



Department
for Environment
Food & Rural Affairs

Defra Group Management Consultancy Call off Contract: Project Engagement Letter

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 Consultancies within and subsequent reference number.

Engagement details					
Engagement ref #					
Extension?	N	DPEL Ref.	DPEL_61541_088		
Business Area	Environment Agency, Major Projects & Programme Delivery				
Programme / Project	Project and Programme Delivery Futures Programme				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods				
Title	BEP Value Stream - Lessons Applied				
Short description	The Value Stream project is being set up to provide oversight and coordinate an integrated approach to sequencing the right opportunities at the right time, in a complex stakeholder landscape, where there are multiple dependencies with Environment Agency delivery teams and Defra Data & Technology Services (DDTS).				
Engagement start / end date	18/07/2023	31/12/2023			
Consultancy Spend approval reference	CGB reference for Core Defra only - £100k + (RDEL)				
Expected costs 23/24	£54,071.00				
Expected costs 24/25	n/a				
Expected costs 25/26	n/a				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 3				
Version #	V1.0				

Approval of Project Engagement Letter



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By signing and returning this cover note, Major Programmes and Projects Delivery (MPPD) 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 [REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By: [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>	[REDACTED] <i>Signature</i>
For and on behalf of Methods [REDACTED] [REDACTED]	For and on behalf of Bespoke & Emerging Projects, MPPD [REDACTED] [REDACTED]	Defra Group Commercial [REDACTED] [REDACTED]
17-07-2023 16:19 BST	19-07-2023 11:42 BST	20-07-2023 09:02 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

1. Background

Briefly justify why support is required:

Methods recently completed a discovery engagement to quantify our adherence to lessons learnt from a process, tooling, and reporting perspective. The output from this work identified multiple opportunities to utilise new technologies and approaches in bringing about a step change in efficiency and effectiveness across our major project delivery. These opportunities are to be delivered (where possible), as discreet proof-of-concept projects (PoCs), within the Lessons Applied programme, that can be scaled and deployed into live environments as appropriate.

The Value Stream project is being set up to provide oversight and coordinate an integrated approach to sequencing the right opportunities at the right time, in a complex stakeholder landscape, where there are multiple dependencies with Environment Agency delivery teams and Defra Data & Technology Services (DDTS).

Through this coordinated approach we can strategically engage with DDTS and service owners, to define cumulative benefits. There is wider interest in the projects being delivered by the Bespoke & Emerging Projects team from the Defra Project Delivery Profession, as potential pilot cases for



similar projects across Defra and other Arms length-bodies, (ALB's), in order to scale the proof-of-concept projects beyond the Environment Agency.

2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

Objectives:

1. By 30/09/23 produce a strategic plan to underpin delivery of the Lessons Applied programme, and engage/share with other stakeholders including, but not limited to;
 - a. MPPD Delivery Portfolio Improvement Plan (DPIP)
 - b. Defra Data & Digital Technology Services (DDTS)
 - c. Defra Project Delivery Profession (Defra PDP)
 - d. Infrastructure Projects Authority 'Transforming Infrastructure Performance' Roadmap (IPA TIP)
 - e. I3P
2. By 30/09/23 deliver refreshed Lessons Applied Value Stream map
3. By 30/09/23 set up strategic forum for active and collaborative onward discussion of the Lessons Applied strategic plan and Lessons Applied Value Stream map, to include DPIP, DDTS, IPA TIP, I3P and Defra PDP representation.
4. By 31/10/23 hold 2 strategic forum meetings.
5. By 31/10/23 refine and update key plans following strategic forum meetings.
6. By 31/12/23 produce recommendations to potentially scale the Lessons Applied programme to provide wider benefits to project delivery across Defra, to include;
 - a. SWOT analysis to adopt early Environment Agency developed PoCs
 - b. Roadmap of opportunities
 - c. Infrastructure, resources and approach to scale the Lessons Applied programme

Outcomes:

- Increased efficiency and effectiveness in strategic decision making between key stakeholders within a complex environment of change
- Increased efficiency and effectiveness in delivery of the Lessons Applied programme, by providing the Lessons Applied Programme Board with strategic guiderails
- Increased efficiency and effectiveness in stakeholder engagement and communications across the Environment Agency and beyond, for the Lessons Applied programme



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- Increased efficiency and effectiveness between DPIIP and the Lessons Applied programme
- A clear vision and emerging plan to support the onward development of a Business Case to scale the approach across Defra, learning from Environment Agency's Lessons applied programme

Scope

Define the scope of the services:

- Understanding of strategic drivers, plans and challenges across key stakeholders
- Enable a strategic forum through the Value Stream for key stakeholders to stay connected, informed, and aligned in direction
- Recommendations for a potential business case to scale the Lessons Applied approach across Defra

Assumptions and dependencies

Provide further description of the assumptions and dependencies:

- Environment Agency PoCs in version 1 of the Lessons Applied Value stream (as of July 2023, see Appendix A) are sufficiently on-track. Progress on the PoCs scheduled for delivery by end of Q3 is critical to the production of recommendations to scale the approach across Defra.

Risk management

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

- Capacity in Environment Agency project delivery teams to support and engage with the Delivery Partner. Active participation outside of the core BEP team will be required from System Owners. The quality of outcomes may be impacted by a lack of active engagement, stakeholders need to be identified early and brought into project team.
- 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. We will need a point of contact in the absence of the Programme Manager.
- EA internal communication and change management plans are sufficient to encourage engagement.

Deliverables

Describe what the supplier will produce:

- Production of key products;



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<ul style="list-style-type: none"> ○ Strategic plan for Lessons Applied ○ Refreshed Lessons Applied Value Stream ○ Stakeholder engagement plan (Methods/EA) <ul style="list-style-type: none"> • Set up and support initial meetings of strategic forum • Produce recommendations as an aid to the future development of a Business Case to scale Lessons Applied across Defra.
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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Service Delivery Document (SDD)	<ul style="list-style-type: none"> • Approach to delivery defined by Methods and signed off by client 	August 2023	Engagement Lead / Assurance Lead
Strategic Plan	<ul style="list-style-type: none"> • Draft strategic plan shared with Client 	September 2023	Engagement Lead / Assurance Lead
Strategic Forum ToR	<ul style="list-style-type: none"> • Terms of Reference for the Strategic Forum agreed with Client 	September 2023	Engagement Lead / Assurance Lead
Strategic Forum Kick Off Meeting	<ul style="list-style-type: none"> • Kick off meeting • Strategic plan and ToR Agreement • Meeting cadence agreed 	October 2023	Engagement Lead / Assurance Lead
Future Recommendations	<ul style="list-style-type: none"> • Charter for next steps 	December 2023	Engagement Lead / Assurance Lead
Internal Capability Development Outcomes			
Ensure knowledge transfer based on value stream capture and production	Provide recommendations on how to select delivery approaches against value stream map	Throughout	All
Social Value Outcomes			
Raise United Nations (UN) Sustainable Development Goals (SDG) awareness	To be raised through discussions & formal plans where appropriate in partners, supply chain, and clients	Throughout	All



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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

Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
██████████	██████████	████	█	████
██████████	██████████	████	█	██████
██████████	██████████	████	█	██████
██████████	██████████	████	██	██████
██████████	██████████	████	█	██████

Total resource Total days* Engagement Length** <small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	██████████
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Business Area's team

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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 £54,071.00, excluding expenses and VAT.



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Stage	Cost	Due (link to milestone dates)
A		
Service Delivery Document (SDD) & Strategic Plan	£9,012.00	31/08/23
B		
Strategic Forum ToR	£9,012.00	30/09/23
C		
Strategic Forum Kick Off Meeting	£9,012.00	30/09/23
D		
Follow up, cadence setting, future plan	£9,012.00	31/10/23
E		
Update Strategic Plan & value stream	£9,012.00	31/12/23
F		
Recommendations	£9,011.00	31/12/23
Expenses		
Up to and not exceeding £3500 (if required)	£3500	
Grand total	£54,071.00	

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. Up to not exceeding £3,500 for co-location days, a separate purchase order to be raised when necessary.

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;



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Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
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 and will respond within 24 hours to any email/communication if not sooner.	Ongoing for duration of DPEL	EA Programme Manager with Methods Engagement Lead	Escalation from client team if expected behaviour is not demonstrated	Measured against DPEL & Methods Lot 3 agreement.
2.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks/concerns	Weekly	EA Programme Manager with Methods Engagement Lead	Regular project meetings	Measured against DPEL deliverables.
3	Delivery of agreed deliverables do not exceed agreed baseline dates outside of tolerance	Baselined plans detail agreed delivery dates, these will not be exceeded above tolerance without agreement between all parties	Weekly	EA Programme Manager with Methods Engagement Lead	Regular project meetings	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

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:



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Deliverables as set out in detail above, a closure report will be handed over to the client for final sign off.

Methods will provide all documents, reports, files, presentations etc.

Methods will delete any commercially sensitive information that is not required to be kept.

Methods will prepare a handover note of any outstanding issues as part of the closure 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:
[REDACTED]
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

