

Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at


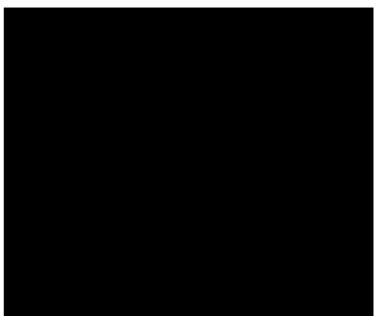








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Engagement details					
Engagement ref #	DPEL_61539_010				
Extension?	N	DPEL Ref.	N/A		
Business Area	Strategy and Change, Portfolio Directorate				
Programme / Project	STRAT (funding to be drawn from business as usual allocation)				
Senior Responsible Officer	██████████				
Supplier	Deloitte LLP ("Deloitte")				
Title	Customer vision and design principles discovery				
Short description	This work is to: <ul style="list-style-type: none"> • establish a baseline of customer delivery maturity in Defra and the delivery bodies • developing a customer vision and principles to apply across Defra and its delivery bodies. 				
Engagement start / end date	Proposed start date 31/01/2022	Proposed end date 31/03/2022			
Funding source	Cost centre ██████████				
Expected costs 21/22	£82,850				
Expected costs 22/23	£n/a				
Expected costs 23/24	£n/a				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 1				
Version #	0.1				



Approval of Project Engagement Letter

By signing and returning this cover note, Defra Strategy and Change, Portfolio Directorate accepts the contents of this Project Engagement Letter as being the services required and agrees for Deloitte LLP to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 1 - 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 Deloitte LLP  	For and on behalf of Defra Strategy and Change, Portfolio Directorate   	Defra Group Commercial  
27.01.2022	26.01.22	28.01.2022
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: 



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

Defra has one of the biggest and most demanding change agendas in Government and is committed to delivering against ambitious outcomes on net zero, climate adaptation, environmental goals and restoring nature, while making our vibrant fishing, food and farming sectors more sustainable.

The Portfolio Directorate is working across the department to improve the delivery of change by developing capability, embedding standards, and tracking progress against the department's priority outcomes. We take a customer and outcome focused view of change across the group to ensure that our projects and the portfolio in its entirety are set up to succeed.

We are also leading the customer agenda and culture across Defra group to nurture a customer focused organisation which strives for customer excellence and simplicity.

We want to ensure that our plan for transformation and reform has customers at its heart - with policy and delivery working as one to develop services that meet Defra customer needs, with a customer-centric approach to design and delivery. This in turn will help us to deliver on priority outcomes in Defra group's outcome framework.

We are establishing a new cross-Defra Customer Change and Innovation Forum to set direction and sponsor work driving consistency and establishing high customer standards. In support, we want to:

- establish a clear customer vision and design principles
- understand where each of our delivery organisations are in their customer journey against where we want to be.

This will help us identify what's working well and areas for improvement and inform our customer strategy and priorities for action.

2. Statement of services

Objectives and outcomes to be achieved

Within this project:

- in collaboration with key stakeholders such as the Customer Innovation and Change Forum, we want to establish a clear customer vision that we can communicate. This vision will provide a set of statements to act as guiding design principles to Defra and its delivery bodies through reform and in the here and now.
- we also want to understand the customer delivery baseline in key delivery bodies - where they are versus where they need to get to provide a great customer experience.

These products will:

- help us establish what's working well and areas for improvement
- inform our customer strategy
- help us develop action plans for innovation and change based on what matters most to our customers
- help us identify key capabilities that are critical to our success now and through reform.

The Customer is responsible for determining that the scope of the Services is appropriate for its needs. All implied terms and warranties are excluded. Deloitte makes no warranty as to the fitness of the Services or Deliverables for any particular purpose.

The Services are provided for the benefit of the Customer and the Business Area.

Scope

Define the scope of the services (*SMART*):

We would like to establish the customer experience baseline in the main delivery bodies where we have existing relationships:

- the Animal and Plant Health Agency
- the Centre for Environment, Fisheries, and Aquaculture Science
- the Environment Agency
- the Forestry Commission
- the Marine Management Organisation
- the Natural England
- the Rural Payments Agency
- the Veterinary Medicines Directorate.

These organisations will have varying levels of maturity and differences in their customer base and customer needs. While we acknowledge differences, we want to identify areas of best practice and draw on these to raise the bar on customer experience across the Defra family.

The baseline should cover direct customer delivery in the customer contact workspace.

The Customer Innovation and Change Forum's membership includes representatives from the key delivery bodies. Through this forum, we would also like to collaborate on the creation of a customer vision and supporting design principles.

The customer vision and supporting design principles will be used to focus ongoing improvement activity, and inform our customer strategy. They will also feed into Defra's transformation programme and reform agenda.

Standards: if there are different standards to what is set out in section 11 of Appendix A – Statement of Requirements (clause 4.1 of the Call Off Contract) this should be amended.

All Services will be carried out with reasonable care, skill and diligence in accordance with good industry practice in the Supplier's industry, profession or trade.

Assumptions and dependencies

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Risk management

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

Deliverables

Describe what the supplier will produce:

There are two key deliverables:

- a customer vision and key design principles. This will be a clear and concise document which can be used to communicate with different customer and stakeholder groups. These groups include programme and project teams for reform, the Customer Innovation and Change Forum, senior leadership teams in the main delivery bodies, the Transformation Programme board and Defra's Delivery Committee.
- a summary report of the current customer delivery baseline position for the key organisations.

The Deliverables will be prepared by a combination of Supplier Personnel working jointly with Customer personnel and the Customer will remain solely responsible for all of the decisions, assessments, conclusions and judgments underlying them and they will not be Deloitte branded.

There will not be any Project Specific IPR being created as part of this project and any and all enhancements and/or modifications to the Supplier's background IPR will be retained as Supplier Background IPR.

In providing the Services, the Supplier expects to discuss ideas with the Customer and to show the Customer drafts of the Deliverables which will be superseded by the final Deliverables. Therefore in line with good industry practice, the Customer will not rely on any drafts or oral comments or advice unless its content has been finalised and confirmed with as a final Deliverable.

In line with good industry practice, the Supplier's Services will be performed for the sole benefit of the Customer and the Business Area and should only be used for the purpose described in the Project Engagement Letter. Except as otherwise expressly agreed, no one other than the Customer may rely on the Deliverables and/or information derived from them and the Supplier accepts no responsibility to anyone else to whom the Deliverables are shown or into whose hands they may come.



The Supplier has no responsibility to update any Deliverable for events occurring after completion of this Project Engagement Letter nor to monitor its continuing relevance or suitability for the Customer's purposes.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Customer vision and key design principles document	A clear and concise document which can be used to communicate with different customer and stakeholder groups, approved by the SRO.	31 March 2022	██████████
Baseline summary report	A summary report of the current customer delivery baseline position for the agreed key delivery bodies, approved by the SRO.	31 March 2022	██████████
Project Stage B (additional stages can be added)			
N/A			
N/A			
Internal Capability Development Outcomes			
Co-development of material	All deliverables will be co-created with the Customer delivery team to provide on-the-job knowledge transfer.	Ongoing to 31 March 2022	██████████
Final handover workshop	A workshop to provide knowledge transfer and final handover of all deliverables.	31 March 2022	██████████
Social Value Outcomes			

Limitations on scope and change control

Business Area / supplier to supplement with any additional areas, as deemed appropriate.

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 Customer shall provide the Supplier with all information that is necessary for the performance of the Services and such information will be accurate, complete and not misleading. The Customer agrees that the Supplier shall not be treated as being on notice of information given to it in the course of previous engagements and so all information that is relevant to the Services must be given directly to the Supplier team even if the same information has been given to the Supplier previously in the course of a different contract or engagement. The Customer will notify the Supplier promptly if any of the information or data it has provided becomes inaccurate or if any of its requirements change or if it becomes aware of any conflict or ambiguity in respect of the agreed requirements or any circumstances or events which may affect the provision of the Services within the anticipated timescales.

The Supplier will not audit, test or verify the information provided to it in the course of the Services. The Customer agrees that the Supplier shall be entitled to rely on all information provided to it and on the Customer's decisions and approvals in connection with the Services and to assume that all such information from whatever sources is true, complete and not misleading. The Supplier will not be responsible for the consequences of any information provided to it in the course of the Services not being complete, accurate or current.

Delays caused by circumstances outside the Supplier's control will be subject to change control and will not incur any penalty or loss to the Supplier. The Customer will promptly inform the Supplier of any circumstances or events which are likely to affect the provision of the Services within the anticipated timescales.

The Supplier's performance of the Services, the timetable, the level of the Project Engagement Letter Charges and any fee estimates each depend on the accuracy and completeness of any assumptions and the performance of the Customer's obligations under the Contract and Project Engagement Letter.

The Supplier assumes that the project timeline is indicative only and will be subject to change. Any timetable will be dependent on the Parties fulfilling their respective responsibilities.

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.

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



Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
[REDACTED]	Engagement Director	Director	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	Delivery Lead	Managing Consultant	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	Delivery Team	Consultant	[REDACTED]	[REDACTED]	[REDACTED]

Total resource Total days* Engagement Length** *Total days worked across all resources **Total working days in engagement	[REDACTED]
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Business Area's team

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

1. The Customer will be solely responsible for obtaining any legal or regulatory approvals relating to the Services. The Supplier will not be responsible for any delays resulting from delays in obtaining such approvals.
2. The Customer will remain solely responsible for managing all aspects of its business, and applying its independent business judgement to evaluate any advice or recommendations that the Supplier provides it. The Customer will be responsible for deciding whether the

Supplier's recommendations make sense in the context of its business and whether it wishes to rely on, implement or act on them, including the actions necessary to realise any expected benefits.

3. Where needed to assist the Supplier in performing the Services, the Customer will (i) take decisions and obtain management approvals promptly; (ii) give the Supplier full and prompt access to the Customer's resources, people and premises and those of its affiliates and other advisors associated with the Services, together with all necessary administrative support; (iii) obtain any approvals, licences and security clearances promptly (including any relating to third parties, the Supplier's Personnel); and (iv) keep the Supplier promptly informed of any proposals or developments in its business relevant to the Services.

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 £82,850, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
<ul style="list-style-type: none"> Customer vision and key design principles document Baseline summary report 	£82,850	31/03/22
B (additional stages can be added)		
N/A	£nil	N/A
Expenses		
N/A	£nil	N/A
Grand total	£82,850	

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. For purposes of this Project Engagement Letter the base office/location will be London. 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.

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
N/A						

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.

6. Exit management

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

See Deliverables 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

