



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_050		
Extension?	N	DPEL Ref.	N/A
Business Area	Environment Agency, Major Projects & Programme Delivery		
Programme / Project	Project and Programme Delivery Futures Programme		
Senior Responsible Officer			
Supplier	Methods		
Title	Lessons learned from our recently completed major infrastructure projects		
Short description	<p>We are acting at pace to stand up the 'Project and Programme Delivery Futures Programme' to enable a step-change in how we deliver our major infrastructure investments, in the context of the climate and nature emergencies, and to stimulate local and national growth.</p> <p>We have concluded our discovery phase under DPEL_61541_029 to analyse challenges and opportunities, and the following four distinct projects have been prioritised to align strategic direction, drive sustainability, reduce duplication and provide visibility:</p> <ol style="list-style-type: none"> 1) Lessons learned from our recently completed major infrastructure projects 2) Data driven major infrastructure projects: real-time lessons learned 3) Bespoke and Emerging Projects Governance 4) Project Data Analytics Strategy <p>This DPEL is for Project 1 only: Lessons learned from our recently completed major infrastructure projects</p>		
Engagement start / end date	14/11/2022	31/03/2023	
Funding source (CDEL/RDEL)	RDEL		
Consultancy Spend approval reference	F/2223/0633		
Expected costs 22/23	£99,357.00		
Expected costs 23/24			



Expected costs 24/25	
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)
Lot #	Lot 3
Version #	V1.0

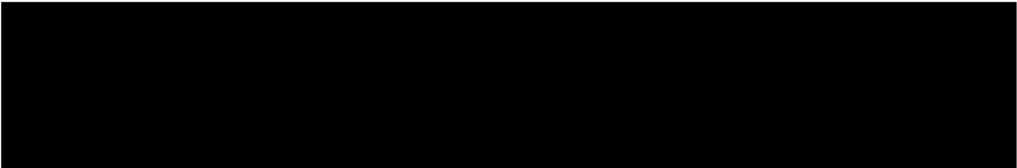
Approval of Project Engagement Letter

By signing and returning this cover note, the Bespoke and Emerging Projects Team (within the Environment Agency) 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 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.



Signatures		
Supplier	Business Area	Defra Group Commercial
<div></div>		
	T 14-11-2022 15:42 GMT	T 14-11-2022 15:45
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

GMT





1. Background

Delivery of our major projects and programmes are of a scale and urgency unprecedented. There are significant gaps in our capacity, capability, and tools to pilot, develop, and implement emerging practices and innovation in the project delivery space designed to tackle the nature and climate emergencies. As the Bespoke & Emerging Projects team (BEP) within Major Projects & Programme Delivery, it is our responsibility to address these gaps.

We partnered with Methods to conduct a discovery exercise under DPEL_61541_029 to identify key challenges to project & programme delivery within the Environment Agency. The output from this exercise identified four emerging themes highlighting the greatest challenges and areas of opportunity for BEP and the wider Environment Agency community.

These themes included:

1. Vision & strategic alignment
2. Governance
3. Technology & tools
4. Change management

The discovery report for this piece of work can be found here: [OFFICIAL-SENSITIVE Discovery Report](#)

Looking strategically, pragmatically, and tactically at what can be delivered to address existing challenges and explore opportunities; the following distinct projects were prioritised as foundations to early success in the context of the climate and nature emergencies, and the drive to stimulate growth:

1. Lessons learned from our recently completed major infrastructure projects
2. Data driven major infrastructure projects: real-time lessons learned
3. Bespoke and Emerging Projects Governance
4. Project Data Analytics Strategy

Lessons learned: the case for change

We need to put our arms around major infrastructure investments to ensure that we continually learn lessons throughout the project delivery lifecycle, to maximise outcomes for the climate, nature and communities we serve. There is an urgent drive to stimulate growth, and we are uniquely placed as an organisation to contribute to this government priority by learning lessons through our major projects.

However, there are clear and different challenges between understanding how we have done things in the past, and how we can deliver a step change to data driven project delivery through real-time lessons learned analytics and capabilities:

- Learning lessons from recently completed projects can be achieved simply through a deskbased retrospective study, with limited 1:1 workshops drawing resource from our delivery teams.
- Our ability to understand and drive forward change within complex programmes of work that are in delivery however is much more challenging. It requires significant input from those who are already stretched in delivery roles, to redirect their time and priorities.



Recognising these differences therefore, we aim to deliver 2 distinct projects that are related, but free from the constraints of each other:

1. Lessons learned from our recently completed major infrastructure projects
2. Data driven major infrastructure projects: real-time lessons learned

Simply put, we do not want to compromise our ability to advance lessons learned for major infrastructure projects by failing to complete a desk-based study due to delivery team capacity constraints.

This DPEL seeks to deliver Project 1 above: Lessons learned from our recently completed major infrastructure projects.

A separate DPEL will be submitted for Project 2: Data driven major infrastructure projects: realtime lessons learned, so that we give ourselves the best chance to succeed at Project 1.

2. Statement of services

Objectives and outcomes to be achieved

Objectives:

- By 31/03/2022 complete a SWOT analysis of how we approached and delivered lessons learned for two recently completed major infrastructure programmes of work:
 - Hull and Humber Tidal Frontages
 - Boston Barrier
- By 31/03/2023 provide an analysis of corporate memory risk relating to these 2 infrastructure programmes
- By 31/03/2023 review and provide assessment of tooling, processes and reporting for lessons learned used across these 2 programmes of delivery
- By 31/03/2023 propose a lessons learned draft design structure (blueprint) which can be reused for future major infrastructure projects
- By 31/03/2023 deliver a comprehensive set of recommendations for the future delivery of Major Projects and lessons learned.

Outcomes:

- Existing MPPD programme delivery can benefit from a combined understanding of how we approached and delivered lessons learned from Boston Barrier and Hull & Humber Tidal Frontages programmes.
- Lessons learned data blueprint to be utilised on future projects

Scope

High level lessons learned discovery exercise to review the following large scale capital projects;

- 1) Boston Barrier
- 2) Hull & Humber Tidal Frontages

The engagement will focus on the following aspects;

Design - review closed projects to:

- An analysis of corporate memory risk for these 2 infrastructure programmes Review positive and negative lessons to feed into live and future projects



- Review the tooling, processes and reporting of lessons learned for these 2 programmes of delivery
- Propose a lessons learned design structure (blueprint) which can be reused for future major infrastructure projects.
- Deliver a comprehensive set of recommendations for the future delivery of Major Projects and lessons learnt.

We expect the project to include the following features:

- Service Delivery Document (SDD) to ensure alignment between expectations and deliverables.
- Interviews & Workshops – structured 1:1 and group activities to identify and capture lessons learned from Boston & Hull major programmes and corporate memory.
- Business Analysis service to assess and review As-is lessons learned processes, reporting, and tooling.
- Structured and robust knowledge and skills transfer from the Delivery Partner team to the internal programme staff to build capability for long term sustainability of the programme and its strategic objectives.

Assumptions and dependencies

- The Bespoke & Emerging Projects team will facilitate and enable access for the Delivery Partner team to Environment Agency colleagues as appropriate, they will inform and validate activities, and provide views on current priorities and pain points.
- Access to relevant IT and data systems (where necessary) to identify current 'as is' processes.
- We will work together to set up collaborative online spaces using MS Teams, Miro, Mural or similar to share relevant documentation.
- BEP will provide a comprehensive stakeholder map with details of key individuals who will contribute to lessons learned workshops and interviews.

Risk management

- Capacity in Environment Agency project delivery teams to support and engage with the Delivery Partner. The 152.5 days effort for the engagement is allocated a window, until 31/03/23. Active participation will be required to capture lessons learnt and prepare the report, the quality of the report and associated outcomes may be impacted by a lack of active engagement.
- Single Point of Failure within the Bespoke & Emerging Projects team – it is a small team with limited resources. We will agree internal protocols so that the Delivery Partner is not adversely affected by unplanned absences, as far as possible.
- Communication and Change management plans are sufficient to encourage engagement.
- Lack of view only access to relevant IT and data systems (where necessary), will impact mapping of current 'as is' processes and may inhibit the production of a proposed 'blueprint'.

Deliverables

This engagement will deliver three core deliverables, see table below for detail.



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Lessons learned report	Report detailing: <ul style="list-style-type: none"> □ Consolidated and categorised list of lessons learned from two major programmes (Boston Barrier and Hull & Humber Tidal Frontages). 	31/03/23	Delivery Manager
Future design recommendation	<ul style="list-style-type: none"> • As-is and potential to-be analysis on current lessons learned processes, reporting, and tooling. • Propose a new solution for future capture of lessons learned in a standard and consistent format that can feed into BEP project data analytics for predicating forward. • Impact assessment of not adopting lessons learned recommendations • Benefits of adopting lessons learned recommendations 	31/03/23	Engagement Lead / Delivery Manager
Knowledge Transfer			
Knowledge and skills transfer from the Delivery Partner team to internal EA staff to build long term capability	<ul style="list-style-type: none"> □ Work with BEP team (where possible/available) to proactively learn how to capture and consolidate lessons learned activities through to end reporting. 	31/03/23	Engagement Lead / Delivery Manager

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.



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Business Area's team

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 **£99,357.00** inclusive of expenses and excluding VAT.



☐ 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:

- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Reporting to be agreed with Programme Manager, all deliverables to be signed off by SRO

Feedback and satisfaction

Business Area and Supplier to agree regular reporting intervals for the duration of the engagement. These are listed in the Service Delivery Document (SDD)

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:

Describe what the supplier will produce upon existing the project engagement:
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 BEP.

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.



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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. [REDACTED] 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

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