



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

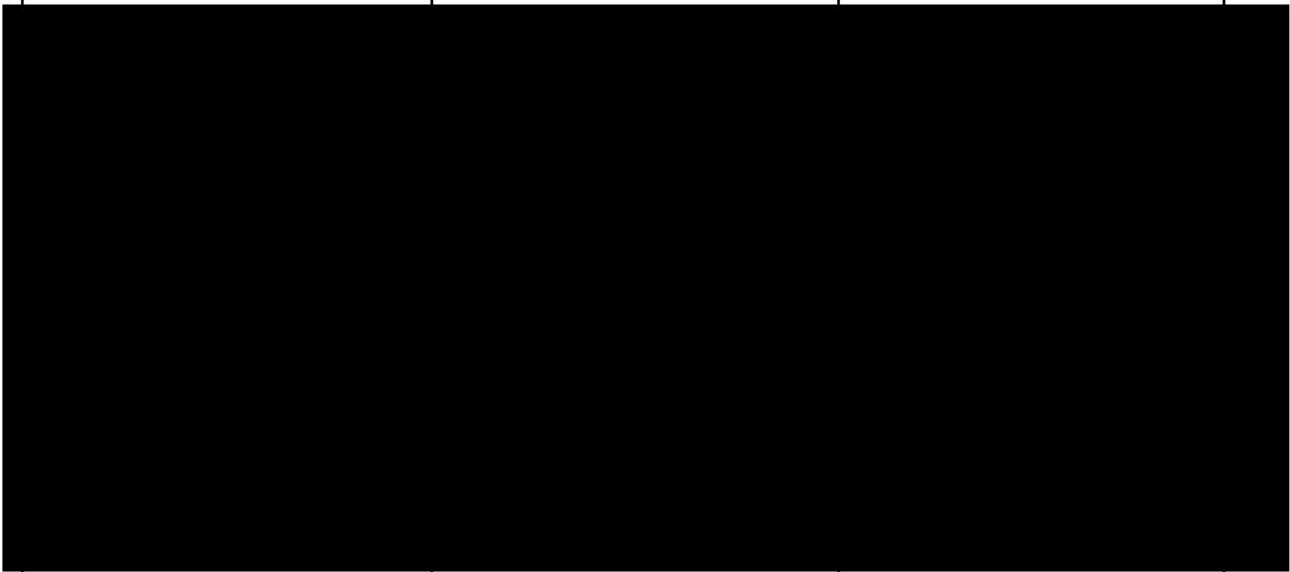
Engagement details					
Engagement ref #	DPEL_61541_101				
Extension?	N	DPEL Ref.	61541_101		
Business Area	Portfolio Directorate				
Programme / Project	Strategic Objectives Management Service				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods Business and Digital Technology				
Title	Strategic Objectives Management Service – Building Capability				
Short description	<p>The Portfolio Directorate in Defra have a range of change initiatives underway. The Portfolio team needs to increase the rate of progress and outcomes achieved from these through improved prioritisation, oversight of, and accountability for change initiatives, and management of this initiatives alongside 'must do' / 'business as usual' activity.</p> <p>To achieve this, the Portfolio needs to:</p> <ul style="list-style-type: none"> • Ensure Change initiatives are 'SMART' • Prioritise these initiatives • Develop real time visibility and transparency for change initiatives and BAU activity, including milestones and progress against these. • develop and run a robust operating and governance model, namely, a Strategic Objectives Management Service 				
Engagement start / end date	Proposed start date 07/12/2023	Proposed end date 07/02/2024			
Funding source	RDEL				
Expected costs 22/23	£0				
Expected costs 23/24	£44,045.00				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 3				
Version #	V1				



Approval of Project Engagement Letter

By signing and returning this cover note, Portfolio Directorate 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 ([REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

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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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

The Portfolio Directorate in Defra have a range of internal development and improvement initiatives underway. The Portfolio needs to increase the rate of progress and outcomes achieved. Effort must be focused on initiatives of greatest priority to make best use of finite resource. In some instances, initiatives will need to be stopped to release capacity for priority development and improvement work.

To inform this decision making, the Portfolio needs to have timely visibility on initiatives, milestones and progress against these. The Portfolio Directorate is eager to drive a culture of accountability to ensure progress is made at pace by creating transparency and reporting of data across the directorate and establishment of an operating model and governance process

The portfolio has made progress in identifying projects/change initiatives and categorising them into Priority Areas, "Buckets". They now require additional support and capacity to develop these to ensure that they are prioritised and 'SMART' in anticipation of the future operating model, and to build and start managing a Strategic Objective Management Service.

Alignment across the 3 Deputy Director's areas of the Portfolio will be essential to continue to build on progress made to date.

2. Statement of services

Objectives and outcomes to be achieved

The specific outcomes of this engagement will be:

- The Portfolio Directorate projects which sit under the Priority Areas (Buckets) are clearly articulated and are Specific, Measurable, Achievable, Relevant and Timebound (SMART).
- The projects have been prioritised through a process of dependency mapping
- There is an accessible, auditable tool which all the Portfolio Directorate can access to work on initiatives
- The management process has been operationalised and is working alongside existing governance

Scope

Define the scope of the services (SMART):

In Scope

To achieve the aims outlined above, there will be 2 parallel workstreams of activity:

1. Initiative Development (SMART)

Prioritisation, sizing and development of key initiatives

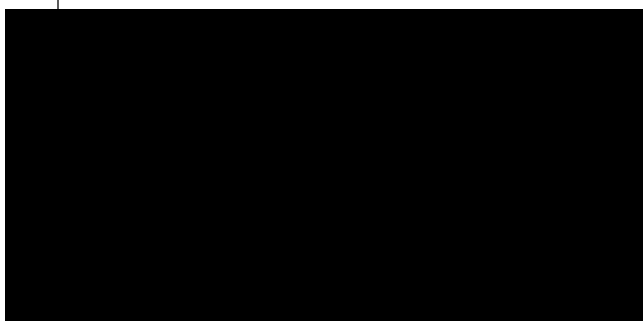


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2. **Process & Governance Model**

Creation of a management process and operating model. This process will be implemented during the engagement. Key next steps will be detailed in a handover pack which will include steps to fully operationalise the process.

Success criteria for these workstreams is available in the deliverables table.



Out of Scope

An options appraisal for the tool has been descoped from this work. Therefore Methods will be guided by the client on the desired tool.



Assumptions and dependencies

- Defra will provide access to key stakeholders within an agreed time-boxed period. If stakeholders are not available within these timescales, the team will make best endeavors to support with alternative availability.
- If stakeholders are not available during the period allocated for the work, then final delivery of the outputs may be delayed.
- Defra will take responsibility for the effectiveness of the tool used.
- The development of initiatives to make them SMART will be dependent on the availability of Defra stakeholders and information provided to Methods.
- The implementation of the new process will involve a change to ways of working. The change management elements of this project are the responsibility of Defra to manage.

If any of these assumptions or dependencies cannot be met by Defra, the DPEL provided may need to be reevaluated to take changes into consideration.

- The work will be conducted remotely, however some face to face engagement at hub locations such as London, Bristol, York or Birmingham may be planned to improve the quality of interactions and team building. Expenses for these will be calculated in line with Defra's Expense policy (only for any travel outside of London).

Risk management

As a cross directorate initiative, there is a risk that stakeholders may not align on prioritisation of the initiatives which may impact outputs / timescales. A workshop with key stakeholders will be required which will support stakeholder alignment.

There is a risk that the change management efforts are not sufficient (due to lack of resource in the Defra team), and adoption may suffer.

There is a risk that the scale of the task of initiative development to make them SMART delays progress. To mitigate this risk, we propose to deliver in an agile way, and will SMART the prioritised tasks first. Alternatively, we can request that the first step once initiatives have been allocated is to undertake the SMART process. These mitigation will be discussed with the client and a plan made to reduce delivery blockers.

There is a risk that the technology selected may not meet all requirements of the client team.



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Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Delivery Management			
Service Definition Document (SDD)	Working document developed and agreed between the Business Area and Methods detailing product descriptions with quality criteria, plan, and project governance. This is subject to regular review through checkpoint meetings as part of ensuring delivery progress is in line with agreed DPEL requirements and outcomes.	First iteration by end of week 1	Delivery Manager
Knowledge transfer and capability building	<ul style="list-style-type: none"> Clear and concise KT Evidence of knowledge sharing, upskilling civil servant PPM professionals in the programme Repository of evidence of knowledge transfer <p>Established greater sustainability through planned and tailored knowledge and capability transfer</p>	End of contract	Delivery Manager
Project Closure Report	<ul style="list-style-type: none"> 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. Where knowledge transfer to Defra staff has been undertaken, this will be described. 	End of contract	Delivery Manager
Workstream 1			
<i>Strategic Initiative Development (SMART)</i>	<ul style="list-style-type: none"> Identify gaps and facilitate the process of articulating how the initiatives are Specific, Measurable, Achievable, Relevant and Timebound (SMART). 	07/02/2024	Portfolio Planning Lead & Planning and Discovery Support



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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<ul style="list-style-type: none"> Identify initiatives/products which do not require SMARTing which can be produced quickly Conduct a Prioritisation Workshop to ensure that portfolio resources are focused on the most high priority areas More complex initiatives should include proportionate milestones, the objectives they're trying to achieve and progress measures. 		
Workstream 2			
<i>Process & Governance Model</i>	<ul style="list-style-type: none"> Initiate a collaborative working group, bringing together diverse expertise and perspective Identify governance routes and outlining clear roles, responsibilities, and decision-making processes to ensure a well-organised and accountable operational framework Develop the chosen interim tracking process based on client preference Establish an effective process to manage portfolio development and improvement initiatives Handover pack to be created including all governance arrangements, roles & responsibilities, outstanding actions and key next steps. 	07/02/2024	Portfolio Planning Lead & Planning and Discovery Support

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

Discovery Phase

Total				£44,045.00
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Total resource	<div>Total days* Engagement Length**</div>	
<div>*Total days worked across all resources **Total working days in engagement</div>		

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 £44,045, inclusive of expenses and excluding VAT.

Provide costs for any particular scope to the engagement

Grand total	£44,045.00	
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Business Area considerations:

- Are the costs and fees appropriate (costs linked to deliverables, rates and drive value for money)?



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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 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;
- Participation in key governance fora as deemed necessary by the SRO

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
1.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks/concerns	Weekly	SRO with Methods Delivery Manager	Regular Project Meetings	Measured against deliverables
2.	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.

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.



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A post-engagement quality review of the engagement will be arranged where the Business Area rates the services provided.

Non-disclosure agreements

The overarching [REDACTED] framework include NDAs.

6. Exit management

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

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:
[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

