



## Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at [DqCConsultancy@defra.gov.uk](mailto:DqCConsultancy@defra.gov.uk)

Engagement details					
Engagement ref #	DPEI_61541_028				
Extension?	N	DPEL Ref.			
Business Area	Portfolio Directorate				
Programme / Project	Project Delivery Profession & Business Change				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods Business and Digital Technology				
Title	Strategic work planning and Centre of Expertise design				
Short description	Work to enhance and accelerate the development of robust project delivery and business change workplan alongside the design of a core component to provide enhanced people and organisational capacity through Centre of Expertise.				
Engagement start / end date	Proposed start date 08/06/2022	Proposed end date 19/08/2022			
Funding source (CDEL/RDEL)	RDEL				
Consultancy Spend approval reference					
Expected costs 21/22	£76,515				
Expected costs 22/23					
Expected costs 23/24					
Dept. PO reference					
Lot #	Lot 3				
Version #	1.0				



## Approval of Project Engagement Letter

By signing and returning this cover note, Project Delivery Profession and Business Change 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 1 / 2 / 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
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: [REDACTED]

Business Area contact: [REDACTED]

## 1. Background

Defra's Transformation Programme is of a scale and urgency unprecedented for the Department and there remain significant gaps in our capacity, capability, and tools to manage the change, achieve our intended programme outcomes and realise benefits for our customers, our stakeholders, and the environment.

Our Project Delivery Partner was appointed to help us shift our resource model from an over-reliance on contingent labour and external consultancy, to focus on building capability and capacity through a knowledge transfer-led model.

Our Project Delivery Partner undertook a discovery exercise in Q4 21/22 which identified the need for a Portfolio Directorate strategy, delivery model and architecture to shape the future development of people and organisational capabilities required to grow and mature a successful delivery environment.

This perspective was reinforced by the IPA review as well as intelligence gained from the various programmes and directorates that the Project Delivery Partner currently supports.

A recommended action from the discovery was the creation of the VMOST (Vision, Mission, Objectives, Strategies and Tactics) methodology to develop a shared, inspirational vision and actionable strategy. This is being taken forward internally within the Portfolio Directorate from a top-down perspective to set the direction through the vision, missions and objectives.

The bottom-up tactics and strategies together form the workplan of activities which will drive forward the development of the necessary capabilities to achieve the missions.

It is important that the Project Profession and business change team apply PPM professional standards to identify and manage their workplan to be able to demonstrate the value of structured approaches and encourage wider adoption. Failure to embed a structured approach will result in a lack of visibility over the role and success of the team and undermine the development of an effective delivery environment across Defra group.

However, there is limited capacity within Defra to create these at the necessary pace to be able to agree, baseline and progress this along-side business as usual immediate support to delivery programmes. The Project Delivery Partner can provide a service to fill the capacity gap, but also brings additional skills and experience to help develop, implement, and embed our strategy. By providing an independent view they can better support the facilitation of prioritisation while working in collaboration to ensure knowledge is transitioned to our permanent team so that the work is sustained.

## 2. Statement of services

### Objectives and outcomes to be achieved

The aim of this investment in Project Delivery Partner support is to enhance and accelerate the development of robust project delivery and business change foundations to enable a sustained successful delivery environment in Defra.

The expected outcomes of the work package are:

- Prioritisation of work activity for the project delivery profession and business change team
- Ownership of each activity by a member of the team
- Traceability of all the work of the team back to strategic objectives
- A unified team understanding of the purpose and shape of a Centre of Expertise
- Buy-in from the Portfolio Directorate SLT as to the ongoing value of the workplan and Centre of Expertise

The objectives of the work packages are to:

- Map Objectives, Strategies and Tactics for the project delivery profession and business change team in support of the Portfolio Directorate's Vision and Missions
- Document an agreed, prioritised set of activity for each team lead in a consistent format
- Agree a mechanism for tracking progress and maintaining a 'line of sight'
- Design and agree the components of a Centre of Expertise
- Engage the wider Portfolio Directorate in validating the team VMOST and the Centre of Expertise design
- Provide recommendations for further development

## Scope

The primary focus of the work package will be the Project Delivery and Business Change team.

Work will be undertaken in close collaboration the team leads and include the following types of activity:

- Participation in / facilitation of client workshops in person and remotely
- Design of prioritisation models and use with groups of stakeholders
- Development and facilitation of working groups where required
- Engagement with programmes and directorates on requirements and applying delivery and business change capabilities.
- Review and analysis of existing Defra frameworks and models alongside benchmarked best practice to develop Centre of Expertise components
- Knowledge transfer to the team on VMOST, Centre of Expertise and techniques/tools
- Engagement with the wider portfolio team with regards to overlapping / duplicate activity
- Review and advice on the emerging Directorate strategy and VMOST, where required.

## Assumptions and dependencies

- 1) The delivery team will have access to Portfolio Project Delivery and Business Change team colleagues as appropriate to inform work planning and Centre of Expertise design
- 2) The delivery team will have access to all relevant client documentation, including work in progress e.g. the VMOST model development
- 3) The delivery team will have access to all relevant tools and systems used by the client team
- 4) Time to review and develop the workplan will be included in the team away day on 30 June / 1 July
- 5) Existing Defra software will be utilised to track work plan activities

## Risk management

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

- 1) Risk to the service provided by Methods to the Project Delivery and Business Change team. These risks shall be recorded and mitigated by Methods staff and communicated to the Defra Point of Contact either through the regular governance structure or on an ad-hoc basis should a critical risk be raised
- 2) Risk to the objectives which the Methods team will be developing the workplans against. This level of risk will be recorded in line with the contract outputs with proposed mitigating actions discussed and agreed with the project SMEs or other stakeholders as may be appropriate

## Deliverables

There are two core deliverables in the work package:

- A clear, structured, owned and traceable set of prioritised activity, comprising:
  - a) set of priorities for each team lead; and
  - b) an integrated workplan view; with both covering:
    - A logic map linking activities to objectives
    - Dependencies identified and mapped
    - Consistent information captured against activities
    - Existing progress against activity
    - Agreed process and tools for ongoing management and tracking
- A Centre of Expertise design model, including:
  - The role, purpose and definition of a Centre of Expertise
  - An exposition of different models to support the design
  - A high level 'as is' and 'to be' of proposed design, with identified gaps
  - A clear and communicable diagram showing core components of the design
  - A documented introduction to each of the components
  - Identification of alignment to existing activity
  - Considerations for development and implementation
  - Feedback from programmes on access and applicability

If the design model achieves buy-in with the wider Portfolio Directorate, a development plan for creating/enhancing, establishing and maturing the Centre of Expertise components in line with the workplan will be produced. If insufficient buy-in can be evidenced, a plan of next steps, including alternative options will be provided.

In addition, two documents will be created to ensure that the Project Delivery Partner is held to account for delivery:

- A service definition document will be created to outline the purpose, plan, governance and product descriptions of the work package. This will also serve as a project brief for the client team and other stakeholders
- A service completion document, which will summarise the core deliverables, document knowledge transfer and provide overall recommendations.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project Stage A</b>			
Service definition document	Agreed as sufficient to guide service by SPOC	01/06/22	Delivery manager
Agreed prioritised activities	Signed off by each team lead	15/07/22	Workplan developer
Single workplan view	Signed off by SPOC	22/07/22	Workplan developer
<b>Project Stage B</b> (additional stages can be added)			
Centre of Expertise design document	Reviewed and commented on by each team lead. Signed off by SPOC	05/08/22	Service designer
Centre of Expertise development document / next steps	Signed off by SPOC.	12/08/22	Service designer



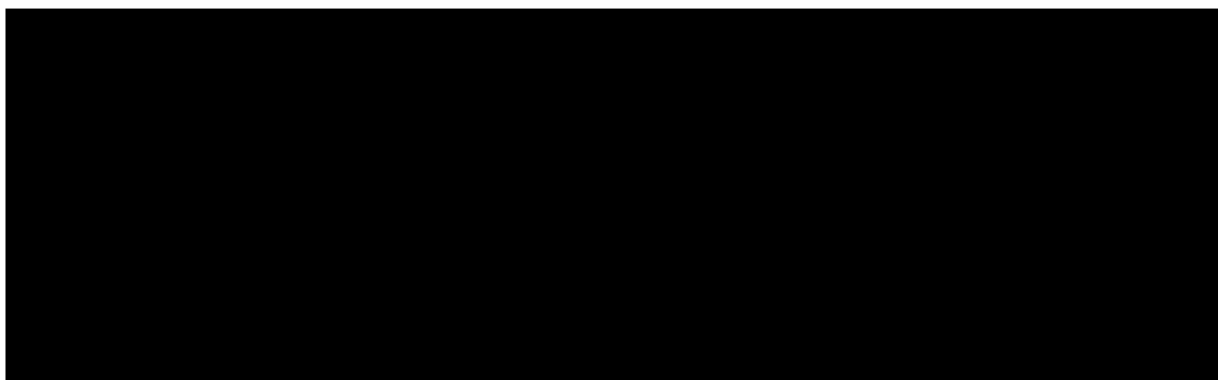
Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Service completion document	Signed off by SPOC following service close meeting	12/08/22	Delivery manager
<b>Internal Capability Development Outcomes</b>			
Knowledge transfer plans and log	Engagement and sign-off by recipients	12/08/22	Delivery manager
<b>Social Value Outcomes</b>			

### 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 approval by DgC.

### 3. Delivery team



<b>Total resource</b> $\frac{\text{Total days}^*}{\text{Engagement Length}^{**}}$ <p>*Total days worked across all resources **Total working days in engagement</p>	$95/53 = 1.8$
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### Business Area's team

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#### 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 £76,515, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
<b>A</b>		<b>DD/MM/YY</b>
Completed work plan	£ 48,700	20/07/22
<b>B (additional stages can be added)</b>		
Centre of Expertise design	£ 27,815	17/08/22
<b>Expenses</b>		
Not required (if travel is required outside of London, additional cover will be sought up to a maximum of 5% of overall budget)	£	
<b>Grand total</b>	<b>£76,515</b>	

#### *Business Area considerations:*

- Are the costs and fees appropriate (costs linked to deliverables, rates and drive value for money)?

#### 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:

- Deliverable progress, via a weekly checkpoint review



## Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target

## Feedback and satisfaction

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.

## 6. Exit management

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

Deliverables as set out in detail above with detailed knowledge transfer embedded and evidenced together with exit report on the engagement and recommendations for the future development of the Centre of Expertise.

## 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:
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"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</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>

