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Food & Rural Affairs

# Defra Group Management Consultancy Call off Contract: Defra Project Engagement Letter (DPEL)

## Project Delivery Partner (Lot 3)

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

██████████ Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access consultancy services including a DPEL reference number.

Engagement details		
DPEL Reference Number	61541_114	
Local Client Reference		
Extension?	N	
Business Area	Livestock Information Transformation Programme vis Defra Central Portfolio	
Programme / Project	Livestock Information Transformation Programme	
Senior Responsible Officer	██████████	
Supplier	Methods Business & Digital Technology	
Title	Project and PMO support	
Short description	To support the delivery of the 'Delivery of Livestock information service' project and to review the maturity of the PMO function.	
Engagement start / end date	Proposed start date 22/04/2024	Proposed end date 21/10/2024
Expected costs 23/24		
Expected costs 24/25	£181,492.45	
Expected costs 25/26		
Base location	██████████	
Version #	V1	
Version Date	18/04/2024	



By signing and returning this cover note, Livestock Information Transformation Programme vis Defra Central Portfolio accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods Business and Digital Technology 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
[REDACTED]		

Signature and timestamp to be added through electronic signature.



**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.

The Engagement will be a fully contracted out service therefore the off-payroll legislation will not apply. A true service will have the following characteristics:

- Delivery is fully outsourced to the supplier, who will have full responsibility for delivering the outcome and the risk of non-delivery sits with the supplier.
- The team is not embedded within your organisation but is engaged, directed, and controlled entirely by the supplier.

It is your responsibility to determine whether your Engagement represents a supply of an outsourced managed service or a supply of resource. The reality of working arrangements should be considered and not just contractual terms.



## 1. Background

The Livestock Information Transformation Programme has expanded significantly in the last year, this has included the need to bring in people who are not as experienced as the programme needs demand. There is an urgent need to bring in experienced project/PMO professionals to both fill the critical gap and also to drive the maturity of the programme forward in key areas. There is a particular gap in planning capability for a programme of this size which needs to be filled asap, as well as then upskilling the PMO in that area.

## 2. Statement of services

### Objectives and outcomes to be achieved

The objectives of this DPEL are covered by two separate services:

#### Digital Project maturity:

- To drive forward progress and maturity of assigned workstreams within the 'Delivery of Livestock information service' project ensuring there is a detailed project plan, RAID log and basis for tracking delivery with project stakeholders
- To improve the project management standards within the 'Delivery of Livestock information service' project, and act as an exemplar to other projects within the programme by working closely with the PMO to establish and embed key products and ways of working
- To provide experience and enhanced capability across the 'Delivery of Livestock information service' project, particularly helping to upskill junior Project Managers
- To provide continuity and deputy services to the project particularly during any planned absence of the Delivery Lead

#### PMO planning maturity and review:

- To work with the PMO in establishing a high level programme plan that sets out the level one milestone within 6 weeks from project kick off. The plan needs to be a key communication tool that can be used at senior level governance groups and with senior stakeholders.
- To support in establishing the underpinning processes and products across the programme to develop the detail underneath the high level plan that supports with tracking and maintaining the top level plan.
- To provide a diagnostic review of the current planning capability and to set out recommendations on structure and models of working that will enable a high performing planning/risk function within the PMO and an action plan for the programme can adapt its existing model

#### Outcomes to be achieved:

- Delivery of relevant workstream plans for the Livestock information service project with a focus on the critical path for go live. A robust go live plan is in place, as well as a forward look of milestones to be achieved and resource required to achieve them



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- [REDACTED]
- Programme plan has been developed and is used as a key tool for tracking delivery at Programme Board, with supporting processes in place alongside a plan for any changes to structure or resource evidenced and understood by the programme team
- Programme planning is running as a strategic enabling function, providing relevant data to help the programme make decisions

## Scope

Digital Project maturity:

- [REDACTED]

PMO planning review and maturity:

- The PMO Planning Consultant will work with the programme to develop a high-level programme plan that includes an initial draft of the level one milestones within 6 weeks from project kick off. The plan needs to be a key communication tool that can be used at senior level governance groups and with senior stakeholders.
- The PMO Planning Consultant will identify and communicate the underpinning processes and products across the programme to develop the detail underneath the high-level plan that supports with tracking and maintaining the top level plan. These will include recommendations around skills and resource required, tooling, governance, reporting and general programme delivery.

Light touch GMPP onboarding support:

- Methods Assurance Lead to offer some guidance and recommendations around the programme's current level of maturity and what is needed to support onboarding onto GMPP. This is during the first 6 weeks on engagement only, any further support would be subject to a change request.

## Assumptions and dependencies

All PPM service delivery will be aligned with central Defra portfolio directorate standards and also DDTS expectations and governance approaches where defined and appropriate.

Further detail on assumptions and dependencies will be included in the service delivery document.

## Risk management

Two layers of risk management shall be considered during this engagement:



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- 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 Project Manager. Mitigations will be jointly developed.

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.

### 3. Deliverables

#### Service Definition

Deliverable	Date	Success Criteria	Linked outcome
Service Definition Document	2 weeks from project kick off	<p>Approval of the following by client business area:</p> <ul style="list-style-type: none"> <li>• Product descriptions,</li> <li>• DPEL delivery governance arrangements</li> <li>• DPEL delivery plan.</li> <li>• Overview of Service for communication</li> </ul> <p>Document reviewed and signed off by client business area, confirming that the defined service meets projects requirements, is aligned with, and supports the DPEL outcomes.</p> <p>Iterated throughout assignment period as required.</p>	

#### Project Stage

Deliverable	Date	Success Criteria	Linked Outcome(s)
Iteration of the LIS PIDs and plans (support in reviewing and critiquing)	Draft available and socialised 6 weeks from project kick off	<ul style="list-style-type: none"> <li>• Approval of the next iteration of PIDs which will set out the high-level plans for each project</li> <li>• Identifying the relevant communication products required to support workstream</li> </ul>	
Draft High-level programme plan	Draft available and socialised 6 weeks from project kick off	<p>Level 1 milestones identified</p> <p>Communicated to key senior stakeholders</p> <p>Agreed by projects/ workstreams and by programme leadership team</p>	<p>Delivery of relevant project plans for the Livestock information service project with a Relevant project plans for the 'Delivery of Livestock information service' project are in place,</p>

			with a focus on the critical path for go live. A robust go live plan is in place, as well as a forward look of milestones to be achieved and resource required to achieve it
Draft diagnostic report of PMO planning function	Draft available and socialised 6 weeks from project kick off	A report of the current planning capability including recommendations on structure and models of working that will enable a high performing planning function within the PMO and an action plan for the programme to adapt its existing model.	Relevant project plans for the 'Delivery of Livestock information service' project are in place, with a focus on the critical path for go live. A robust go live plan is in place, as well as a forward look of milestones to be achieved and resource required to achieve it
Final reports	10 weeks from kick off	Final versions of programme plan and diagnostic report of PMO planning function.	<p>Programme plan has been developed and is used the key tool for tracking delivery at Programme Board, with supporting processes in place alongside a plan for any changes to structure or resource evidenced and understood by the programme team</p> <p>Programme planning is running as a strategic enabling function, providing relevant data to help the</p>



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			programme make decisions
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### Internal Capability Development Outcomes

Deliverable	Date	Success Criteria
Knowledge transfer plan and log	End of engagement	Repository of evidence of knowledge transfer delivered including recipients and documentation (recording of sessions, guidance docs, frameworks etc)

### 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 consultation with DgC and subsequent relevant approvals.

## 4. Delivery management

### Supplier Delivery Team

The outcomes-based nature of consultancy services provided through Lot 3 (Ref 28595) dictates that the Supplier retains responsibility and authority to provide the delivery team required to meet the contracted outcomes. The Business Area team should manage any performance concerns directly with the Supplier Team in the first instance with escalation, where necessary, through Defra Group Commercial.

The actual resources used in the delivery may be greater or less than that on which the price is based as the work is undertaken at the Supplier's risk. Should factors materialise that impact successful delivery, through factors outside the Supplier's control that warrant an alteration to time or cost, a change control will be made to this document as well as to the Service Definition Document (SDD).

The SDD is the first standard deliverable used to manage the project and provides the delivery team structure alongside more detail on governance, plan and success criteria.

### Business Area's Team

[REDACTED]



## 5. 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 **£181,492.45**, inclusive of expenses and excluding VAT.

This total represents the agreed fixed price of the Supplier for the successful delivery of the contracted outcomes. The fees are based on the expected delivery team using the set framework rates. DgC review the resources and rates as part of commercial due diligence and sign-off.

Stage	Due (link to milestone dates)	Cost
<b>Check point 1</b> Criteria met to trigger payment: Continued progress in the digital project maturity workstream Draft of programme plan and PMO planning report socialised with programme and feedback received	[REDACTED] [REDACTED]	[REDACTED]
<b>Check point 2</b> Criteria met to trigger payment: PMO planning scope delivered Continued progress in the digital maturity workstream	[REDACTED] [REDACTED] [REDACTED]	[REDACTED]
<b>Project close</b> Criteria met to trigger payment: All outcomes achieved All agreed deliverables handed over	[REDACTED] [REDACTED]	[REDACTED]
<b>Expenses</b>		
Up to 1% of total project value to be reserved for any expenses. Only to be charged if agreed with client before travel arranged. Note: Expenses to the base location as determined for each individual assignment should be included in the rates. Expenses to other locations will be paid in line with the Client Departments Travel and Subsistence policy and must be approved in advance.	[REDACTED]	[REDACTED]
<b>Grand total</b>		<b>£181,492.45</b>

## Payment

The Supplier should invoice at project stage milestones set out in section 4. Defra Group will reimburse fees on confirmation of approval of work delivered, by the Business Area.

## 6. Governance and reporting

Business Area to outline governance and report requirements relevant to the Engagement through Key Performance Indicators below:



## 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 or telecons	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 or telecons	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 must be completed as part of the Engagement sign-off. DgC will contact the Business Area to arrange this and share the feedback with the supplier on a bi-monthly basis.

## Non-disclosure agreements

The overarching MCF2 framework includes NDAs.

## 7. Exit management



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

Upon exiting the project engagement at the end of the 26, the Supplier will provide all final deliverables alongside supporting handover documents. The exit terms are as detailed in the call off contract framework document.

### 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.

### Supplier Engagement Process

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 £120k or DgC Corporate Services Delivery Board if under £120k.
2. If over £120k the Spend Control Form must be completed by Business Area and submitted to DgC at:  
[REDACTED]
3. 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.
4. A Project Engagement Letter is completed by the Business Area with input from the Supplier (with supporting proposals as appropriate) and support from DgC and then finally agreed between the two parties, including evidence of all required approvals either being in place or being progressed. 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 DgC</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>