



Department
for Environment
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

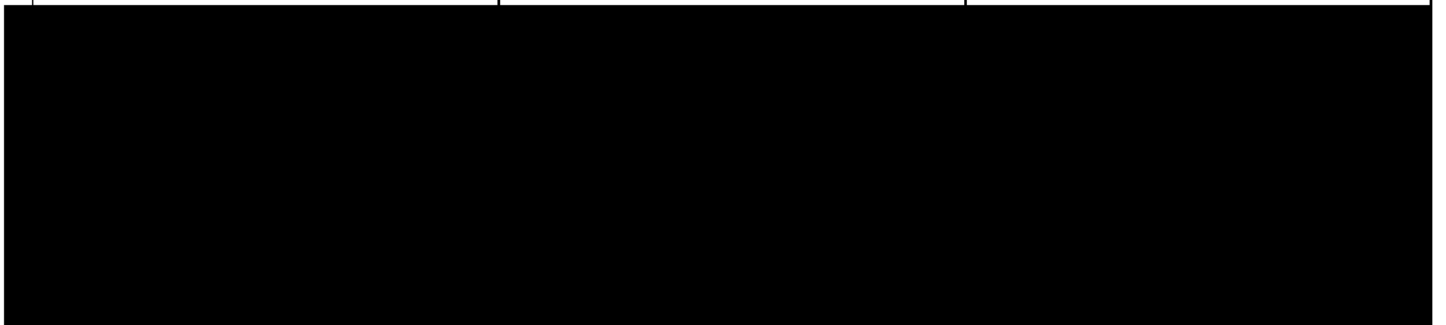
[REDACTED] Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access consultancy services including a DPEL reference number.

Engagement details		
DPEL Reference Number	DPEL_61541_120	
Local Client Reference	N/A	
Extension?	N	
Business Area	Northern Ireland Directorate	
Programme / Project	Northern Ireland Directorate	
Senior Responsible Officer	[REDACTED]	
Supplier	Methods Business & Digital Technology	
Title	NID Programme & Project Delivery Service	
Short description	To overcome NI & WF delivery challenges, project and programme management and advisory support services are required, including priority projects for Sanitary and Phytosanitary (SPS) and Labelling and Transitional Support.	
Engagement start / end date	Proposed start date 29/05/2024	Proposed end date 30/06/2025
If an extension		
Expected costs 23/24	£ -	
Expected costs 24/25	£554,169	
Expected costs 25/26	£ -	
Base location	Defra, 2 Marsham St. London.	
Version #	V1	
Version Date	29/05/2024	



By signing and returning this cover note, the Northern Ireland Directorate 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 (Lot 3 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial



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 Northern Ireland (NI) Directorate was formed in January 2021 to lead on Defra's implementation of the Northern Ireland Protocol. The NI Directorate consolidates Defra's policy, strategy, and delivery requirements across the Protocol into a single team. The NI Directorate is seeking consultancy services to underpin the delivery of its three priority outcomes as follows:

Priority Outcome 1:

Prosperity: Support the levelling up of Northern Ireland's economy with the rest of the UK.

Priority Outcome 2:

Society: Support greater inclusion, tolerance, and openness in Northern Ireland.

Priority Outcome 3:

Safety: Contribute to a safer Northern Ireland, where terrorist and paramilitary groups are less able to cause harm to communities.

Due to the significant complexity of the programme, emphasis is required on effective project and programme management and related advisory and support services, to overcome delivery constraints. Programme planning has identified a priority need for consultancy support to deliver a package PPM support and knowledge transfer services (proportionate to individual needs) in the following projects:

- Sanitary and Phytosanitary (SPS)
- Labelling and Transitional Support
- Wider Programme Management Services including PMO

Planned knowledge transfer in the application of effective project and programme management, utilising best-practice recognised Defra tools, will be critical to the sustainability of the project and programme management delivery and advisory services provided.

2. Statement of services

Objectives and outcomes to be achieved

In support of the NI Directorate priority outcomes set out above, the outcomes to be achieved through a consistent and effective project and programme delivery and advisory service are:

1. **Reduced project and programme delivery risk** – through the effective deployment of best practice project and programme management, planning and other PMO controls.
2. **Increased project and programme delivery sustainability and internal capability** – through planning and execution of knowledge and capability transfer in PPM delivery, PMO controls and its application through Project Portal.

Scope

The PPM services provided through this agreement will seek to deliver the following objective:

- Culture, practice, and capability change to introduce greater PPM capability and consistency into the Northern Ireland Directorate and its delivery, through:
 - o Mobilisation of cross-cutting packages of consistent PPM support, aligned to NI and WF project priorities and proportionate to their needs.



- Greater PPM delivery self-sufficiency within the internal programme team as a result of planned and coordinated knowledge transfer.

Assumptions and dependencies

- Accountability and management of delivery projects remains with delivery partners.
- Required capacity and capability can be committed by stakeholders and delivery partners to engage with the PPM service as required.
- Where required (i.e. capacity does not exist internally) Defra can recruit the required resources to enable the knowledge transfer, transition and then exit of this support.
- All PPM service delivery will be aligned with central portfolio directorate standards and approaches where defined and appropriate.

Risk management

- i. The longer-term sustainability of PPM delivery is a recognised risk of seeking external delivery services. Knowledge and capability transfer across the PPM service scope can only be planned and delivered effectively if Defra internal resources are identified proactively and engage in a meaningful and timely manner.
- ii. Managing in a complex environment including change of direction due to political and stakeholder opinion and decisions – mitigation is understanding and experience of central govt, defra and stakeholders with skills needed to adapt and deliver
- iii. Methods service may be altered or amended based on ii. Mitigation - expectations of outcomes will adjusted through agreement as required.
- iv. Service engaging effectively with the programme and its stakeholders and making an impact – mitigation is understanding and experience of central govt, defra and stakeholders with skills needed to adapt and deliver

3. Deliverables

Project Delivery

Deliverable	Date	Success Criteria	Linked outcome
Project Management Service		b. Further developed within the linked service Delivery Document (SDD). or the SPS and Labelling and Transitional support projects: <ul style="list-style-type: none"> - Project plans are maintained effectively - Risk and Issues managed in a timely and effective manner roject governance remains proportionate and effective	#1 - Reduced project and programme delivery risk
Programme Management Service	Reviewed at points in service delivery period:	Nb. Further developed within the linked SDD.	#1 - Reduced project and programme delivery risk



Department
for Environment
Food & Rural Affairs

		<p>Programme management services into the programme in line with industry best practice. Demonstration of improvements and growing maturity for effective planning of:</p> <ul style="list-style-type: none"> - Programme controls and governance - Programme benefits - Programme financial management - Programme RAID - risk and issue management, assumptions and dependencies e.g. legal, commercial, cultural. - Programme stakeholder engagement and management - Programme resourcing - Project and programme planning - Business Analysis - Financial controls - Business case drafting & review 	
Programme Management Advisory		<p>Nb. Further developed within the linked SDD.</p> <p>Support and advice from a PPM perspective to:</p> <ul style="list-style-type: none"> - Navigate complex stakeholder landscape and programme history to address complex delivery challenges. - Identify areas of deficiency in programme and project delivery, making recommendations accordingly to remediate issues. - 	<p>#1 - Reduced project and programme delivery risk</p> <p>#2 - Increased project and programme delivery sustainability and internal capability</p>

Internal Capability Development Outcomes

Deliverable	Date	Success Criteria	Linked outcome
Project Portal and PPM Knowledge Transfer		<p>Nb. Further developed within the linked SDD.</p> <p>Clear and concise KT planning across all PPM services</p> <p>Evidence of knowledge sharing, upskilling civil servant PPM professionals in the programme</p> <p>Structured and tailored KT activity relevant to needs</p>	#2 - Increased project and programme delivery sustainability and internal capability



		Repository of evidence of knowledge transfer Successful execution of knowledge transfer plans Evidence of growing capability systematically and proportionately in line with programme needs.	
--	--	---	--

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

No members of the current team will be directly allocated to support delivery. Candidates for knowledge transfer will be identified on an ongoing basis as appropriate.

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 £554,169, 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
<p>[REDACTED]</p> <p>All relevant (to this DPEL (and linked SDD)) project and programme documentation is up to date and fit for purpose PPM knowledge transfer needs known, actively planned, and managed.</p>	[REDACTED]	[REDACTED]
<p>[REDACTED]</p> <p>All relevant (to this DPEL (and linked SDD)) project and programme documentation is up to date and fit for purpose PPM knowledge transfer needs known, actively planned, and managed.</p> <p>Programme management advice and guidance services can evidence identification of priority development needs and associated delivery against them.</p>		
<p>[REDACTED]</p> <p>All relevant (to this DPEL (and linked SDD)) project and programme documentation is up to date and fit for purpose. PPM knowledge transfer needs delivered upon.</p>		
<p>[REDACTED]</p> <p>All relevant (to this DPEL (and linked SDD)) SPS project and programme documentation is up to date and fit for purpose PPM knowledge transfer needs delivered upon.</p>		
Expenses		
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.	-	£ -
Grand total		£554,169

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	All project artefacts are up to date for in scope projects, specifically including RAID logs, project plans and board reporting.	Monthly	Delivery team	Routine reporting	100% up to date and accurate

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 and programme documentation and data held in Project Portal.

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:



Department
for Environment
Food & Rural Affairs

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none">DPEL agreedDPEL signed: Supplier, Dept and DgCPurchase Order number	<ul style="list-style-type: none">Work can startSupplier can invoice for work