

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 #	[REDACTED]		
Extension?	N	DPEL Ref.	N/A
Business Area	Norther Ireland Directorate		
Programme / Project	Northern Ireland Protocol – Digital Assistance Scheme		
Senior Responsible Officer	[REDACTED]		
Supplier	PA Consulting		
Title	Digital Assistance Scheme – Business Change		
Short description	<p>Adherence [REDACTED] requires a substantial change in how we trade [REDACTED]. The first of the new requirements comes on board [REDACTED] and impacts fresh meat. A business change programme is required to ensure that all stakeholders are prepared for this. Internally we have calculated that work to accelerate preparation for traders who moved goods from GB to the EU [REDACTED] would take at least 6 months and as a result have taken the decision to split the activity and focus on determining whether it is possible to accelerate the delivery schedule for traders who move goods [REDACTED] only. [REDACTED] we want to source specialist expertise to help us achieve this within a 3 month window.</p> <p>We are seeking to source external expertise in business change who will help us to ensure that all traders exporting goods [REDACTED] and all stakeholders involved in that process will be prepared to use eTrade [REDACTED]. This work will include:</p> <ul style="list-style-type: none"> - Confirming we have identified all the change requirements for each stakeholder; - Establishing what each stakeholder must do to meet those requirements; - Developing the processes/support the development of the processes for meeting them; - Work with Defra teams to develop and deploy training and a communications campaign for all traders; - Work with APHA to develop and deploy a training programme for APHA; - Work with [REDACTED] to develop and deploy a training programme for [REDACTED] and their stakeholders ([REDACTED]). 		


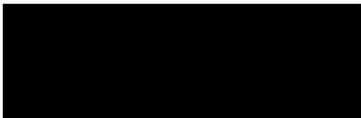


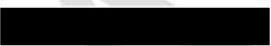



	<ul style="list-style-type: none"> - Ensuring business change process has been effective and identify any further change required once the new [REDACTED] requirements are active/support the team to address any 'teething' issues; and - Creating a business change plan [REDACTED] [REDACTED] working closely with existing staff in its development to ensure that it can continue to be used in the long-term, after the contracted work is complete. <p>In keeping with the prudent management of public funds, we are seeking to resource this work in the long term with civil servants. However, we require the expertise of change specialists in the short term to enable us to be ready [REDACTED] During that time we will also use the expertise of these specialists to develop the foundation of the long-term change programme and ensuring our existing officials retail the necessary skillsets. This will ensure we also derive further longer-term benefits of this expenditure.</p>	
Engagement start / end date	Proposed start date 12/07/2021	Proposed end date 31/10/2021
Funding source	Previously secured funding for DAS delivery.	
Expected costs 21/22	[REDACTED] £514,690	
Expected costs 22/23	Nil	
Expected costs 23/24	Nil	
Dept. PO reference	TBC	
Lot #	Lot 2	
Version #	0.1	



Approval of Project Engagement Letter

By signing and returning this cover note, the Northern Ireland Directive 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 (Lot 2 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
 By: _____ <i>Signature</i>	 <i>Signature</i>	
or and on behalf of PA Consulting Services Ltd  Member of PA's Management Group	For and on behalf of the Defra Northern Ireland Directorate  [Delivery Director Northern Ireland Directorate]	Defra Group Commercial Insert name  Insert role S.E.O - Category Lead BPO
12/7/21	[Insert date] 12/07/2021	[Insert date] 12/07/2021
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

[REDACTED] traders sending goods [REDACTED] to meet several new conditions – akin to an export to the EU. This means completing and submitting the relevant export health certificates, completing import declarations and ensuring goods are inspected as required at traders premises and during transit. [REDACTED]

[REDACTED] The complexity of trade patterns on this route is very high resulting in high volumes of certifications – [REDACTED]

[REDACTED] Furthermore, many of the traders impacted have never had to deal with goods exports before. The pressure is acutely felt by DEFRA stakeholders as traders of agri-food goods.

It was established that traders would not be able to meet the required changes and that we would need to develop additional solutions to enable the movement of goods and that these would need to compliment and align with those which we recently developed ahead of leaving the EU at the end of 2020. [REDACTED]

[REDACTED] therefore, are developing an end to end digital solution (eTrade) rapidly to dramatically reduce the time and resources needed [REDACTED]

[REDACTED] eTrade will allow traders to input data once to be shared across multiple systems to produce the correct export certificate and import declaration (EHC Online, TRACES NT and HMRC's Customs Declaration Service).

[REDACTED] No. 10 has recognised this as a top Government priority to be addressed.

[REDACTED] This is an especially complicated food group to begin with as it also has the pressures of a very short product shelf life, leaving virtually no



capacity for delays to the existing process. However, the learnings we gain with fresh meat will put us in good stead to deal with the following phases.

This is a substantial business change undertaking, even with eTrade, and all those involved will be required to learn and implement substantially new processes – recruiting new staff and installing new technology in the process. This impacts effectively all stakeholders involved in the trade and we have identified requirements for traders, certifiers, APHA, [REDACTED] and in some cases the [REDACTED]. Overall responsibility for ensuring all of these stakeholders are prepared to use the new requirements lies with Defra.

Within this we must also consider our responsibility as custodians of public funds. eTrade is being developed at cost to the taxpayer and it's benefits will only be realised if all those involved are able to utilise it at the time it is required. The expenditure requested for bringing in this expertise is already accounted for within the DAS programme.

2. Statement of services

Objectives and outcomes to be achieved

The objective of this work is to ensure that all stakeholders involved are able to conduct their new responsibilities in order to sustainably meet the requirements [REDACTED]

Fresh meat traded [REDACTED] should have the relevant and correct export health certificate and import declaration, and have all necessary inspections conducted [REDACTED]

[REDACTED] with no delay to current processes, [REDACTED]. This work includes stakeholders being trained and capable of using the new eTrade solution where required.

The identified stakeholders within this business change process include:

1. APHA – Train up operational staff to deal with exceptions to standard processes, handle biosecurity issues and overrule EHC consent where required.
2. Certifiers – Train up certifiers to move from issuing paper certificates to the issuance of digital certificates using tablet computers.
3. Traders – Ensure traders fully understand their new responsibilities and can correctly input data into eTrade without errors to produce the necessary import declaration and export certificate. This includes working with business groups so that they can support their traders with the specific requirements of their industries.
4. [REDACTED] – Have systems in place to correctly conduct inspections [REDACTED]
5. Defra SPS policy teams – Have a full understanding of the protocol requirements and implications for certifiers and traders, to be able to fully support the industry and continue to develop policies to make trade easier.

Scope

[REDACTED]



The supplier will be required to:

1. Confirm we have identified all the change requirements for each stakeholder;
2. Establish what each stakeholder must do to meet those requirements;
3. Develop the processes/support the development of the processes for meeting them;
4. Work with Defra teams to develop and deploy training and a communications campaign for all traders;
5. Work with APHA to develop and deploy a training programme for APHA;
6. Work with [REDACTED] to develop and deploy a training programme for [REDACTED] and their stakeholders [REDACTED];
7. Support work with SPS to ensure that certifiers are prepared for the changes required;
8. Create a business change plan [REDACTED] working closely with existing staff in its development to ensure that it can continue to be used in the long-term, after the contracted work is complete; and
9. Ensure business change process has been effective and identify any further change required once the new [REDACTED] requirements are active/support the team to address any 'teething' issues.

This work must be completed by [REDACTED] with the consultants required to provide support for an additional month once the [REDACTED] requirements are active to ensure the changes have delivered as required.

This work will be delivered in conjunction with the existing team, who will continue the work after the supplier has left.

Assumptions and dependencies

1. The Commission agrees with our approach to digitise the certification process rather than printing out paper certificates.
2. [REDACTED] does not have, and is not able to develop, the capacity to deal with a paper-based process so a digital solution is required for compliance with the protocol.
3. APHA is able to onboard staff and build the capability to carry out their new requirements including dealing with:
 - a. Exceptions to standard processes
 - b. Biosecurity issues
 - c. Overruling EHC consent
4. SPS will develop and deliver any training for certifiers on new systems processes and agree them with the appropriate representative bodies.
5. Government embargoes on communication do not hinder our ability to work with traders, certifiers and business groups.
6. DDTS is able to develop a working eTrade MVP ahead [REDACTED]
7. Where required, traders are able to connect with the developed API in order to use eTrade.

Deliverables

1. Business change plan – Outlining the change required for each stakeholder and a plan for implementing that change for phase 1 (fresh meats) and with clear processes that can be repeated for following phases.
2. Operations training plan – Setting out training to be given to operational staff to prepare them ahead of 1 October 2021 for the new processes.
3. Communications materials – Comms materials for operational staff.
4. Guidance – development of business change guidance to be shared with and used by stakeholders.



5. Change workshops – develop and host business training workshops with the relevant stakeholder groups (especially including traders and business groups).
6. Lessons learned report – Conduct an end of project review with a lessons learned report that can be implemented by the remaining Defra team.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A – Planning			
Development of business change plan	Clear plan developed that can be implemented in the remaining allocated time frame ahead of 01/10/2021. This plan will also establish the required milestone dates of the below stage A and stage B deliverables, based on a right to left milestone review.	23/07/2021	[REDACTED]
Set up training and workshop dates	Dates agreed for training and workshop sessions.	01/09/2021	[REDACTED]
Develop training materials	Materials are signed off as having met the training requirements of each stakeholder group.	01/09/2021	[REDACTED]
Project Stage B – Delivery			
Change workshops delivered	Traders and business groups in attendance agree that they have sufficient knowledge to deal with the new requirements.	16/09/2021	[REDACTED]
Operational training delivered	APHA operational staff have sufficient knowledge to execute their new responsibilities.	16/09/2021	[REDACTED]
Communications materials created	Comms materials signed off by business engagement team and tested with operational staff, traders and business groups.	16/09/2021	[REDACTED]
Project Stage C – Review			
Lessons learned report	Delivery team owner agrees that report.	29/10/2021	[REDACTED]
Additional training delivered (if necessary) to ensure goods continue to be traded smoothly	Stakeholders gain sufficient knowledge to execute their activities in accordance with the Northern Ireland Protocol.	29/10/2021	[REDACTED]
Internal Capability Development Outcomes			
Long term business change capability established	Team is equipped with sufficient internal expertise to develop business change plan.	01/10/2021	[REDACTED]



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Social Value Outcomes			
Trade of fresh meat [REDACTED] [REDACTED] continues at similar levels to that before Brexit.	Communities [REDACTED] retain the same access to the range of different products at competitive prices.	01/10/2021	[REDACTED]

Limitations on scope and change control

Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

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.

PA Assumptions

For the avoidance of doubt, time is not of the essence.

DEFRA will promptly provide access to systems and provision of equipment/laptops for our consultants.

DEFRA will facilitate introductions to relevant stakeholders as required.

We have assumed we'll manage the training strategy and approach (both for materials and delivery) around the current resource provision and timeframes for the project. This can not be fully validated until we complete the change impact assessment and training needs analysis work. Should a variation be required this will be managed via the change process.

3. Delivery team

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

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
[REDACTED]	Assignment Partner	Partner	[REDACTED]	1	[REDACTED]
[REDACTED]	Assignment lead	Managing Consultant	[REDACTED]	1	[REDACTED]
[REDACTED]	Change workstream lead	Managing Consultant	[REDACTED]	1	[REDACTED]
[REDACTED]	Communication lead	Managing Consultant	[REDACTED]	1	[REDACTED]



Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost

Total resource

Total days*
Engagement Length**

*Total days worked across all resources

**Total working days in engagement

The engagement will last for workdays with seven individuals working a total of FTE days.

Business Area's team**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 £514,690, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
A signed off business plan and training materials developed.		01/09/21
B		
Delivered all training and workshops (including any follow on sessions if required) and completed creation of communications materials.		1/10/21
C		

Stage	Cost	Due (link to milestone dates)
Lessons learned report is delivered and evidence is presented to show that any necessary further training or guidance has been delivered to ensure the continued smooth flow of fresh [REDACTED]	[REDACTED]	07/10/21
Expenses		
We assume the base location for the project is London [REDACTED] – expenses to other project locations will be charged in accordance with DEFRA expense policy.	£	
Grand total	£514,690	

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;
- Weekly KIT sessions with [REDACTED]
- Workstrand updates to be provided at bi weekly project board
- Attendance at weekly workstream leads session

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific project engagement.

Given the nature of the project and the speed to which it has to be delivered, progress will be monitored with (at least) weekly meetings with the supplier ensuring that progress against the deliverables set out in section 3 is satisfactory.

Feedback and satisfaction



Business Area and Supplier to agree regular reporting intervals for the duration of the engagement.

Fortnightly reviews of progress to be held with [REDACTED]

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. Insert any additional NDA requirements here.

6. Exit management

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

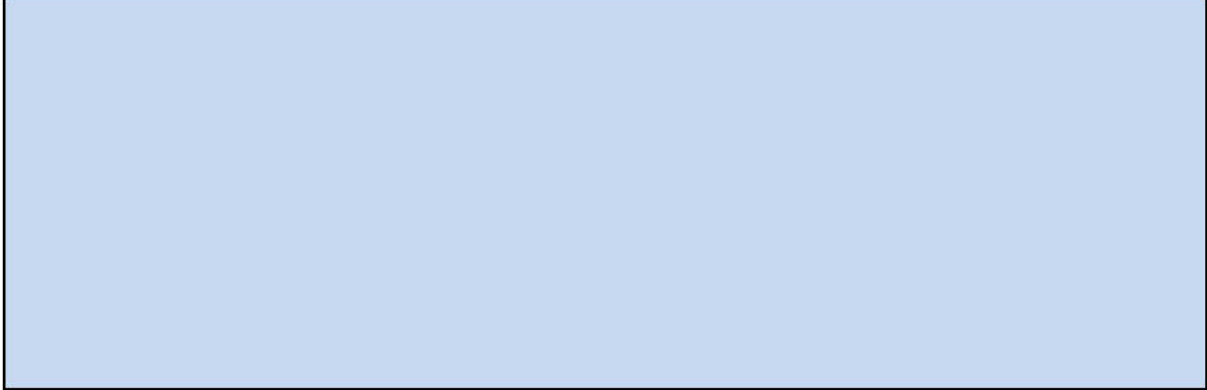
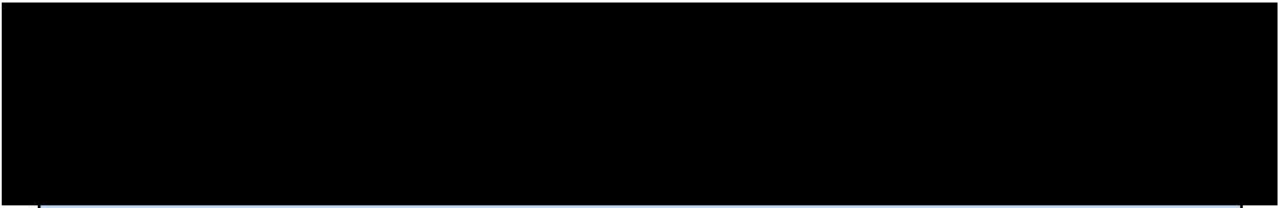
The supplier will produce:

- A lessons learned document setting out any further work required by the remaining team to ensure continued flow of goods [REDACTED] and that fresh meat exports continue.
- A handover document setting out the change process developed in a format for the team to be able to reproduce for the for the wider long-term business change agenda.

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.



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