

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 #	DgC to provide when initial Request Form received		
Extension?	Y/N	DPEL Ref.	DPEL_61541_083
Business Area	Environment Strategy, core Defra		
Programme / Project	Biodiversity Net Gain		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods Business and Digital Technology		
Title	Biodiversity Net Gain		
Short description	BNG project management support to take us to September Green Light event.		
Engagement start / end date	Proposed start date 03/07/23	Proposed end date 06/10/23	
Funding source (CDEL/RDEL)	RDEL		
Consultancy Spend approval reference	Supplied by DgC		
Expected costs 22/23	£0		
Expected costs 23/24	£95,465		
Expected costs 24/25	£0		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	V1.2		



Approval of Project Engagement Letter

By signing and returning this cover note, Defra and [REDACTED] 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 [REDACTED] with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By: [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>
[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
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

[REDACTED]
[REDACTED]
[REDACTED]
[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

Biodiversity Net Gain is a complex policy delivery project with several phases, the first of which is due to go live in November 2023. Support is required to bolster existing project management resource within the team and review existing plans to enable delivery. In practice, this includes working with both core Defra and Natural England to put in place effective project governance and keep existing products up to date and fit for purpose.

2. Statement of services

Objectives and outcomes to be achieved

The objectives and outcomes for this work are:

1. Initially, to undertake a deep dive planning activity, to review existing plans, engage with stakeholders, ensure planning is accurate and enables delivery – build an effective critical path and milestone plans – confidence in delivery and steps to achieve it.
2. To keep the key Programme artefacts up to date both through support and guidance to the incumbent project team and wider policy colleagues (hands-on support where appropriate).
3. Mature current governance of Programme Delivery by reinforcing current structures, ensuring quality and robustness, identification, mitigation, reporting and action for effective and timely decision-making and a clear record of decisions.
4. To provide an effective and efficient delivery environment by supporting a robust strategic project management service that is consistent between DEFRA and Natural England, to aid the same interpretation and mitigation of risks across organisations.
5. To contribute to the experience, knowledge and capability to mature Programme artefacts that will contribute to the additional confidence required by the SRO on behalf of Defra Group.
6. To engage and work collaboratively with the Programme Team actively seeking, and taking, opportunities to build additional capability in the team through provision of expert support, including collaboration with personnel and outcomes for the 'Green Light Events' in Sep 23.
7. Supporting on project management and decision tracking for SI's Programme (one of the workstreams under main Programme).

Scope

The Programme team requires support in identifying, planning, and developing key Programme artefacts that will provide additional confidence to Biodiversity Net Gain Board that the Programme is on track to deliver its outcomes effectively and on time. Here is an overview of the scope of support required by the end of January 2023:

Critical Path Deep Dive and Planning Maturity: Investigation, improvements and maturity steps to build out effective planning and critical path agreed across Stakeholders. Effective process in place to maintain accuracy and allow efficient reporting, flagging risks to milestone delivery and modelling options.

Strategic Programme Management Service: Provide expert Programme management support to the Biodiversity Net Gain Programme, ensuring that the delivery environment is set up for success. Governance approach and behaviours, structure, RACI, informed decision making supported by a drumbeat of effective MI and reporting.

This will involve driving the team to the plan, managing RAID, Plan and giving confidence to the Programme Board in the form of reporting and engagement as required.

Development/ maturing of Programme artefacts: This involves a combination of hands-on refinement existing Programme documents, to ensure they meet the required quality standards and are aligned with Programme needs. This will likely involve seeking feedback from key stakeholders, reviewing and auditing products, and making/planning revisions as needed.

Maturity of the Programme and Governance: Coaching/ support & advice to the Programme delivery function and to Governance Board members and partners, maturing artefacts, data gathering and decision making processes, responsibilities and expectations, building sustainable delivery capability in the process.

Assumptions and dependencies

- That Methods staff will have access to key stakeholders inc. NE and Governance Board members 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.
- That the Policy leads and Defra Senior colleagues retains overall responsibility for meeting the needs of the Biodiversity Net Gain Programme and will contribute to its objectives through the provision of appropriate Programme management support.

- Leadership across the programme is aligned in approach and thinking, works in a constructive manner to support the Programme and this engagement.

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 Programmes which the Methods team are supporting the Client to deliver will be managed through Programme level risk processes

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 Programmes requirements, is aligned with and supports the DPEL outcomes.	Completion <i>By 28 July '23.</i>	Delivery Manager
Strategic PM Support			
Planning Maturity and confidence in delivery.	<ul style="list-style-type: none"> • Deep Dive of existing plans • Appraisal of gap to maturity • Approach and restructure • RACI of stakeholders • Activity to build critical path that is deliverables to align with current 'September Green Light Event' preparatory workshops/activity. • POAP built for overall Programme and each workstream and other materials for senior decision making • Reporting and process embedded and utilised – regular planning drumbeat in place – fits into wider governance reqs. • Supporting with project management and decision tracking on SIs Programme. • Review Natural England plans and delivery approach for 	Completion <i>By end of August '23.</i>	Principal Consultant

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	risks/issues and possible mitigation		
Strategic Programme Management Support Service	<ul style="list-style-type: none"> • Lead and drive delivery of Programme in accordance with Defra Programme delivery standards and best practices, working closely with the Defra Portfolio Dir. • Clear monitoring of progress against plans and effectively holds delivery teams to account for planned activity • Manage the Risk, Actions, Issues, Decisions, Dependencies (RAIDD) content for the Biodiversity Net Gain Programme, ensuring timely and effective RAID reporting through appropriate governance • Effective engagement with delivery teams to embed RAID processes and establish and monitor risk and issue treatments • Ensures all P3M plans, reporting and RAID are maintained within Defra Reqs. • Provides support and coaching/advice to Biodiversity Net Gain Programme Team as required: advises, steers, and appraises artefact development as required. • Tests and makes recommendations on artefacts with key stakeholders (as is practicable) in line with feedback. 	<i>Throughout delivery period</i> Completion 6/10/23	Senior Consultant
Programme Governance approach and structure	<ul style="list-style-type: none"> • QA's the Programme's governance approach, ensure it is fit for purpose, ToRs, RACI, information flows and reporting structures are in place and utilised across stakeholders. Decision making is informed, and evidence based and in line with Defra standards (as required) and industry best practice. • Tests and makes recommendations on future maturity or wider initiatives that 	<i>Throughout delivery period</i> Completion 6/10/23	Principal Consultant



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	may be required include NE's involvement <ul style="list-style-type: none"> • Include the refresh and accessibility of current ToRs and provide effective visuals to aid engagement 		
Knowledge Transfer	Provision of planned knowledge transfer including handover of key artefacts to identified members of the existing Programme team. <ul style="list-style-type: none"> • Planned throughout delivery period. Approach and completion approved by the customer team. 	Throughout delivery period Completion 6/10/23	Senior Consultant

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 Programme 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
[REDACTED]	[REDACTED]	1	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
TOTAL COST				£95,465

Total resource	Total days* Engagement Length**	[REDACTED]
*Total days worked across all resources **Total working days in engagement		

Business Area's team

[REDACTED]

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 TBC , inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Checkpoint Review		DD/MM/YY
Completion of deliverables inc. completion of Planning deep dive Deliverables and successful outcomes as agreed by Midpoint	£47,732.50	04/09/23
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity	£47,732.50	06/10/23
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	£95,465	

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 Programme engagement.

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target

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 includes 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 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 Programmes

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 requires 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

