



Department
for Environment
Food & Rural Affairs

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

Engagement details			
Engagement ref #	DPEL_61541_026		
Extension?	N	DPEL Ref.	Previous DPEL reference number
Business Area	DDTS		
Programme / Project	Legacy Application Programme (LAP) Phase 1		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods Business & Digital Technology		
Title	LAP Phase 1 Retrospective Review & Recommendations to Improve		
Short description	Retrospective review of Lap Phase 1 (including underlying work streams/structure), to prove a report, recommending the most effective delivery of scope for future phases.		
Engagement start / end date	Proposed start date 21/04/2022	Proposed end date: 17/06/2022 (incorporating 4 bank holidays)	
Funding source (CDEL/RDEL)	CDEL		
Consultancy Spend approval reference	Not required due to CDEL budget		
Expected costs 21/22	£0.00		
Expected costs 22/23	£68,841		
Expected costs 23/24	£0.00		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	3		
Version #	V1.0		



Department
for Environment
Food & Rural Affairs

Approval of Project Engagement Letter

By signing and returning this cover note, DDTS 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
21-04-2022 15:25 BST	22-04-2022 15:39 BST	22-04-2022 16:34 BST
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 signature line]

[Redacted signature line]

[Redacted signature line]

[Redacted signature line]



Department
for Environment
Food & Rural Affairs

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

Briefly justify why support is required:

Legacy Application Programme (LAP) Phase 1 activities, which focused on data centre exit (190 applications), have been challenging to deliver – with current plans to completion being significantly longer than anticipated. In future years we expect to combine evolution of the services that were part of the scope of Phase 1, with the addition of new activities that align to LAP criteria (reduction of technical debt, more secure services and setting a basis for future enhancements). To support effective delivery in the future we are seeking review on the programme (and underlying work streams/structure) such that we can target the most effective delivery of future scope.



2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

The objective of this work is to provide a high-level retrospective review and report on all aspects of Governance for LAP Phase 1, (with specific emphasis on work streams and structure), to identify areas for improvement and make recommendations for the effective delivery of future phases.

Areas for inclusion:

Programme Approach (proposed way of working) & Governance Review

- Review the programme design and delivery approach (all aspects, e.g., lifecycle, governance, RACI, RAID...)
- Review effectiveness of individual work package management

Risk Management Review

- Identification of any significant blockers to effective delivery, such that mitigations can be put into place

Communication Review

- Review of team structure and internal/external communication, highlighting obvious gaps

Technical Review

- Consideration of technical basis, and if this is blocking effective delivery

Retrospective Report & Recommendations for Mobilisation Report for LAP Phase 2

- Understanding of actions that can be taken to improve programme delivery
- Recommendations in all areas to improve the delivery of modernisation work
- Recommendations to improve programme delivery
- Support to the mobilisation of Phase 2, to help ensure findings/actions are interpreted and applied appropriately (inform)



Scope

Define the scope of the services (*SMART*):

Six-week review of 'Legacy Application Programme Phase 1, (all aspects, e.g., lifecycle, governance, RACI, RAID...) and provide a retrospective high level report including lessons learnt to inform the implementation of phase 2: (plus two weeks review):

Review of the programme delivery approach (including technical architectural direction and delivery)

- Document the reasoning behind the approach and methodology selected (waterfall / agile)
- Review the commercial approach and reasoning
- Review and document the benefits & challenges faced and if necessary, recommend alternative approaches to inform phase 2

Review Programme Governance

- Review the Governance put in place including roles, responsibilities, RACI charts and governance model.
- Review and document the benefits & challenges faced by this approach and if necessary, recommend alternative approaches to inform phase 2 - Assess the change control processes

Review Programme Plan, Dependency modelling & Critical Path

- Review the reasons for changes to time, cost, quality or scope to enable forward planning to benefit future phases
- Review how uncertainty (known unknowns, unknown unknowns) were managed & challenges faced and if necessary, recommend alternative approaches to inform phase two

Review Risk Management Processes (including technical risks)

- Review how risks, issues and assumptions were managed
- Review what tolerances were in place and what the escalation path was

Review Benefits Management Strategy & Plan

- Review how benefits were tracked and reported back to the business
- Review how benefits are measured in terms of both tangible and non-tangible benefits

Review Communications Strategy & Plan

- Review the comms strategy and plan



Department
for Environment
Food & Rural Affairs

- Gain feedback from all categories of stakeholders (via survey) & government audit results to review the approach and if necessary, recommend alternative approaches to inform phase 2
- Review the comms plan with regards to areas of uncertainty to review how this was managed and if necessary, recommend alternative approaches to inform phase 2

Review Change Management Strategy & Plan

- Review the change management strategy to ensure it is aligned with the outcomes of the overall programme and that it succinctly ties in with the benefit management strategy.
- Review the Change Management Plan to ensure it aligns with each projects outputs so all necessary changes are planned and associated benefits tracked.

Produce Retrospective Report (including lessons learnt)

Deliver a report explaining the activities undertaken, lessons documented and any recommendations of alternative approaches detailed to assure progress for Phase 2



Department
for Environment
Food & Rural Affairs

Assumptions and dependencies

Provide further description of the assumptions and dependencies:

The following assumptions and dependencies are required to ensure that deliverables set out in this DPEL are achievable for the supplier organisation:

1. Access to key stakeholders across the programme workstreams to attend workshops and share information
2. Access to relevant supplier personnel
3. Access to programme documentation for review
4. Support to schedule meetings and workshops
5. Need to access Defra SharePoint
6. Use of Methods IT with PA support for comms and engagement
7. Tool to collaborate and track requests/dependencies work. The preferred tool will be agreed between Defra and Supplier before or within the first week of engagement.

Risk management

Provide further details of any foreseen risks with this project and how they could be mitigated:

1. Access to key stakeholders/suppliers across the programme workstreams to attend workshops and share information – mitigated through comms and scheduling in advance of project kick-off
2. Reasonable access to programme documentation for review – mitigated through provision of relevant links prepared by and agreed with Defra LAP Programme Support team.

Deliverables

Describe what the supplier will produce:

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Workshop summary and interim findings document	Interim feedback on the output from the workshops and factfinding missions.	4 weeks	Principal Consultant Engagement

Project Stage B (additional stages can be added)



Department
for Environment
Food & Rural Affairs

A detailed report containing a retrospective review of Phase 1 activities	Deliver a high-level retrospective review on all aspects of Governance for LAP Phase 1, (with specific emphasis on work streams and structure)	6 weeks	Principal Consultant Engagement
Project Stage C (additional stages can be added)			
Recommendations in light of the retrospective review report for future phases	Identify areas for improvement and make recommendations for the effective delivery of future phases. Iterative delivery working with all stakeholders.	6 – 8 weeks	Principal Consultant Engagement

Limitations on scope and change control

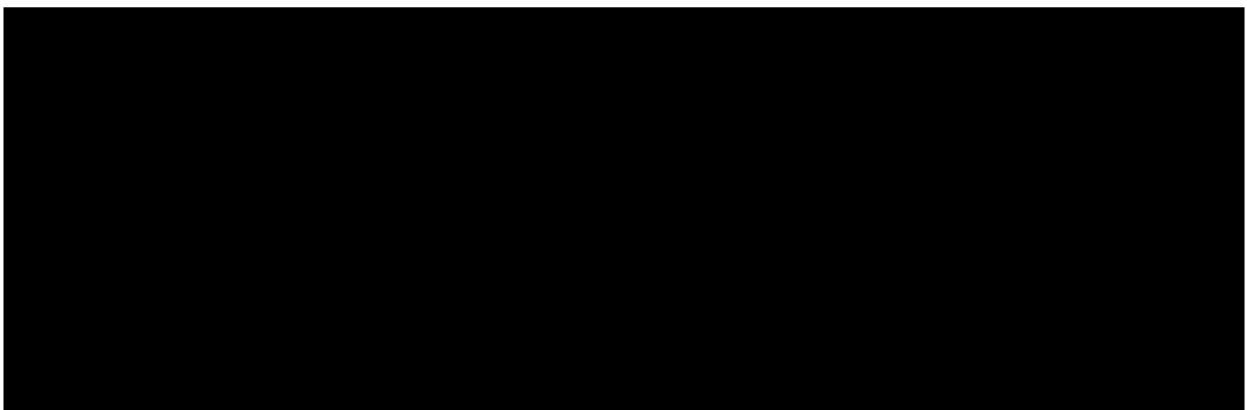
Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

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

Provide details of the agreed team members including their roles and responsibilities during the project.





Department
for Environment
Food & Rural Affairs



Total resource	81/40
<u>Total days*</u> Engagement Length**	= 2.0
<small>*Total days worked across all resources **Total working days in engagement</small>	

Business Area's team

Outline Business Area staff allocated to support delivery team in completing the engagement including names, roles, responsibilities and any dependencies / scope they will deliver.		
Name	Role	Responsibility
██████████	LAP Programme Lead	LAP Programme Delivery
██████████	LAP Programme Support	Support to Supplier for engagement activities
██████████	LAP Commercial Lead	Commercial engagement with Supplier

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 £68,841, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
Project Stage A Completion		DD/MM/YY
Completion of the workshops and interim findings	£31,291	17/05/22
Project Stages B & C Completion		
Completion and ratification of the retrospective and recommendation reports	£31,292	16/06/22
Expenses		
Expenses not to exceed 10% of overall cost	£ 6,258	16/06/22
Grand total	£ 68,841	



Department
for Environment
Food & Rural Affairs

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, defined permissible expenses to be charged. Consultants' expenses for travel etc. not to exceed 10% of overall cost.

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

Business Area to outline governance and report requirements.

Agile Retro management

Weekly planning sessions and scheduled stand-ups with the team (including Defra representation) to identify blockers and steer direction.

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



Department
for Environment
Food & Rural Affairs

- Reporting as set out in the Deliverables section above

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific project engagement.

There are no KPI's for this engagement.

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.

See Governance and reporting section above, planned iterative workshops with Defra personnel engaged throughout the process.

Non-disclosure agreements

The overarching MCF2 framework include NDAs. Insert any additional NDA requirements here.

There are no additional confidentiality requirements.

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: Completion and hand over of the retrospective review and recommendations report
--

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"> ▪ 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

OFFICIAL SENSITIVE - COMMERCIAL



Department
for Environment
Food & Rural Affairs

Page



Department
for Environment
Food & Rural Affairs

OFFICIAL SENSITIVE - COMMERCIAL

