

**DRAFT****Defra Group Management Consultancy Call off Contract: Project Engagement Letter**

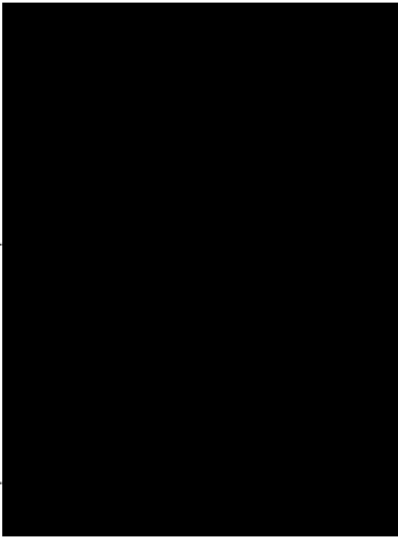
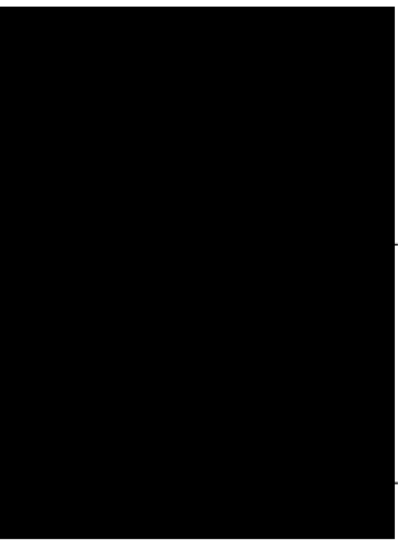
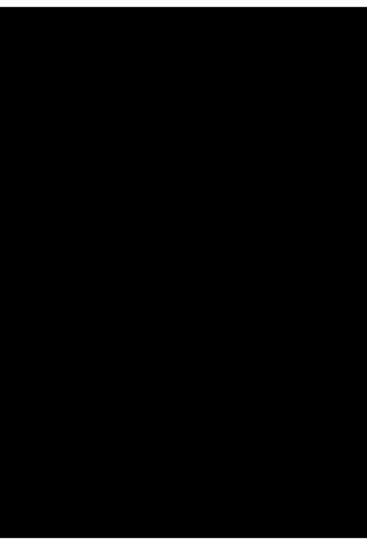
Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access Consultancies within and subsequent reference number.

Engagement details					
Engagement ref #	DPEL_61545_024				
Extension?		DPEL Ref.			
Business Area	Northern Ireland Directorate				
Programme / Project	Implementation of the Windsor Framework				
Senior Responsible Officer					
Supplier	PA Consulting Ltd				
Title	Windsor Framework Governance & Implementation Phase 2				
Short description	Provision of support to mobilise the portfolio office, create reporting tools, establish the funding requirements, and design a change strategy to move to a new Directorate				
Engagement start / end date	Proposed start date 01/10/2023	Proposed end date 26/01/2024			
Consultancy Spend approval reference	CGB reference for Core Defra only - £100k + (RDEL) ????				
Expected costs 23/24	£628,760				
Expected costs 24/25	TBC				
Expected costs 25/26	N/A				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 2				
Version #	0.1				

**Approval of Project Engagement Letter**

By signing and returning this cover note, Northern Ireland Directorate accepts the contents of this Project Engagement Letter as being the services required and agrees for [PA Consulting] to provide the services in accordance with the agreed Supplier Proposal under the overarching contract [REDACTED] 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: 

Business Area contact: 

## General Instructions

### 1. Background

The Northern Ireland Directorate requires portfolio mobilisation support, funding guidance and business change services to mobilise for the implementation of the Windsor Framework from 1<sup>st</sup> October 2023.

### 2. Statement of services

#### Objectives and outcomes to be achieved

To establish a new Directorate to deliver the Windsor Framework. There will be specific support required to mobilise the portfolio office function, organisational design and development and establish reporting tools. We will also provide guidance on the funding requirements for the new Directorate, and to advise on the change strategy to ensure the right capabilities are in place to implement the WF.

#### Scope

**In scope:**

- The specific deliverables for the project are outlined in the deliverables section below

**Out of scope:**

- The engagement with wider stakeholders external to Defra.

**Assumptions and dependencies**

The consultancy team will be working alongside the DEFRA project team and key other stakeholders.

**Assumptions:**

- Regular and frequent engagement between DEFRA project team and supplier team
- Supplier team to embed ways of working that encourages upskilling.
- Supplier is onboarded effectively to understand landscape and sensitivity with delivery

**Dependency:**

- Access all relevant documentation provided at project mobilisation to support design of effective solution
- Availability of the team and timely review of deliverables
- Identification of the key stakeholders needed for the engagement and support to access these stakeholders.

**Risk management**

- There is a risk that the resource levels required to implement the WF are not available from the outset. *To mitigate* we will ensure WF implementation prioritisation and delivery plans are reflective for resources available
- There is a risk that the capabilities required to deliver the WF are not in place. *To mitigate* we will complete the capability assessment and put in place suitable upskilling programmes

**Deliverables**

All deliverables will be produced to a high standard, include non-technical language, and be produced only using DEFRA branding. Detailed plans will be developed with the customer to outline specific dates for draft and final deliverables in line with key project milestones.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project Stage A</b>			
<b>Standing up the portfolio office</b> 1. Prioritised list of WF components to be implemented 2. Defined processes for delivery	Portfolio Office mobilised with clear governance, roles and responsibilities, defined processes and reporting in place	Jan 2024	PA Consulting



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
3. Roles shaped with clear accountabilities and governance structures 4. Leading the initial mobilisation and running of the portfolio			
<b>Organisation Design and Development</b> 1. Development of organisation design options 2. Detailed development of preferred option 3. Implementation plan for preferred option	We will have selected and developed the appropriate organisational design to support WF implementation.	December 2023	PA Consulting
<b>Reporting &amp; Management Info</b> 1. Assessment of data currently available to inform reporting and management 2. Reporting dashboard 3. Handover	We will have a useable reporting dashboard in place that provides the necessary insights and management information to inform decision making	November 2023	PA Consulting
<b>Funding Requirements</b> 1. Identification of options available to Defra to fund the new Directorate 2. Selection of the preferred option 3. Indicative cost model for the new Directorate	We will have agreed the preferred funding option for the Directorate and will have a high-level cost model in place	November 2023	PA Consulting
<b>Change Strategy</b> 1. Lessons learnt from previous M&A type work across private and public sector 2. Capability assessment of Defra and DAERA resources 3. Training and upskilling programme to address capability gaps 4. Change strategy for mobilising the portfolio office	A better understanding of the capability gaps that we must address to successfully implement the WF and a plan for addressing these gaps	December 2023	PA Consulting
<b>Internal Capability Development Outcomes</b>			
Building change capability in the project team - understanding how to use all of the	The team feels confident in understanding what we have developed and can apply this	By completion	



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
tools/templates we develop in the future	to other projects / later stages of this project		
<b>Social Value Outcomes</b>			
Share expertise, tools, templates and best practice from other clients to augment and enhance the central Defra business change team if required	The Defra central team understand and can better support NID or other areas of Business Change across Defra and reduce consultancy spend in the future	By completion	

### 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.

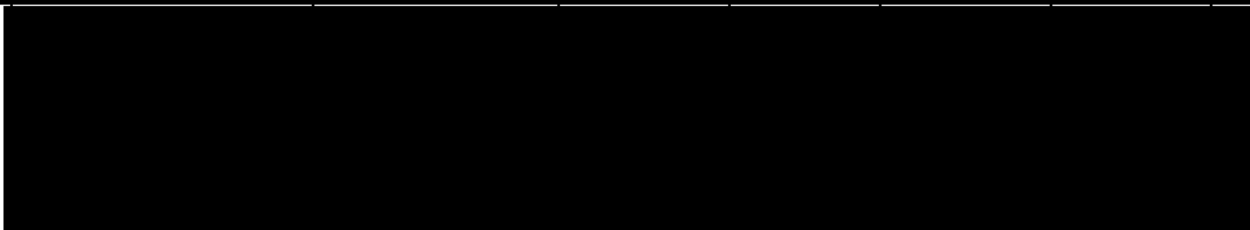
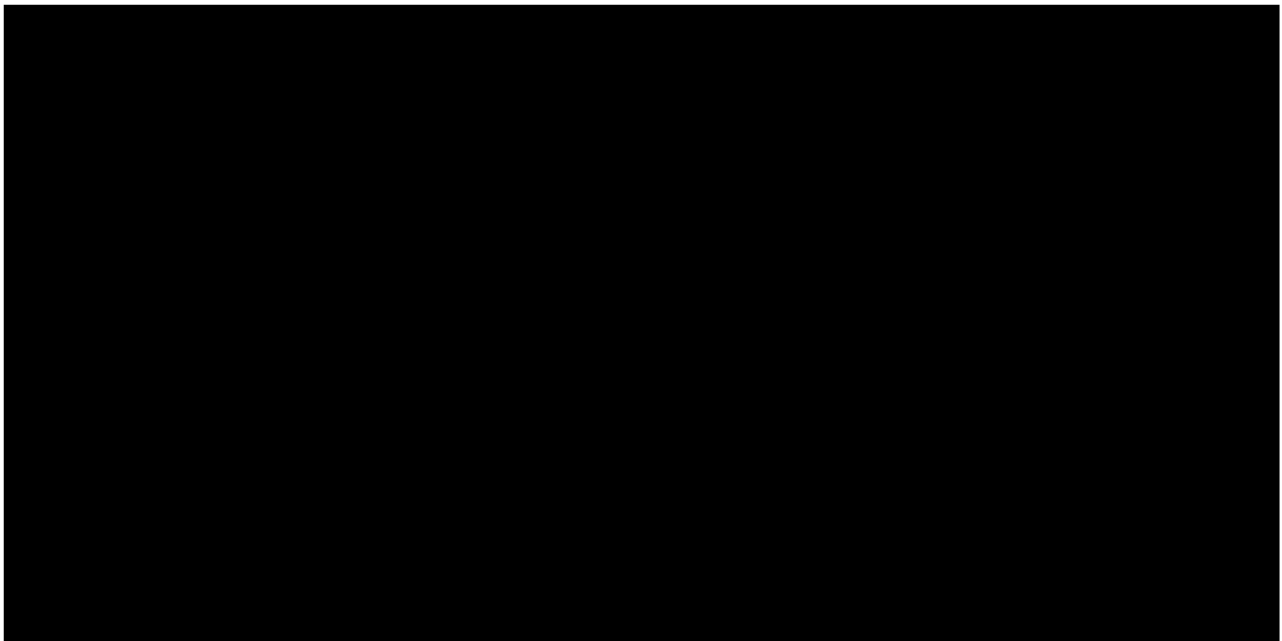
The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

### 3. Delivery team

Provide details of the agreed team members including their roles and responsibilities during the project. The cost of the team has been broken down according to the DEFRA rate card of 0-3months and subsequently 3-6 months.

Rate card 0-3 Months

Rate card 0 – 3 months					
Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost



					£628,160
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<b>Total resource</b> <b>Total days*</b> <b>Engagement Length**</b>  <small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	
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#### Business Area's team

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## 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 £628,760, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.



Stage	Cost	Due (link to milestone dates)
<b>A</b>		<b>DD/MM/YY</b>
1. Standing up the portfolio office 2. Organisational design and development 3. Reporting & Management Info 4. Change Strategy		26/01/2023
Expenses (if required)		
<b>Grand total</b>	£628,760	

### 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;
- Engagement to be managed through Project Board, which reports to NI Programme Board.

### 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	Deliverables	Production of deliverables to required quality and on time	Weekly	Business area	Update by supplier and review by business area	100%

### Feedback and satisfaction

Business Area and Supplier to meet at least weekly to track progress of deliverables and allow resolution of any issues.

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.

## 6. Exit management

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

We will produce a summary report outlining all of the products produced and how these will be used by the team going forward (we will work in partnership with the team throughout our engagement to develop these).

### 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"> <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>



