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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 ██████████████

Engagement details			
Engagement ref #	DPEL_61541_113		
Extension?	No	**DPEL Ref.**	61541_113
Business Area	DDTS		
Programme / Project	DDTS Strategic Transformation Programme		
Senior Responsible Officer	██████████		
Supplier	Methods		
Title	DDTS Strategic Transformation Programme – Missions Delivery Mgt.		
Short description	Delivery Management of DDTS Missions		
Engagement start / end date	Proposed start date 4th March 2024		Proposed end date 5th April 2024
Funding source	RDEL		
Expected costs 23/24	£45,221		
Expected costs 24/25	£0		
Dept. PO reference	TBC		
Lot #	Lot 3		
Version #	V1		

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Approval of Project Engagement Letter

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.

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

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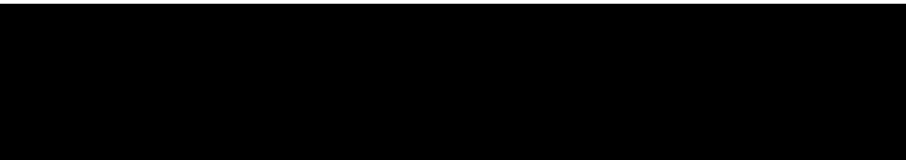
1. Background

High -quality data and strong digital services underpin the delivery of Defra group's ambitious outcomes. They require modern technology, people with data and digital skills and, above all, ways of working that encourage innovation across Defra group.

Our digital and data transformation strategy was signed in October 2023 to address these requirements. It reflects our collective ambition for people to interact with us with greater confidence and ease, whenever and wherever they engage with Defra group. We aim to help people access seamless, better, more integrated services.

Focus is now on implementation of the strategy. The strategy is structured into 6 'Missions' with circa 68 projects, programmes or initiatives. These Missions do not sit independently and have interconnected themes, interdependencies, risks and issues.   A core programme function exists to provide coordinated planning, governance, reporting and risk management across the 6 Missions.

Missions 1 -4 have a range of initiatives at different levels of maturity and progress, with some yet to be started. Each Mission requires project/delivery management to lead and coordinate activities to plan delivery of each Mission and ensure that they are aligned, and interdependencies understood to deliver on the 2025 Milestones and 2030 Ambitions. Mission 1 is most mature with a high-level roadmap/plan and now requires a delivery manager to drive delivery.

Missions 2 and 4 have initiatives or projects in progress, so the primary requirement is to understand how these link to 2030 Ambitions and support driving them in a strategic way.

Mission 3 is least mature as the new Chief Data Office function and resources are just being established.

Mission 5 has project management in place for most of it's initiatives, so further project management resource is not needed at this point, however there is a requirement for the project leads from Missions 1 – 4 to work with Mission 5 as appropriate to identify interdependencies, risks and issues.

Mission 6 is primarily focused on developing the new Defra and DDTS operating models and an other supplier is onboard to support this. There may be some requirement to interface with this work to understand risks, issues, interdependencies etc.

2. Statement of services

Scope

The scope of the engagement is to provide DDTS with a defined suite of PPM services. In order to achieve the outcomes set out, these services are to be provided between February 2024 and the end of March 2024.

This focuses on Missions delivery. Core Programme / Change mgt. or benefits (outside of planning/risk elements) are not included.

Outcomes to be achieved

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The statement of work has been structured into two work packages:

- Work Package 1 – Discovery
- Work Package 2 – Missions Delivery Support

Outcomes to be achieved

The P3M services provided through this agreement will seek to deliver the following outcomes for DDTS Missions 1 to 4:

Work Package 1: Discovery

- Targeted Delivery plan to build approach on increasing maturity across each Mission in line with DDTS Programme need but also enabling for each Mission in their own right.
- Pain points, quick wins and blockers identified, and mitigation routes established.
- A Focused & pragmatic approach adopted to prioritise key activities and demonstrate improved performance in the governance and reporting of each Mission.

Work Package 2 – Missions Delivery Support

- Each Missions' delivery environment begins to demonstrate effective and sustainable within the resourcing assigned. There is a understanding of challenges and complexities, Missions Lead/SRO has improved confidence in artefacts, information flows and reporting up to Core DDTS Programme and internal Missions' Governance arrangements.

- Key agreed artefacts are starting to drive delivery and establishing effective controls and reporting mechanisms.
    - Development of Mission plans to support delivery confidence of 2025 Milestones and 2030 Ambitions
    - RAIDD Management - Risk, Assumption, Issue and Dependency (RAID) Management informs governance and linkages to the DDTS Programme and other Missions.
    - Intervention routes to reduce threats to the Programme are identified and actioned, building consensus, understanding of complexity and ownership

Assumptions and dependencies

All PPM service delivery will be aligned with central Defra portfolio directorate standards and also DDTS expectations and approaches where defined and appropriate.

Further detail on assumptions and dependencies will be included in the Service Definition Document.

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Risk management

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

- Risk to the service provided by Methods to the Client. These risks shall be recorded and mitigated by Methods staff and communicated to the named Point of Contact either through the regular governance structure or on an ad-hoc basis should a critical risk be raised.

- Risk to the projects which the Methods team are supporting the Client to deliver will be managed through project level risk processes via the Project Manager. Mitigations will be jointly developed
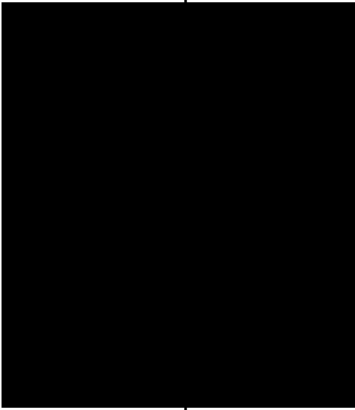
Deliverables

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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Work Package 1: Discovery			
Focused discovery / blueprint for understanding of current delivery	Proportionate workshops across Missions 2 to 4, to build an understanding of pain points, artefacts requirements, delivery concerns and gaps in delivery maturity. Targeted delivery plan of steps required to build maturity, quick wins and approach for building the required capability into Missions Delivery management. Review existing suite of Programme artefacts, providing clarity on gaps and deployment plans across the Programme and Missions as appropriate.	███████	███████
Work Package 2: Missions Delivery Support			
Delivery Management, key artefact generation, maintain accuracy and standards, driving Delivery	Key artefacts drafted, socalised and populated to support future embedding into Delivery Mgt. drumbeat of each Mission (1-4) • Development of Mission plans to support delivery confidence of 2025 Milestones and 2030 Ambitions are understood and baselined, monitoring of deliverables and building ownership across the Programme. • Monitoring of progress against plans supports the Missions Lead/SRO to account for planned activity • Individual Missions' RAID socialised and populated assumptions declared and identified. • Clarity of interdependencies across Missions are identified	███████	███████

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	and assumptions are linked to plans/risk. • Delivery linkage from the Missions to the DDTS Strategic Programme is built through agreed timely drumbeat of reporting and escalations, reduce inefficiencies and duplication of reporting, one version of the truth, driving better delivery decision making.		
Knowledge Transfer finalisation and Project Closure			
Knowledge Transfer Plan, Log.	Critical friend advice and support. Tests and makes recommendations on future maturity or wider initiatives. Evidence of knowledge sharing, upskilling in the Missions Structured and tailored KT activity relevant to needs Repository of evidence of knowledge transfer	███████	
Project Closure Report	This document provides the necessary detail to facilitate the successful closure of the project. It provides a breakdown and narrative for each of the required project deliverables, taken from the initial DPEL and SDD (as amended by change control letters for each phase of the Programme) and provides an opportunity to explain and agree any reasonable variance.	███████	

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	Where knowledge transfer to Defra staff has been undertaken, this will be described.		

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 and DEFRA representative.

3. Delivery team

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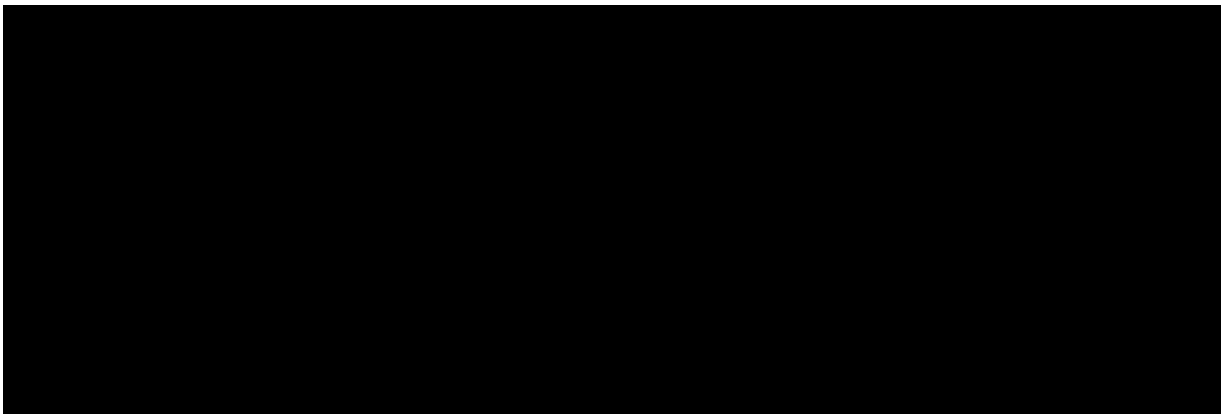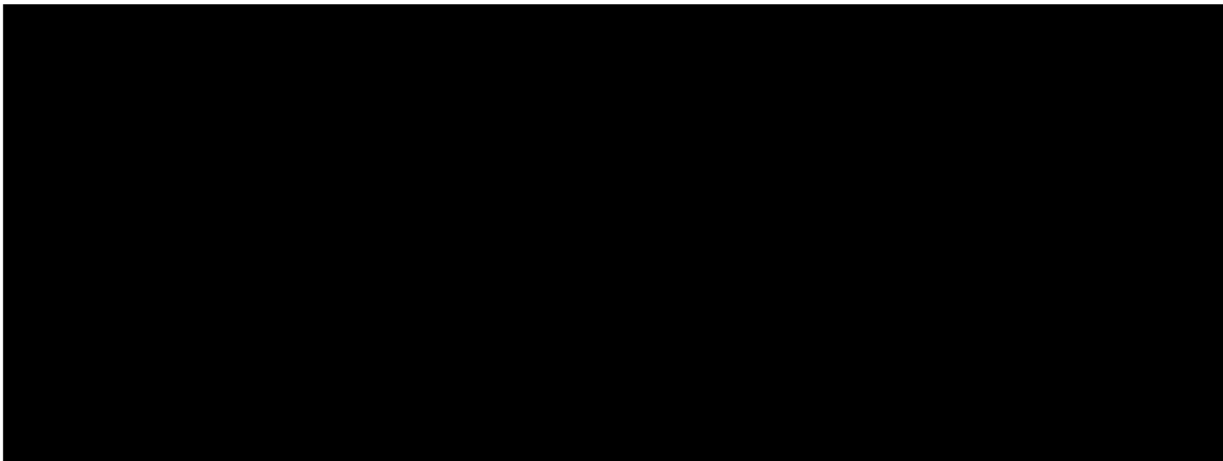
Total resource Total days* Engagement Length** *Total days worked across all resources **Total working days in engagement	█████████

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 capped at **£45,221** exclusive of expenses and excluding VAT.

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Stage		Cost		Due (link to milestone dates)
Work Package 1 - 2				**DD/MM/YY**
First set of deliverables identified in WP1 & WP2 Finalisation of knowledge transfer and closure activity		£	45,221	████
Grand total		£	45,221	

Expenses statement

If travel is required outside of base office (London), additional cover will be sought up to a maximum of 10% of overall budget for permissible expenses, within Defra guidelines.

Payment

The Supplier should invoice fees monthly in arrears. Defra Group will reimburse fees as per section 4 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

Key Performance Indicators

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

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1.	Availability of Methods	A named delivery contact or delegate will be available to the client for discussions within and outside of DPEL content during working hours.	Ongoing for duration of DPEL	SRO or delegate, with Methods Assurance	Escalation from client team if expected behaviour is not demonstrated	Measured against DPEL & Methods Lot3 agreement.
2.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks/concerns	Weekly	SRO with Methods Assurance	Regular project meetings or telecons	Measured against DPEL deliverables.
3	Delivery of agreed deliverables	Baselined plans detail agreed delivery dates. These will not be exceeded above agreed tolerance without agreement between all parties	Weekly	SRO or delegate, with Methods Assurance	Regular project meetings or telecons	Measured against DPEL deliverables.

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

No additional NDAs required.

6. Exit management

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

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None other than the provision of the deliverables listed above

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	- DPEL agreed - DPEL signed: Supplier, Dept and CO - Purchase Order number	- Work can start - Supplier can invoice for work

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Request

Contact Defra Group Commercial (DgC) → Business Area completes consultancy request form and submits to DgC → DgC review

- Request progressed → DgC allocate Supplier
- Request not progressed → Liaise with Engagement Lead on next steps

Engage

Supplier and Client engage → Complete PEL and submit to Engagement Lead → CGB review PEL

- Approval granted → Satisfy conditions if applied → Commence work
- Approval not granted → Liaise with Engagement Lead on next steps

Change request

Contact Defra Group Commercial (DgC) → Complete relevant documentation and submit to Engagement Lead → CGB review docs

- Approval granted → Satisfy conditions if applied → Changes accepted
- Approval not granted → Liaise with Engagement Lead on next steps