



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_124 | |
| Local Client Reference | N/A | |
| Extension? | N | |
| Business Area | Defra Portfolio Directorate | |
| Programme / Project | Enabling Programmes | |
| Senior Responsible Officer | [REDACTED] | |
| Supplier | Methods Business & Digital Technology | |
| Title | Enabling Programmes – Programme Maturity. | |
| Short description | Specialist project and Programme Management and advisory support service required for the Defra 'Enabling Programme's initiative, covering Programmes under Geospatial (Land), Customer and Grants | |
| Engagement start / end date | Proposed start date 15/07/2024 | Proposed end date 30/09/2024 |
| If an extension | | |
| Expected costs 23/24 | £ - | |
| Expected costs 24/25 | £99,805 | |
| Expected costs 25/26 | £ - | |
| Base location | Remote | |
| Version # | V1 | |
| Version Date | 02/07/2024 | |



By signing and returning this cover note, Defra 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 |
| By: <div></div> <i>Signature</i> | By: <div></div> <i>Signature</i> | By: <div></div> <i>Signature</i> |
| <div></div> | <div></div> | <div></div> |
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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.



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1. Background

Enabling Programmes

Enabling Programmes bring to life the twin challenge of transformation initiatives, that are designed to help resolve longer term strategic challenges **and** deliver, where possible, some tangible outcomes quickly. They help to change our organisation for the future **and** find opportunities to take smaller, beneficial steps on the way. They offer an opportunity for Defra Group to work collectively to identify opportunities and collaboratively deliver improvements to realise shared benefits across the Group.

For Geospatial (Land) and Customer Enabling Programmes we are developing high-level propositions for a Land Model and a set of targeted Customer Service Improvements respectively. The proposals are seeking to kick off discoveries and pathfinder projects that will, if successful, evolve into larger transformation programmes as part of the SR24 process.

The Grants Enabling Programme is exploring its delivery strategy in partnership with DDTs, Farming and Countryside Programme and ALB, once agreed it will pivot its attention to identifying appropriate opportunities to explore and progress.

Enabling Programmes will enable key parts of the Future Defra operating model. Business led, they focus on outcomes, delivered by multi-disciplinary teams across Defra Group.

Delivery at pace is a requirement, **preferably under an Agile delivery methodology**, to expedite decision making and to drive the correct desired outcomes in the most efficient way.

The consultancy services will underpin the delivery of these objectives.

Due to the significant complexity of the Programmes and increasing need to deliver, we require specialist PPM and advisory capability to support services to underpin our internal teams. Specifically, we require specialism in the context of:

- PPM Critical Friend Analysis
- Knowledge transferring and building capability in our teams.
- Complex programme scoping and planning with specialist knowledge
- Navigating complex governance structures and stakeholder landscapes.
- Business Case development
- Benefits- as is cost review and benefits mapping and baselining

These specialist support services are required across the following Programmes, initially encompassing all 3 Programmes, but potentially separating out as individual service lines :

- Geospatial (Land) -Land Data model
- Customer – Future Delivery Ease
- Grants – Operating Model Efficiency

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.



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2. Statement of services

Objectives and outcomes to be achieved

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

Enabling the efficient undertaking of the discovery phase for the 3 Programmes through:

1. **Resourcing** : Procurement of key resources and team structure to support Enabling Programmes
2. **Capability** : Greater in-sight and best practice, team structure and capability to efficiently mobilise the programme delivery team through critical friend advice, guided process and knowledge transfer during the discovery phase.
3. **Mobilisation** : Culture, practice, and Change Management to introduce greater PPM capability and consistency into the Enabling Programmes initiatives and their delivery. Achieved through the embedding of PPM support, aligned to Defra project priorities and proportionate to their needs, to enable Mobilisation of the required services.
4. **Self Sufficiency** : Greater PPM delivery self-sufficiency within the internal programme teams as a result of planned and coordinated knowledge transfer.
5. **Discovery Phase** : Completion of the Discovery Phase for the Geospatial Programme.

Note: Customers and Grants discovery phases will follow as a further DPEL

In support of these objectives, 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 oversight.
2. **Increased project and programme delivery sustainability and internal capability** – through planning and execution of knowledge and capability transfer in PPM delivery and its application.

Scope

The scope of services required against the three projects for the discovery phase set out above, are as follows: :

Service Overview

- Programme Leadership, Management & Support - The project delivery environment is effective and sustainable within the resourcing assigned, the environment is planned and there is an understanding of challenges and complexities
- Cross-Programme plans are in place, driving critical path delivery. Dependencies are clear and understood, owned and driving planning and delivery decision-making
- The SRO and Board have increased understanding, confidence and are able to focus on strategic level issues.
- Governance has been developed into a pragmatic & effective process enabling delivery decisions in a timely fashion to support Programme outcomes.
- Business Case planning and delivery from a Programme perspective is better understood, built into planning and reflective of governance requirements.
- Greater PPM delivery and self-sufficiency within the internal Programme as a result of planned and coordinated knowledge transfer.

Due to the significant complexity of the Programmes, we require specialist PPM and advisory services with direct experience of challenges faced by Defra.



Assumptions and dependencies

- Accountability and management of delivery projects remains with Defra.
- Required capacity and capability can be committed by stakeholders and delivery partners to engage with the PPM service as required.
- To support delivery of effective knowledge transfer, transition and then exit of this support, Defra will have the required resources in place.
- All PPM service delivery will be aligned with central Defra portfolio directorate standards and approaches where defined and appropriate.

Risk management

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. The intention of the work package is to ensure delivery of priority projects during a critical time of delivery. Defra resources will be identified to enable effective knowledge transfer and handover.

3. Deliverables

Project Delivery

| Deliverable | Date | Success Criteria | Linked outcome |
|--|---------|---|---|
| SDD Service Definition Document | 31.7.24 | <p>As an extension to the DPEL, provides a detailed definition of the service to be provided including :</p> <ul style="list-style-type: none"> • Agreed Team structures/Roles • Governance • Propose Delivery methodology • HL Plans / Timeline • Key Milestones <p>** Note, originally agreed, this document may change during delivery, as teams adapt, governance is tailored</p> | NA |
| Programme Management Service and Capability | 30.9.24 | <p>PPM services into the Enabling Programmes initiative in line with industry best practice and Defra portfolio directorate standards .</p> <p>Demonstration of effective planning and execution for:</p> <ul style="list-style-type: none"> - Programme controls and governance (includes secretariat) - Programme benefits (support programme in understanding and articulating the as is and defining expected benefits) - Programme financial management (forecasting) | #2 Increased project and programme delivery sustainability and internal capability – through planning and execution of knowledge and capability transfer in PPM delivery and its application for defining and executing programme delivery and best practice. |

| | | | |
|---|--|---|---|
| | | <ul style="list-style-type: none"> - Programme risk, issue and dependency management e.g. legal, commercial, cultural. - Programme stakeholder engagement and management (including planning) - Programme resourcing | |
| Programme Management Advisory & Support | Reviewed at points in service delivery period: | <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. - Act as a critical friend to key Stakeholders - Aid overall management of the programme during the discovery phase for Geospatial. - Interface with key senior stakeholders at exec levels to ensure expectation and in-sight are maintained | #2. Increased project and programme delivery sustainability and internal capability – through planning and execution of knowledge and capability transfer in PPM delivery and its application for stakeholder engagement and discovery phase development. |
| Enabling Programmes Business case Development | 30.9.24 | <p>PPM Services to enable the production of the Business Cases that underpin the 3 EP Programmes, through advisory support on content, guidance on process and holding the pen for the production of the business cases, covering:</p> <ul style="list-style-type: none"> - Geospatial - Customers - Grants | #1 Reduced project and programme delivery risk – through the effective deployment of best practice project and programme management, planning and oversight, and business case production |
| Enabling Programmes Benefits development | 31.8.2024 | <p>Programme benefits -support programme in understanding and articulating the as is position and defining expected benefits across the three Programmes – including benefits maps and realization plans. To cover Geospatial, Customers and Grants Programmes</p> | #1 Reduced project and programme delivery risk – through the effective deployment of best practice project and programme management, planning and |



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| | | | |
|--|--|--|---------------------------------------|
| | | | oversight, and benefits definition |
|--|--|--|---------------------------------------|

Internal Capability Development Outcomes

| Deliverable | Date | Support on content | Linked outcome |
|------------------------|---------|--|--|
| PPM Knowledge Transfer | 30.9.24 | Knowledge transfer needs identified, monitored, and planned for throughout delivery period. Evidence of growing capability systematically and proportionately in line with programme needs and specifically related to associated tools and information. | #4 Self Sufficiency Greater PPM delivery self-sufficiency within the internal programme teams as a result of planned and coordinated knowledge transfer |

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 £99,805 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 |
|---|-------------------------------|----------------|
| SDD & Benefits Development completed | 31/08/2024 | £15,000 |
| Programme Management Service & Capability Business Case Development | 30/09/2024 30/09/2024 | £60,000 |
| Programme Management Advisory & Support | 30/09/2024 | £24,805 |
| Expenses | | |
| Note: Expenses to the base location as determined for each individual assignment should be included in the rates. Expenses up to 10% of the total DPEL value to other locations will be paid in line with the Client Departments Travel and Subsistence policy and must be approved in advance. | | |
| Grand total | | £99,805 |



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.
Plus, effective knowledge transfer to Defra staff including project handover briefs – written and oral.

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:

| Approval state | Definition | Permissions |
|----------------|---|--|
| Full approval | <ul style="list-style-type: none">▪ DPEL agreed▪ DPEL signed: Supplier, Dept and DgC▪ Purchase Order number | <ul style="list-style-type: none">▪ Work can start▪ Supplier can invoice for work |