













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 #	DgC to provide when initial Request Form received		
Extension?	N	DPEL Ref.	61541_079
Business Area	Defra group Properties		
Programme / Project	WP&FM24		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods Business and Technology		
Title	Coaching Leadership through Change		
Short description	This engagement is designed to support and upskill DgP's senior leadership team, G6's, G7's and SEOs in leading their respective teams through change. It will equip them with an understanding of change management and outline their roles in the successful implementation of change.		
Engagement start / end date	Proposed start date 01/06/23	Proposed end date 21/07/23	
Funding source (CDEL/RDEL)			
Consultancy Spend approval reference	Supplied by DgC		
Expected costs 23/24	£22,201.19 (+up to 10% in expenses)		
Expected costs 24/25	£0		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	V1		

Approval of Project Engagement Letter

By signing and returning this cover note, Defra [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:  <i>Signature</i>	By:  <i>Signature</i>	By:  <i>Signature</i>
For and on behalf of Methods  	For and on behalf of DgP WP&FM24  	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

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

Following a successful project completed to deliver change management consultancy and capability to the WP&FM24 project, Methods have been asked to deliver targeted coaching to SEOs, G6&7s and SLT within the Run and Maintain team of Defra group Property. The coaching will take the format of a series of workshops to build understanding around the impact of change and provide leadership with the skills to support their teams through change.

We will cover topics including:

- Provide an overview of psychological safety and consider its importance in the workplace.

- Provide an overview of the Change Management Change Curve and its importance in managing organisational change.
- Discuss techniques that leaders can deploy to support their teams at each stage of navigating change.
- Provide an overview of the key principles and techniques for having difficult conversations in the workplace.

2. Statement of services

Objectives and outcomes to be achieved

There are 3 main objectives and outcomes for this work:

- Increase the understanding of what change means to individuals and common responses to change.
- Equip SLT and Line Managers with tools and techniques to successfully support their teams through the change delivered by WP&FM24.
- Ensure the success of the change, by better supporting the Run and Maintain team through the adoption of the new TOM that will be implemented through the WP&FM24 project.

Scope

The scope of this work is limited to the activities outlined above. There will be 6 sessions delivered to SEOs/G6/7s in the Run and Maintain team, and 1 session delivered to the SLT team. Methods will undertake a period of discovery and material prep, before delivering the sessions. Finally, we will create a continuous improvement plan based on the feedback and observations gleaned from the delivered sessions. We do not anticipate any follow up actions or activities following the delivery of the sessions.

Service Definition Document (SDD)

This engagement will utilise a reduced SDD working document. The SDD will be developed and agreed between the Business Area and Methods during engagement discovery; it will detail product descriptions, include coaching delegates, workshop agendas, and success criteria. This is subject to regular review through checkpoint meetings as part of ensuring delivery progress is in line with agreed DPEL requirements and outcomes.

List of Scope/ detailed objectives

Handover activity will occur to any incoming contingent labour resource, rather than specific knowledge transfer activity and/or ongoing training.

Contingent labour resources are responsible for further knowledge transfer / handover / training to Defra staff.

Assumptions and dependencies

Assumptions

- That Methods staff will have access to key stakeholders 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 there will be a formal review of the DPEL at the half-way point to determine which of the Delivery capabilities have been successfully transferred to the client teams and which services need to continue as determined by joint Defra and Methods Assurance, either as defined or on a reduced scale (**Note only for Knowledge transfer**).

Dependencies

- Transfer of responsibility (of services) is dependent on there being staff in place, with the capabilities to own their particular service and with sufficient time throughout the length of the engagement.
- Strong leadership of the business area to ensure capacity and capability is built and staff are receptive to Methods knowledge transfer, coaching and able to undertake activities as required for their role.
- Leadership across the programme is aligned in approach and thinking, works in a constructive manner to support the programme as a whole.

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 projects which the Methods team are supporting the Client to deliver will be managed through project level risk processes via the PMO. Mitigations will be jointly developed

Key risks to the service delivery already identified include:

- Availability of identified delegates to attend coaching workshops.

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.

Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Production of Work Package Management Documentation			
Service Definition Document (SDD)	<ul style="list-style-type: none"> Strategic view delivery document reviewed and signed off by SRO (or delegate), confirming that the defined service meets projects requirements, is aligned with and supports the DPEL outcomes. (Baseline draft to be iterated) 	14/06/23	Delivery Manager
Coaching material	<ul style="list-style-type: none"> Increase the understanding of what change means to individuals and common responses to change. 	Artefact generation: 19/06/23 Artefact handover: 14/07/23	Lead Consultant
Case studies and role play	<ul style="list-style-type: none"> Equip SLT and Line Managers with tools and techniques to successfully support their teams through the change delivered by WP&FM24. Ensure the success of the change, by better supporting the Run and Maintain team through the adoption of the new TOM that will be implemented through the WP&FM24 project. 	Artefact generation: 19/06/23 Artefact handover: 14/07/23	Lead Consultant
Continuous Improvement Plan	<ul style="list-style-type: none"> Provide continuous improvement insights to the project team. Recommendations might be considered for inclusion into the project's change, people and implementation plans- the responsibility for this inclusion lies with the respective workstream leads. 	21/07/23	Lead 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 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

The SDD will provide further detail of each of the services to be provided.

Service	Role	# of days	Daily rate	Cost
TOTAL COST				£22,119

Total resource <u>Total days*</u> Engagement Length** <small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	
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Business Area's team

Business Area staff allocated to support delivery team in completing the engagement:

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 ■■■, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity	£22,119	14/07/23
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. Due to the nature of the engagement there will be a regular requirement to travel. The success of the engagement is dependent upon Methods' delivery team being able to deliver the coaching content face to face. Up to 10% of the value of the engagement has been agreed cover expenses.	TBC (up to £2,211.90)	
Grand total	£22,119	

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 project engagement.

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement
#1	Delegate satisfaction	Delegate satisfaction score	Post-coaching session briefing with people workstream	Methods	Mentimeter assessment
#2	Delegate engagement and feedback	Delegate feedback	Post-coaching session briefing with people workstream	Methods & People workstream	Mentimeter assessment and verbal feedback

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 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 projects.

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 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"> ▪ 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

