

## Defra Group Management Consultancy Framework: Project Engagement Letter

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

Engagement details			
Engagement ref #	DPEL_61541_017		
Extension?	N	DPEL Ref.	N/A
Business Area	Biosecurity, Borders and Trade Programme		
Programme / Project	EU to GB Imports		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods Business and Digital Technology Ltd.		
Title	Imports Programme: Programme Planning and Risk Review Services.		
Short description	Consultancy is required to take the body of information available and translate it into an integrated plan which spans the whole of the Imports Delivery required for 1 July.		
Engagement start/end date	Proposed start date 18/01/2022	Proposed end date 01/03/2022	
Funding source	DgC Consultancy services		
Expected costs 21/22	£47,286		
Expected costs 22/23			
Expected costs 23/24			
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	0.1		

### Approval of Project Engagement Letter

By signing and returning this cover note, the Environment Strategy Team accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods to provide the services per 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
or and on behalf of Methods  Head of Change Delivery	For and on behalf of SPS Borders and Boundaries   Director of BBTP	Defra Group Commercial   Senior Category Officer for Professional Services (Consultancy)
17-01-2022   19:04 GMT	17/01/22	17 <sup>th</sup> January 2022
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:

Business Area Contact:

## 1. Background

As part of Defra's preparation for the reintroduction of border controls on 1 July 2022, the SPS Border and Boundaries programme needs to provide suitable assurance and delivery confidence to internal and external stakeholders on our preparedness. The Imports Programme is currently split into 3 DD lead delivery teams; Infrastructure, Plants and Animals. We are working to improve the joined up approach to ensure delivery for 1 July. Vacancies in the team mean that we do not currently have the experience, capacity or skills to draft an integrated Programme plan. This is a key project control documents are critical to achieve a safe delivery for 1 July. There is a great deal of expertise within the team but help is required to draw this together to clearly articulate the joint views on an integrated plan. This will strengthen a collaborative delivery approach for July and enable clear communication on these approaches with external stakeholders.

## 2. Statement of services

### Objectives and outcomes to be achieved

1. Draft an integrated Programme plan for 1 July Import Controls delivery which will;
  - Draw upon existing Project Plans, noting gaps and working with project teams to increase maturity of existing project level plans.
  - Be built in a way that can be built into the existing PPM tool – Project Online.
  - Collate the existing project level plans into an integrated programme plan.
  - Set out the critical path
  - Log key dependencies
  - Highlight where decisions are required and options. Set out a proposal for how to integrate outputs from the integrated plan into the existing reporting structure with the aim being an evidence base for delivery confidence.
2. Set out the work breakdown structure to support the plan and outline all the current projects within the Imports portfolio.

Programme Risk – Produce a set of key risks that are highlighted by the plan. Key risks to be highlighted by the critical path so this can be used to look at risks currently raised.

### Scope

This piece of work is focused on all aspects of Imports (Animals, Plants and Infrastructure). To achieve the outcomes in the time available, consultancy is required to take the body of information available and translate it into an integrated plan which spans the whole of the Imports Delivery required for 1 July.

The core activities are:

- Draft a work breakdown structure setting out each of the projects in the portfolio
- Ensure project level plans are in place to an agreed level of maturity to inform the integrated plan (will require planning workshops).
- Produce an integrated plan for Animals, Infrastructure and Plants using level 0,1 and 2 milestones.

- Produce a plan that can be built into ePMO, in consultation with the lead Portfolio Planner.
- Produce a set of key dependencies.
- Produce a set of key risks that are highlighted by the plan.
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- Deliver a report explaining the activities undertaken and recommendations for next steps. Success will be evaluated by gaining agreement and sign off by all parties that the integrated plan is representative of their delivery.

To deliver the activities set out above, consultancy support with proven experience in rapid engagement, dependency management and a senior level of delivery planning in government is required. The outputs will need to be defined, designed, assembled, and reported in a condensed timeframe and will require high quality project management, planning and stakeholder engagement skills.

A combination of capacity and capability related challenges preclude internal staff from delivering the intended outcomes, however it is expected that knowledge of recommendations and proposed adjustments to processes and tools is transferred as part of successful handover of engagement outputs.

Successful delivery of each of the outcomes will be evident through their approval by the directorate and ministers and knowledge transfer will be measured through the completion of a knowledge transfer record sign off by the individual(s) responsible for taking the work forward.

### 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 breadth in scope programme workstreams to assess information, understand planning maturity and gather concerns and priorities.
2. Access to programme subject matter expertise to provide expert input to the planning activities to enrich the outputs.
3. Programme support is available until the end of February 2022.

### Risk management

Failure to commence this delivery in a timely manner will place the defined objectives and outcomes at risk. Downstream impact will mean suitable assurance and delivery confidence to internal and external stakeholders of the programme on preparedness will not be in place.

This would greatly increase the risk of border issues which would adversely affect importers, exporters, our relationship with the EU and member countries and Defra's reputation.

### Deliverables



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project workstream A</b>			
Programme Plan	<p>Deliver a report explaining the activities undertaken and recommendations for next steps</p> <p>Success will be evaluated by gaining agreement and sign off by all parties that the integrated plan is representative of their delivery.</p>	01/03/2022	Senior Programme Planner
<b>Internal Capability Development Outcomes</b>			
Knowledge transfer record	<p>Successful knowledge transfer will be measured through the completion of a knowledge transfer record sign off by the individual(s) responsible for taking the work forward.</p>	01/03/2022	Senior Programme Planner

### 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

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

Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Workstream A – Senior Programme Planner	Managing Consultant	████	█	████
Workstreams A – Programme Planning Support	Consultant	████	█	████



Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Workstreams B - Programme Assurance	Director	■■■■	■	■■■■

<b>Total resource</b> <u>Total days*</u> <b>Engagement Length**</b>  *Total days worked across all resources **Total working days in engagement	<b>2.1</b>
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#### 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.

#### 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 £[ 47,286], inclusive of expenses and excluding VAT.

Provide costs for any particular stages of the engagement.

Workstream	Cost	Due (link to milestone dates)
<b>A – Programme Planning</b>		<b>DD/MM/YY</b>
<ul style="list-style-type: none"> <li>Deliver a report explaining the activities undertaken and recommendations for next steps</li> <li>Success will be evaluated by gaining agreement and sign off by all parties that the integrated plan is representative of their delivery.</li> </ul>	■■■■	01/03/22

Workstream	Cost	Due (link to milestone dates)
<b>B – Programme Assurance</b>		
• QA and advisory support	██████	01/03/22
<b>Expenses</b>	n/a	
<b>Grand total</b>	£47,286	

*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

Business Area to outline governance and report requirements.

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.
- [Other Business Area reporting requirements to be agreed]

### 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
None required						

### 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 monthly 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 improve the efficiency and effectiveness of the SPS Border and Boundaries programme.

#### **The supplier will provide:**

- All documents, reports, excel files, presentations
- Delete any commercially sensitive information held that is related to the Trust
- 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:
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>

