

Defra Group Management Consultancy Framework: Project Engagement Letter

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

[REDACTED]

Engagement details					
Engagement ref #	DPEL_61541_016				
Extension?	N	DPEL Ref.	N/A		
Business Area	Biosecurity, Borders and Trade Programme				
Programme / Project	EU to GB Imports				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods Business and Digital Technology Ltd.				
Title	Imports Programme: Test Strategy and Implementation Plan.				
Short description	Clearly articulate the joint views on a test strategy and implementation plan (in a communicable format).				
Engagement start/end date	Proposed start date 18/01/2022	Proposed end date 01/03/2022			
Funding source	DgC Consultancy services				
Expected costs 21/22	£81,942				
Expected costs 22/23					
Expected costs 23/24					
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 3				
Version #	0.1				

Approval of Project Engagement Letter

By signing and returning this cover note, the Environment Strategy Team accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods to provide the services per 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
or and on behalf of Methods 	 <Title>	Defra Group Commercial Senior Category Officer for Professional Services (Consultancy)
18-01-2022 13:39 GMT	18-01-2022 13: GMT	18 th January 2022
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:

1. Background

As part of Defra's preparation for the reintroduction of border controls on 1 July 2022, the SPS Border and Boundaries programme needs to provide suitable assurance and delivery confidence to internal and external stakeholders on our preparedness. The Imports Programme is currently split into 3 DD lead delivery teams; Infrastructure, Plants and Animals. We are working to improve the joined-up approach to ensure delivery for 1 July. Vacancies in the team mean that we do not currently have the experience, capacity, or skills to draft a test strategy or implementation plan. These key project control documents are critical to achieve a safe delivery for 1 July. There is a great deal of expertise within the team, but help is required to draw this together to clearly articulate the joint views on a test strategy and implementation plan (in a communicable format). This will strengthen a collaborative delivery approach for July and enable clear communication on these approaches with external stakeholders.

2. Statement of services

Objectives and outcomes to be achieved

Test Strategy

Objective for this work;

- Provide assurance that the test strategy being put in place is robust and gives ample opportunity to identify any potential issues.
- Join up the testing strategies for Plants and Plant Products, Animal Products, Live Animals, Infrastructure and X Whitehall.

Implementation Plan

Objective for this work

- Provide clear instruction for how to exit testing phase and enter implementation
- Provide clear plans for Phased rollout

Report

- Deliver a report explaining the activities undertaken and recommendations for next steps

Scope

This piece of work is focused on all aspects of Imports (Animals, Plants and Infrastructure). To achieve the outcomes in the time available, consultancy is required to take the body of information available and translate it into a model that supports decision-making and contingency planning. The core activities are:

Test Strategy

Draft a test strategy for 1 July Import Controls Delivery which will;

- Be a documented strategy that can gain auditable approval and buy in from external stakeholders.
- Set out entry criteria for testing
- Create a matrix of scenarios (user stories) and threshold criteria
- Focus as a priority on the end-to-end experience / customer journey, reviewing process maps to ensure they are robust, comprehensive, and ready to be tested

- Be a complete list of every aspect that needs to be tested ahead of implementation (IT, Support, Business readiness, policy compliance, communications, reporting etc).
- Contain a clear articulation of who is responsible for what within Imports in the lead up to 1 July (and timings). Signed off by all stakeholders.
- Have been reviewed with key stakeholders to validate the approach
- Be a complimentary strategy which works with the BPDG Test strategy
- Set out exit (Success) criteria for testing.

Implementation Plan

Draft an Implementation Plan for 1 July Import Controls Delivery which will;

- Set out entry criteria for implementation
- Set out a clear approach to phasing in new controls from July to November, including a pragmatic approach to compliance through the early stages of the new regime
- Enable creation of a resourcing plan
- Set out method for monitoring progress
- Detail the issue resolution process, including reporting and roles and responsibilities
- Engage with key stakeholders to validate the approach
- Detail the post implementation support model and handover into BAU.
- Set out exit (success) criteria for completion

To deliver the activities set out above, consultancy support with proven experience in rapid engagement, analysis, operational testing, and implementation 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, testing, planning, and stakeholder engagement skills.

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 testing and implementation maturity and gather concerns and priorities.
2. Access to programme subject matter expertise to provide expert input to the test strategy and implementation activities to enrich the outputs.
3. Programme support is available until the end of February 2022.

Risk management



Failure to commence this delivery in a timely manner will place the defined objectives and outcomes at risk. Downstream impact will mean suitable assurance and delivery confidence to internal and external stakeholders of the programme on preparedness 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

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project workstream A			
Test Strategy	Provide assurance that the test strategy being put in place is robust and gives ample opportunity to identify any potential issues. Join up the testing strategies for Plants and Plant Products, Animal Products, Live Animals, Infrastructure and X Whitehall.	28/2/2022	Test Strategy Consultant
Project workstream B			
Implementation Plan	Provide clear instruction for how to exit testing phase and enter implementation Provide clear plans for Phased rollout	28/02/2022	Implementation Consultant
Project workstream C			
Report	Deliver a report explaining the activities undertaken and recommendations for next steps	28/02/2022	Implementation Consultant
Internal Capability Development Outcomes			
Knowledge transfer record	Successful knowledge transfer will be measured through the completion of	28/02/2022	Implementation Consultant



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	a knowledge transfer record sign off by the individual(s) responsible for taking the work forward.		

Limitations on scope and change control

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.

3. Delivery team

Provide details of the agreed team members including their roles and responsibilities during the project.

Role (link to stage/s resource will work on)	Workstream	Grade	Daily rate	# of days	Cost
Test Strategy Consultant	A&C	Managing Consultant	■	■	■
Implementation Consultant	B&C	Managing Consultant	■	■	■
Test Strategy and Implementation Support	A/B/C	Senior Consultant	■	■	■
Test Strategy and Implementation Support	A/B/C	Consultant	■	■	■
Programme Assurance	A/B/C	Director	■	■	■

Total resource	3.5
<u>Total days*</u> 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 £[81,942], inclusive of expenses and excluding VAT.

Provide costs for any particular stages of the engagement.

Workstream	Cost	Due (link to milestone dates)
A – Test Strategy		DD/MM/YY
<ul style="list-style-type: none"> Provide assurance that the test strategy being put in place is robust and gives ample opportunity to identify any potential issues. Join up the testing strategies for Plants and Plant Products, Animal Products, Live Animals, Infrastructure and X Whitehall. 		28/02/22
B&C – Implementation Plan and Report		
<ul style="list-style-type: none"> Provide clear instruction for how to exit testing phase and enter implementation Provide clear plans for Phased rollout Deliver a report explaining the activities undertaken and recommendations for next steps 		28/02/22
A&B&C – Programme Assurance		
<ul style="list-style-type: none"> Governance and Controls Review 		28/02/22
Expenses	n/a	
Grand total	£81,942	

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

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:

Specific transfer outcomes will be tracked through monthly 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 improve the efficiency and effectiveness of the SPS Border and Boundaries programme.

The supplier will provide:

- All documents, reports, excel files, presentations



- Delete any commercially sensitive information held that is related to the Trust
- 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:
consultancy2@defra.gov.uk
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

