning artefacts, project plans; and

(2) upskilling DEFRA staff to support knowledge transfer, ensuring an enduring consistent planning capability across the defined projects within the portfolio.

Given the delivery of the above outcomes, this DPEL sets out the high-level delivery objectives during an initial phase of engagement, providing foundations for the portfolio. Outcomes and a proposed resource profile have been developed and agreed in conjunction with senior Defra staff.

Objective: To establish a standard, consistent set of project plans and an enduring planning capability within the GCS Transformation Portfolio.

Phase 1 –Service design and scoping

1. Working with the portfolio team to establish what is an acceptable standard of planning, level of detail/granularity required; agree the tools used (e.g. MS Project and Project Portal/Project Online). **Outcome**: **Maturity Assessment** (establishing what 'good' looks like or the minimum acceptable standard

2. Development of an appropriate level, scalable training module which includes developing standard planning/scheduling tools and techniques **Outcome**: **Creation of reusable /** scalable, training module

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Phase 2 – Initiation of service (pilot – 5 projects)

3. Tranche 1: Developing the first set of plans alongside desk based-training **Outcome**: **Upskilling, knowledge transfer and improvement** of project (or programme) plans in initial cohort

Phase 3 – Roll out to tranche 2 (remaining 5 projects)

4. Tranche 2 training **Outcome**: **Upskilling, knowledge transfer and improvement** of project (or programme) plans
5. Baseline of plans + consolidation in Portfolio MI reporting pack if required
6. Initial Lessons Learned report

TBC (currently not in scope)

Phase 3 – Roll out to remaining tranches 3 & 4

7. Tranche 3 Training (5 projects)
8. Tranche 4 Training (5 projects)
9. Finalisation / baseline of plans + consolidation into Portfolio MI reporting pack
   Outcome: Completion of training, knowledge transfer and plans all to a consistent level and aligned to Portfolio MI reporting needs.
10. Lessons learned / debrief

Scope

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

A set of ten projects have been identified as requiring project planning support. Phase 1 will analyse the status of the existing plans and create a tailored and proportionate planning approach for each project to meet the outcomes within the agreed level of resources

Service Definition Document (SDD) - working document developed and agreed between the Business Area and Methods that identifies the projects.

- Training schedule and materials produced

- Training plan created

- Repeatable Planning Service delivery model

- Planning
    - PMO function support
    - Robust and consistent delivery of the function in line with Defra standards
    - Reporting embedded into routine programme governance.
    - Review process documentation and supporting artefacts in line with Defra standards.
    - Ensure function can be transferred to Defra/Contingent labour with agreed handover and completed knowledge transfer activity by agreed date
    - Ensuring that the necessary controls and cadences etc. are in place and being followed to ensure repeatability

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Handover activity will occur to any incoming contingent labour resource, rather than specific knowledge transfer activity and/or ongoing training.

Assumptions and dependencies

Assumptions

- Individual plan ownership sits with Defra project managers
- The ten plans that have been identified have sufficient Defra resources allocated for Methods resources to provide an effective service
- That Methods staff will have access to key project team members (planners) 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.

Dependencies

- Transfer of responsibility (for PMO Planning services) is dependent on there being DEFRA staff in place, with necessary capabilities and with sufficient time throughout the length of the engagement
- Strong leadership to ensure capacity and capability is built and staff are receptive to Methods knowledge transfer, coaching and able to undertake planning activities as required for their role.
- Leadership across the portfolio is aligned in approach and thinking, works in a constructive manner to support the service 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 include:
- Availability of staff during training modules
- Lack of buy-in from teams during the training process
- Lack of planning capability in project teams

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> 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

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Production of Work Package Management Documentation			
Service Definition Document (SDD)	Document reviewed and signed off by SRO (or delegate), confirming that the defined service meets projects requirements, is aligned with and supports the DPEL outcomes.	11th August 2023	Delivery Manager / Assurance Lead
Outcome 1: Maturity Assessment (Identifying success criteria)			
Maturity Assessment Criteria Agreed	Creating and agreeing a planning maturity assessment model	25th August 2023	Planning Mgt
Outcome 2: Roll out plan			
Identification of training tranches	Defined and resourced roll out plan with prioritisation of projects agreed and built into schedule.	25th August 2023	Planning Mgt .
Outcome 3: Creation of reusable / scalable, training module			
Documented training package	Training modules and processes completed and can demonstrate repeatable, scalable future use by the receiving client team.	1st September 2023	Planning Mgt / Planning Support
Outcome 4: Training completed, knowledge transferred, plans built, and capability enhanced			
Completion of training and building of project plans for all identified projects (Tranche 1&2) c. 10 projects	All project planners have completed training, understand how to build and maintain project plans and jointly with Planning Support have developed an up-to-date plan for their area	20th October 2023	Planning Support
Outcome 5: Consolidation into MI reporting process			
MI Pack containing consolidated project plans	Alignment of consolidated project plans into Portfolio MI pack as a repeatable function / process	24th October 2023	Planning Mgt / Planning Support
Outcome 6: Lessons learned			

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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Initial debrief report	Lessons learned debrief held with representative planners and portfolio identifying areas for future enhancement	27th October 2023	Assurance/ Planning Lead

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.

3. Delivery team

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

Service	Role	# of days	Daily rate	Cost
███				
TOTAL COST		74		£53,538

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

Business Area's team

Methods will be working with the established Defra Group Corporate Services Portfolio Management Office team, and project/programme managers and project support teams from GCS Transformation Portfolio projects.

4. Fees

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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 £53,538 inclusive 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.	£26,769	15/09/23
Assignment Completion		
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity.	£26,769	27/10/23
Expenses		
Where travel outside London (or agree base location) is required, further Purchase Order cover will be agreed to reimburse at the conclusion of the work, in line with Defra expense policy.	-	-
Grand total	**£53,538**	

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.

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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	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	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 ███████ 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.

6. Exit management

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

Knowledge Transfer:

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> 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
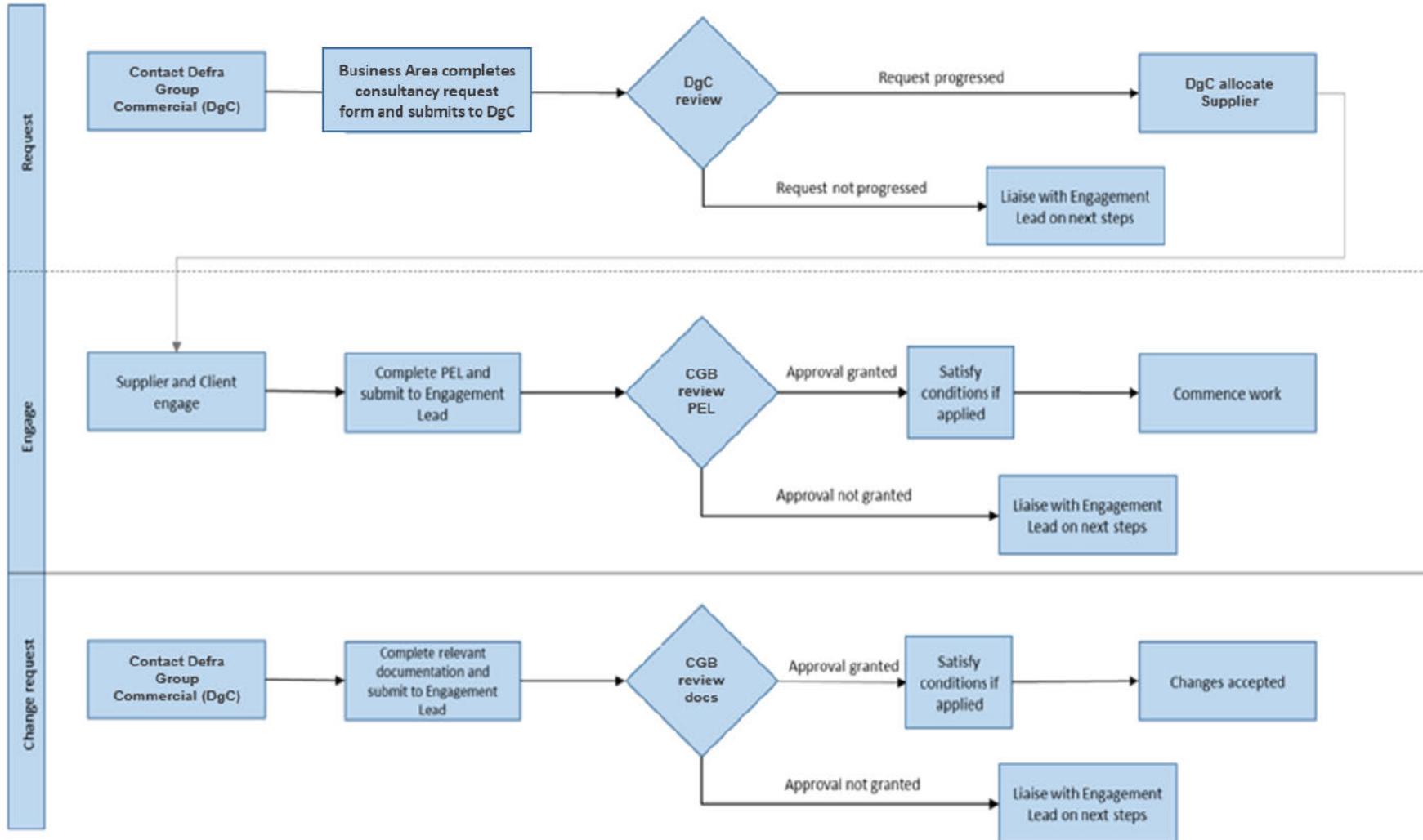
Notice period

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:

   ██████████████████████

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	- DPEL agreed - DPEL signed: Supplier, Dept and CO - Purchase Order number	- Work can start - Supplier can invoice for work

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Request

Contact Defra Group Commercial (DgC) → Business Area completes consultancy request form and submits to DgC → DgC review

DgC review → Request progressed → DgC allocate Supplier

DgC review → Request not progressed → Liaise with Engagement Lead on next steps

Engage

Supplier and Client engage → Complete PEL and submit to Engagement Lead → CGB review PEL

CGB review PEL → Approval granted → Satisfy conditions if applied → Commence work

CGB review PEL → Approval not granted → Liaise with Engagement Lead on next steps

Change request

Contact Defra Group Commercial (DgC) → Complete relevant documentation and submit to Engagement Lead → CGB review docs

CGB review docs → Approval granted → Satisfy conditions if applied → Changes accepted

CGB review docs → Approval not granted → Liaise with Engagement Lead on next steps

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Appendix A

[Project Title]

Service Delivery Document

[Date]

Version:
Status:
Author:

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Version History

Version	Date Issued	Summary of Issue	Author

Approvals

Name	Title	Approval Date	Version

Distribution

Name	Title	Issue Date	Version

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Contents

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Document Purpose

The purpose of this document is to provide a definition of the Methods managed service for the [insert project name]. The content is aligned with the contracted statement of work [insert DPEL ref] but provides more detail on the deliverables as well as describing the agreed governance for managing the service. It will serve as the key reference point for delivery of the service to ensure that expectations are aligned as to scope and composition of outputs in support of agreed outcomes.
It is not the intention for this document to supersede the DPEL, but rather act as a live document that will be iterated as further details emerge with regards to the service Methods is to provide to the client.

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Introduction

This section summarises the key content as defined in the associated DPEL for this piece of work, providing the background and context for this project, in addition to detailing the intended outcomes and scope of this service.

Project Background

Content for this section will be taken from the associated DPEL and adapted to accommodate different audience requirements.

Outcomes

Content for this section will be taken from the associated DPEL and adapted to accommodate different audience requirements.

Scope

Content for this section will be taken from the associated DPEL and adapted to accommodate different audience requirements.

Service Delivery Approach & Plan

This section provides a detailed overview of how Methods intends to manage the service to the client. Methods are committed to using best practice P3M principles in delivering our services to DEFRA, which are outlined in this section below in addition to defining the key roles and responsibilities assigned to the project team and providing an overview of its guiding principles of work.

Principles of Work

- **Ethical:** Methods practice ethical consultancy, by which we mean, we must add value and avoid creating client dependency. We take decisions to prioritise the best interests of the clients over our revenue opportunities.
- **Transparent:** We are transparent in the how we work, share information, decisions and outcomes.
- **Inclusive:** We work in an inclusive way and are aware and mindful of our ways of working, communication and how it may impact others.
- **Respect:** We treat everyone who works and communicates with us, with respect, empathy and are open and honest.
- **Collaborative:** We are collaborative in our approach and use a knowledge transfer mechanism to ensure we empower client teams, to take forward our work in a sustainable way.

Project Plan

Provide a high-level overview of work packages, associated project activities, and deadlines.

Governance

Meetings/Collaboration

State meeting cadence between Methods and the client, in addition to the meeting agenda(s).

Documentation

State what documentation will be produced to support the delivery of this service, and how frequently will this be communicated (e.g. Highlight Reports).

Methods Deliverables

Deliverable	Delivery Milestone	Owner
Service		
Service Delivery Document	[Date]	[Name]
Project Closure Report	[Date]	[Name]
Work package 1		
[Title]	[Date]	[Name]

Risk Management

Methods will record and manage all risks within their control, keeping Defra up to date on any developments which may lead to issues.
Reporting will be as follows:

- Medium risks will be logged and discussed in the Project Working Group meetings.
- High risks will be escalated immediately to [name], and discussed at the next Governance Group.
- Emergency risks will be immediately flagged with [name, Methods] and [name, Client] for further discussion and action.
- Defra can request to see the full RAID log at any point.

Service Delivery Control

Change Control

Any changes to the service provided by Methods in regards to timescales, scope and costs will require approval by both DEFRA Commercial and Methods.

Escalations

All issues linked to the service delivery by Methods to the client should be raised in the first instance to the Methods Principal P3M Consultant for investigation and resolution. For any issues that requires escalation above the Service Lead, you can contact [name, Methods] or [name, Client].

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Quality Assurance

Methods will review and assure main outputs from deliverables via the Methods Assurance Lead until they are acceptable and fit for purpose before handing them to the client.

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Programme/Project Team

Insert org chart for Methods project team.

Roles & Responsibilities

The Methods team will hold the following roles and responsibilities:

The Defra client team will hold the following roles and responsibilities:

Role	Name	Responsibilities

The Defra client team will hold the following roles and responsibilities:

Role	Name	Responsibilities

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How We Help and Support

Methods will help DEFRA internal staff in increasing its internal capacity and capability to reduce the need for external resources in the future. As a recognised delivery partner, Methods is committed to supporting DEFRA to build project, programme and portfolio delivery capability and builds knowledge and skills transfer into each delivery assignment.

Our Knowledge Transfer Framework is underpinned by a set of core principles:

- **Continuous** – Start early and iterate.
- **Contextual** – Appropriately tailored using a suite of knowledge transfer tools and techniques
- **Equitable** – aimed at everyone, not just those with time or who appear more engaged
- **Varied** – multiple strategies to engage different styles and maintain interest
- **Regularly reviewed** –structured reviews on a monthly basis
- **Two-way** – always collaborative, taking account of feedback and adjusting approaches
- **Recorded** – KT logs should be transparent and accessible.

From development of initial knowledge transfer requirements through to assignment and knowledge transfer completion, and beyond, the knowledge transfer process is aligned with the delivery lifecycle. The lifecycle is expressed in the stages set out below:

Assignment Development	Assignment Initiation	Assignment Delivery	Assignment Closure	Post Assignment
Methods Account Director (or delegate)	Methods Delivery Lead	Methods Delivery Lead Assurance Lead	Methods Delivery Lead Assurance Lead	Methods Account Director (or delegate)

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Appendices
Product Descriptions (Work Packages)

Product Name		Product Ref.	
Purpose			
Description			
Composition (*if multiple elements*)	Element	Acceptance Criteria	
Risk to delivery (*if any*)			
Outcomes			
Milestone Date			
Product Producer		Product Reviewer		Product Approver	

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Approval

The Project Senior Responsible Officer is required to sign off the Project Initiation Document.

Senior Responsible Officer	
Signature	
Date	