



Department
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_093	
Extension?	N	DPEL Ref.
Business Area	Defra Portfolio Directorate	
Programme / Project	Defra Portfolio Initiation Pilot – Agricultural Net Zero Pathway	
Senior Responsible Officer	[REDACTED]	
Supplier	Methods Business and Technology	
Title	Defra Portfolio Initiation Pilot – Agricultural Net Zero Pathway	
Short description	To Pilot the designed initiation process developed for Defra against a key programme/Project to establish service value and maturity & support PMO setup within the Programme – Agricultural Net Zero Pathway	
Engagement start / end date	Proposed start date 14/09/23	Proposed end date 07/12/23
Funding source (CDEL/RDEL)	RDEL	
Consultancy Spend approval reference	i.e. FSoD reference for ALB or CGB reference for Defra	
Expected costs 22/23	£0	
Expected costs 23/24	£99,527	
Expected costs 24/25	£0	
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)	
Lot #	Lot 3	
Version #	V1	



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Approval of Project Engagement Letter

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

Signatures		
Supplier	Business Area	Defra Group Commercial
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: [REDACTED]

Business Area contact: [REDACTED]

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

Following on from the design of the Defra Initiation Service, the need to undertake a pilot of the service has been identified. The pilot itself will focus on ensuring a 'fit for purpose' set of processes and artefacts are in place on completion and that Defra will be able to undertake future initiation activity having the correct resource structure, processes and artefacts to ensure that the current burden initiating Defra project is reduced significantly.

2. Statement of services

Objectives and outcomes to be achieved

The overall outcomes will be to expedite the timescales for initiation of the project, reduce overall effort required by the programme team in initiating a project, provide guidance and assistance to the Programme team through expert advice and support as a critical friend

The objectives and outcomes for this work are separated into **4** key areas:

Stage 1 – Wks 1 > 2

Objective : Definition and Planning of the pilot, its undertaking and Key success factors (KSF's)

Outcome : Clear definition of the Pilot, agreed delivery plan and resources needed

Deliverable : Scoping document and delivery Plan

Stage 2 – Wks 3 > 9

Objective : Delivery of the pilot and Evidencing its benefits and performance

Outcome : Delivery of the pilot plan, with a clear understanding of gained benefits and performance metrics

Deliverable : Evidenced deliverables and activities achieved with collation of performance metrics

Stage 3 – Wks 10 > 12

Objective : Measurement and evaluation of the pilot results

Outcome : Performance metrics evaluated and recommendations defined for service enhancement

Deliverable : KSF report, including recommended resource model for the service

Stage 4 – Wk 10 > 12

Objective : Review and Revision of all pilot outputs to ensure optimal operation

Outcome : KSF report reviewed and improvement actions defined

Deliverable : Improvement actions implemented

Stage 5 – Wk 1 > 12

Objective: Understand current picture and requirements for Programme Management

Outcome: Develop proposals for effective monitoring of progress, clear reporting (including risks and confidence levels) and governance required, with minimal burdens on teams and aligning with broader central net zero requirements.

Deliverables:

- Proposed governance framework
- Project management reporting templates for measures
- Programme management overview reporting templates



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.

Workstream 1

Stage 1

The Definition and planning stage will ensure that all stakeholders fully understand what is required to ensure we can deliver and achieve our outcomes and goals for the Pilot, underpinning and agreeing the meaning of success

Stage 2

Delivery of the pilot and related evidencing will be critical to the full understanding of the value of the service, its benefits and performance, ensuring that evidence is collected as agreed in a consistent and qualitative manner against key activities, those being:

- Governance of the Pilot
- Managing the agreed plan
- Communications to all stakeholders
- Assurance activities against the deliverables
- Stakeholder reviews
- Defra leadership support
- Pilot Artefact development, finalising the design of artifacts/products that the pilot will require
- Workshop agendas and facilitation
- Document Storage and distribution

Stage 3

Measurement and evaluation of the pilot results will use the collated evidence to measure and evaluate success or otherwise, against the identified Key success factors, which include:

- Demonstrable 'Value added' through Pilot (programme + service)
- Ability to revise the design through measures and feedback
- Understanding initiation team resource model
- What, how + when readiness for successful deliverable
- Successful gate 0 assessment
- Step change in understanding of SOC
- Service product viability
- BAU Model for the Service

Stage 4

Review and Revision of all pilot outputs to ensure optimal operation

Review to identify and recommend changes which would enhance the efficiency of the service and revise the service accordingly.

Stage 5

Provide structure, templates, processes and best practice advice/knowledge to support PMO setup and Target Operating Model requirements based on SRO and Programme need. Support Knowledge transfer to incumbent team to aid successful implementation.



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Workstream 2

Service Definition Document (SDD)

Working document developed and agreed between the Business Area and Methods once initial data and stakeholder mapping is complete, detailing product descriptions with quality criteria, plan and project governance. This is subject to regular review through checkpoint meetings as part of ensuring delivery progress is in line with agreed DPEL requirements and outcomes. Also contains service description for client communication to wider stakeholders. See template in appendix a.

Critical friend support

Providing guidance, challenge and independent oversight on the development on current, interim and target operating models for the Centre of Expertise, to ensure alignment with and enhancement of service to programme's and incorporation of industry standard, knowledge and expertise into the work.

Executive Awareness and Agreement

Engagement to relevant forums at Executive level within Defra (Inv. Committee etc.) at agreed key points throughout the DPEL timeline to build awareness (as required) and gain buy-in to approach.

Knowledge transfer

Knowledge transfer would be undertaken throughout each stage, with the main recipient being the Centre of Expertise team, in order to inform planning for internal resources to provide the service in the future.



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.
- Recruitment of permanent/contingent labour into key positions, in particular the
- 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.



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Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Stage 1			
Service Definition Document	<p>Detailing product descriptions with quality criteria, plan and project governance, once initial engagement is complete.</p> <p>It also contains</p> <ul style="list-style-type: none"> • Service description for client communication to wider stakeholders. • Definition and Planning of the pilot, its undertaking and Key success factors (KSF's) 	29/09/23	Delivery Manager
Stage 2			
Delivery of the pilot and evidencing its benefits and performance	Overarching Mgt. across the Pilot Key Stakeholder Engagement and Management Overall Pilot Engagement strategy, plan and standards	10/11/23	Pilot & Engagement Director
	Architecture and Design changes to models based on Pilot development and findings – Artefacts, processes. IPA Adherence, Design approach and QA of amends	10/11/23	Design & Engagement Lead
	Individual Pilot Mgt. delivery and provide effectiveness feedback gathering	10/11/23	Pilot Manager
Stage 3			
Measurement and evaluation of the pilot results	Measurement and evaluation of the pilot results, using the collated evidence to measure and evaluate success or otherwise, against the identified Key success factors	24/11/23	Design & Engagement Lead Collateral Development
Stage 4			
Review and Revision of all pilot outputs to ensure optimal operation	Future BAU / ToM Build, Readiness and repeatable deployment plan and Final Report	24/11/23	Design Lead
Stage 5			
PMO Setup and Handbook	<p>Proposed governance framework detailing all requirements across core PMO roles and responsibilities</p> <p>Clarity on ownership, processes and governance requirements at each level</p> <p>Project management reporting templates, tools in line with Defra Best Practice</p> <p>Programme management overview reporting templates and routines to support Board informed decision making</p>	24/11/23	Design Lead



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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				£99,527

Total resource	
<u>Total days*</u> Engagement Length**	[REDACTED]
*Total days worked across all resources **Total working days in engagement	= [REDACTED]

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 £99,527, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Checkpoint Review – Stages 1 & 2		DD/MM/YY
Progress against the outcomes and deliverables as set out in this DPEL	£49,763	[REDACTED]
DPEL Completion – Stages 3 - 5		



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Stage	Cost	Due (link to milestone dates)
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity	£49,764	████████
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	£99,527	

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	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 [REDACTED] 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

