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# 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

[REDACTED]. 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	DPEL_61541_127	
Local Client Reference		
Extension?	N	
Business Area	DEF F&W Commercial Policy	
Programme / Project	Project Greenfinch Project Support and Maturity	
Senior Responsible Officer	Adrian Cooper	
Supplier	Methods Business & Digital Technology	
Title	Project Greenfinch Project Support and Maturity	
Short description	To provide the Project Greenfinch team with the support required to (a) set up and embed initial project processes (b) Create initial plans including critical pathways (c) Develop and coordinate set of delivery workstreams (d) Knowledge Transfer	
Summary of Changes	<p>Following DPEL approval and signature by all parties, the client requested the Project title [REDACTED] to be replaced with 'Project Greenfinch' as the following:</p> <ul style="list-style-type: none"> <li>Contract file name: 'DDP183 Project Greenfinch Support DPELV1'</li> <li>Programme/project: "Project Greenfinch Project Support and Maturity".</li> <li>Title: "Project Greenfinch Project Support and Maturity".</li> <li>Description: To provide the Project Greenfinch team with the support required to (a) set up and embed initial project processes (b) Create initial plans including critical pathways (c) Develop and coordinate set of delivery workstreams (d) Knowledge Transfer</li> </ul> <p>The amends are made to the document ready to be approved and re-signed by relevant team. No amends are made to the cost, scope or duration of the project.</p>	
Engagement start / end date	Proposed start date 12/08/24	Proposed end date 01/11/24
Expected costs 23/24		
Expected costs 24/25	£39,935	



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Expected costs 25/26	£ Total engagement cost during year (to be less than approved funds)
Base location	[REDACTED]
Version #	2.0
Version Date	02/08/2024



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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.



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## 1. Background

## 2. Statement of services

### Objectives and outcomes to be achieved

#### Key objectives include:

- (a) A one-week light touch discovery including documentation review and discussions with key stakeholders to validate complexity, scale and scope of delivery to support delivery of Methods' SDD/PID
- (1) Identifying, setting up and embedding initial, critical project processes and artefacts including RAIDD Management, High level planning to include identification of the critical path and delivery workstreams, and maturing the PMO function for effective monitoring and reporting of progress to the Board.
- (2) Assessing/assuring the Governance model already established to ensure it is fit for purpose and offering recommendations where appropriate.
- (3) Providing ongoing knowledge transfer of skills through role shadowing and ad hoc training.



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## Scope

The scope of this work is limited to the activities agreed for the [REDACTED] within this DPEL as outlined below unless modified through formal change control processes.

### **Project Management Support and sustainable delivery environment**

- Prioritised project support effectively to meet the needs of Delivery.
- Development of high-level plans (Plan on a Page) and L1 workstream plans where appropriate including identification of the critical path
- Developing the process for monitoring of progress against plans and where applicable, cross-working between project workstreams
- Supporting delivery environment engagement with PMO processes to aid future knowledge and responsibility transfer activity and, where appropriate, offer advice on resourcing needs.
- Reviewing the existing Governance arrangements (Board and project reporting) and presenting recommendations for improvement with a view to aligning to Defra standards

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

## 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.

### **Dependencies**

- Strong leadership in the [REDACTED] to ensure capacity and capability is built and staff are receptive to Methods knowledge transfer, coaching and able to undertake PMO/Project activities as required for their role.

## 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





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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:

- Risk of insufficient engagement with key stakeholders and access to relevant people and data
- Risk of failure of Defra to recruit or otherwise resource personnel to receive knowledge transfer and development to achieve this deliverable results in changes required to the DPEL agreed objectives and outcomes.
- Risk of a lack of agreement, leadership and ownership across the project between internal team and Delivery functions causes inconsistent approaches which can delay and/or hamper the ability to deliver the DPEL objectives and outcomes.

### 3. Deliverables

#### Service Definition

Deliverable	Date	Success Criteria	Linked outcome
Service Definition Document	30/08/2024	A high level SDD / PID resulting from a one-week discovery to ensure clarity on scope, complexity and scale of Method's delivery	(a)

#### Project Delivery

Deliverable	Date	Success Criteria	Linked outcome
Set up of project processes	01/11/2024	Documented project delivery processes identifying key stakeholders, RAIDD Mgt Process and RAIDD Log	(1)
Identification and documenting the critical path	01/11/2024	L1 Plans identifying the high-level critical path(s)	(1)
Governance review	01/11/2024	Report documenting a review of the existing governance arrangements offering recommendations for improvement	(2)

#### Internal Capability Development Outcomes

Deliverable	Date	Success Criteria	Linked outcome
PPM Knowledge Transfer	01/11/2024	Knowledge transfer needs identified, monitored, and planned for throughout delivery period. Evidence of growing capability systematically and proportionately in line with project needs.	Self Sufficiency Greater PPM delivery self-sufficiency within the internal programme teams as a result of planned and coordinated knowledge transfer



**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]											
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[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 £39,935, 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.



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Stage	Due (link to milestone dates)	Cost
Grand total		£39,935

### 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	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
2.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key	Weekly	SRO with Methods Assurance	Regular project meetings or telecons





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		risks/concerns			
3	Delivery of agreed deliverables	<p>Baselined plans detail agreed delivery dates.</p> <p>These will not be exceeded above agreed tolerance without agreement between all parties</p>	Weekly	SRO or delegate, with Methods Assurance	Regular project meetings or telecons

### 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:

Handover of all operational project documentation. Plus, effective knowledge transfer to Defra staff including project handover briefs – written and oral where appropriate and reasonable.

### 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:



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>