

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 #	DPEL_61541_077		
Extension?	Y	DPEL Ref.	DPEL_61541_077
Business Area	Defra Group Service Management Team		
Programme / Project	MyLeave Project		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods Business and Digital Technology		
Title	Strategic Project Management Service & Artefact QA		
Short description	MyLeave Strategic Project Management Service & Artefact QA		
Summary of changes	<p>The project has revised dates due to the launch dates of some ALBs. It was seen sensible to source Methods to provide for this extension as well as provide a support service for PSO, Business Change management, Project Closure and Lessons learned to also be added to this change control.</p> <p>This DPEL also has introduced a deliverable for a BAU Transition Roadmap to be sourced by Methods, and supporting this transition.</p>		
Engagement start / end date	Proposed start date 28 th April 2023	Proposed end date: 31 st August 2023	
Funding source (CDEL/RDEL)			
Consultancy Spend approval reference	Supplied by DgC		
Expected costs 22/23	£0		
Expected costs 23/24	£116,605		
Expected costs 24/25	£0		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	V2.2		

Original Contract – 28/04

Extension start / end date	Proposed start date 28 th April 2023	Proposed end date: 30 th June 2023
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Additional Expected costs 22/23	£0
Additional Expected costs 23/24	£50,487
Additional Expected costs 24/25	£0

Contract Extension – 26/06

Extension start / end date	Proposed start date 3 rd July 2023	Proposed end date: 21 st July 2023
Additional Expected costs 22/23	£0	
Additional Expected costs 23/24	£31,964	
Additional Expected costs 24/25	£0	

Contract Extension – 17/07

Extension start / end date	Proposed start date 24 th July 2023	Proposed end date: 31 st August 2023
Additional Expected costs 22/23	£0	
Additional Expected costs 23/24	£43,504	
Additional Expected costs 24/25	£0	

Approval of Project Engagement Letter

By signing and returning this cover note, **Defra** 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 (Lot 3 – [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]
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]

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

Defra Group has mobilised a project team to plan and implement an online leave management system. MyLeave is an online solution that is fully supported by SSCL. It will be introduced to help team members and line managers calculate and manage their annual, public and privilege leave. The solution will be made available for the following Defra group Organisations:

1. Rural Payments Agency
2. Environment Agency
3. APHA
4. Defra
5. VMD
6. Natural England
7. MMO

This new online system will:

- Give everyone a straightforward way to track and manage annual leave which saves time
- Automate the complex calculations for staff who have a flexible working patterns
- Provide a quicker and easier way for managers to sign-off annual leave requests
- Avoid unnecessary paperwork/documents
- Allow team leaders to view and track their team's annual, public, privilege and Flexi leave helping with planning and business continuity.

2. Statement of services

Objectives and outcomes to be achieved

The objectives and outcomes for this work are:

1. To establish an effective and efficient delivery environment by establishing a robust strategic project management service.
2. To contribute to the experience, knowledge and capability to mature project/programme artefacts that will contribute to the additional confidence required by the SRO on behalf of Defra Group in the project's go-live readiness and 'path to green'.
3. To enhance the current state of key programme artefacts (both through support and guidance to the Defra Group Service Management Team and hands-on support where appropriate).
4. To engage and work collaboratively with the MyLeave Project Team actively seeking, and taking, opportunities to build additional capability in the team through provision of expert support.
5. To provide a roadmap for a transition into BAU. This will include key artefacts such as a Target Operating Model (TOM) and a plan to create and embed this.

Scope

The MyLeave project team requires support in identifying, planning, and developing key project artefacts that will provide additional confidence to the MyLeave Board that the project is on track to deliver its outcomes effectively and on time. Here is an overview of the scope of support required by the July 21st 2023:

Strategic Project Management Service: Provide expert project management support to the MyLeave project, ensuring that the delivery environment is set up for success. This will involve driving the team to the plan, managing RAID and giving confidence to the project Board in the form of reporting and engagement as required.

Development/ maturing of project artefacts: This involves a combination of hands-on refinement existing project documents, and coaching/ support to the Defra Group Service Management Team enabling project support personnel to mature artefacts sufficiently and building sustainable project delivery capability in the process.

Review and refinement: Once the project artefacts have been developed, they will need to be reviewed and refined to ensure they meet the required quality standards and are aligned with project needs. This will likely involve seeking feedback from key stakeholders, reviewing and auditing products, and making/planning revisions as needed.

Project Closure: Once the service has been launched, delivery will need to be assessed to confirm how the project progressed, and confirm all requirements/deliverables have been met. A lessons learned summary (including next steps if any) will be carried out through a series of workshops including all relevant stakeholders and a comprehensive report will be produced using a Defra standard template as a result.

BAU Transition: Once the service has been launched, there will need to be a clear plan to embed the change in Defra, including a steady state TOM which will remain in place throughout the service's lifetime. Methods will support in the design of this TOM, a roadmap to embedding it, a

timeline and resource plan. They will also be responsible for knowledge transfer throughout to ensure that Defra staff are able to manage the BAU structure going forward.

Overall, the scope of support to be provided to the MyLeave project would involve the provision of a project management service and support, the QA of the OBC, as well as Project Closure, Lessons learned workshops and report by the 21st July 2023. This supports the broader objective of 'path to green' activity to provide additional confidence to the MyLeave Board.

Assumptions and dependencies

- 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 the Defra Group Service Management Team retains overall responsibility for meeting the needs of the MyLeave project and will contribute to its objectives through the provision of appropriate project management consultancy support.
- Leadership across the programme is aligned in approach and thinking, works in a constructive manner to support the project and this engagement.
- Methods staff are not contingent labour, and will provide services in line with the commercial arrangements in place between Methods and Defra. Where Defra need additional support to undertake core tasks, the Methods team will support with knowledge transfer to enable the team to perform these tasks effectively.

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:

- There is a risk that Methods is not engaged with enough time to influence and support Defra Group Service Management Team to enhance the delivery confidence required by the SRO sufficiently.

- There is a risk that Methods is not engaged with enough time to influence and support the MyLeave project team in the development of key project artefacts in time for the 25th of April Project Board

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 projects requirements, is aligned with and supports the DPEL outcomes.	5 th May 2023	Delivery Manager Assurance Lead
Strategic PM Support			
Strategic Project Management Support Service for Go Live	<ul style="list-style-type: none"> • Lead and drive delivery of project in accordance with Defra project delivery standards and best practices, working closely with the Defra project manager • Clear monitoring of progress against plans and effectively holds delivery teams to account for planned activity • Leading coordination of UAT for MyLeave within Defra • Manage the Risk, Actions, Issues, Decisions, Dependencies (RAIDD) content for the MyLeave Project, 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 Project Portal • Provides support and coaching/advice to MyLeave Project Team as required: advises, steers, and appraises artefact development as required. • 	Throughout delivery period Completion 21 st July 2023	Principal Consultant
Strategic Project Management Support Service for Post Go-Live & Transition to BAU	<ul style="list-style-type: none"> • Produce a TOM and a roadmap to embed it. • Timeline and resource plan for BAU Transition • Knowledge transfer to Defra staff enabling management of BAU structure going forward. 	31 st August 2023	Principal Consultant

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Closure and Lessons Learned	<ul style="list-style-type: none"> Run project closure report Lessons Learned workshops including all relevant stakeholders. Comprehensive report produced as an outcome of lessons learned workshops. Lessons Learned to be gathered from those resources that have stepped away from the project. 	<i>Throughout delivery period</i> Completion 31st August 2023	Principal Consultant & Delivery Manager
Project Support (FTE)	<ul style="list-style-type: none"> Provides support gathering content for Board meetings and coordinating agenda items. Oversight and management of central mailbox system and distribution of comms. Managing the already built Business readiness and Operational readiness docs to ensure they are being tracked effectively. Support with project planning, tracking, and general project tasks. Update of POL, RAIDD, Action logs. Knowledge transfer to ensure Defra staff are able to effectively undertake PSO tasks before BAU Transition. 	<i>3rd July through to completion</i> 31st July 2023	PSO
Business Change and Project support (FTE)	<ul style="list-style-type: none"> Support Business Change Lead (Defra) in tracking which products have been shared and signed off. Providing assurance products are being tracked effectively. Business change and project support General project support 	<i>3rd July through to completion</i> 21st July 2023	Business Change Manager
Project Management Artefact Development/Quality Assurance	<ul style="list-style-type: none"> QA's artefact (specifically OBC) in line with Defra standards (as required) and industry best practices. Tests and makes recommendations on artefact with key stakeholders (as is practicable) in line with feedback. 	<i>Throughout delivery period</i> Completion 31st August 2023	Principal Consultant / Business Case Specialist
Benefits Mapping & Planning	<ul style="list-style-type: none"> Benefits identification and mapping - workshops with key senior stakeholders (depending on availability) to identify and map benefits to strategic objectives. Benefits profile development - layering on further detail to proposed prioritised benefits identifying ownership and proposing leading/lagging measures including exploring baselining opportunities (subject to availability of relevant data). Reflecting mapped and profile benefits information in POL. 	31st August 2023	Benefits Specialist

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Knowledge Transfer	Provision of planned knowledge transfer including handover of key artefacts to identified members of the existing project team. <ul style="list-style-type: none"> Planned throughout delivery period. Approach and completion approved by the customer team. As per section 6 of this document. TOM and upskilling to support BAU Transition. 	<i>Throughout delivery period</i> Completion 31st August 2023	Principal 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

Total

Service	Role	Approximate # of days	Daily rate	Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
TOTAL COST				£116,605

Original DPEL

Service	Role	Approximate # of days	Daily rate	Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]				[REDACTED]

Contract Extension - 26/06

Service	Role	Approximate # of days	Daily rate	Cost
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Contract Extension - 17/07

Service	Role	Approximate # of days	Daily rate	Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
TOTAL COST				£116,605

Total resource

Total days*
Engagement Length**

*Total days worked across all resources

**Total working days in engagement

[REDACTED]

Business Area's team

[REDACTED]
[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 £82,451, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Checkpoint Review		DD/MM/YY
Completion of all deliverables and successful outcomes as set out in this DPEL and finalisation of all knowledge transfer activity	£116,605	31/08/23
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	£116,605	

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	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.	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 with Methods Assurance.	Regular project meetings.	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 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

