

Defra Group Management Consultancy Call off Contract: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial (DgC) at DgCConsultancy@defra.gov.uk. 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 #	DPEL_61538_009				
Extension?	N	DPEL Ref.	NA		
Business Area	Defra Core				
Programme / Project	Delivery Unit				
Senior Responsible Officer	[REDACTED]				
Supplier	KPMG				
Title	Delivery Unit Sprint on an ALB				
Short description	Build on existing work to identify relevant data to monitor, work to automate the data flows (if possible) from one ALB to Defra core and input into an interactive dashboard.				
Engagement start / end date	Proposed start date 05/06/2023	Proposed end date 28/07/2023 (8 weeks)			
Consultancy Spend approval reference	CGB reference for Core Defra only - £300k + (RDEL)				
Expected costs 23/24	£300,000				
Expected costs 24/25	£0				
Expected costs 25/26	£0				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 1				
Version #	1.0				



Department
for Environment
Food & Rural Affairs

Approval of Project Engagement Letter

By signing and returning this cover note, Delivery Unit accepts the contents of this Project Engagement Letter as being the services required and agrees for KPMG to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 1 - [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>	[REDACTED] By: _____ [REDACTED]	By: [REDACTED] <i>Signature</i>
or and on behalf of KPMG [REDACTED] [REDACTED]	For and on behalf of Delivery Unit [REDACTED] [REDACTED] [REDACTED]	Defra Group Commercial [REDACTED] [REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
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: [REDACTED]

Business Area contact: [REDACTED]



1. Background

Briefly justify why support is required:

The Secretary of State is clear that the priorities for Defra are to deliver our statutory targets and commitments on Net Zero, as well as our commitments in the Environment Improvement Plan (EIP) and on Climate Adaptation. We are bringing these together to express them in a single, powerful outcomes framework, that drives policy and delivery for the future. We need clear data requirements and flows to build a rich picture of delivery against this outcomes framework, from Defra and its Arm's Length Bodies.

Net Zero, the EIP and Climate Adaptation have been subject to recent policy work, or work in train. Many of our commitments have significant delivery programmes behind them, but are only now being brought together into a single coherent whole.

At the same time, Defra is transforming. We are changing our operating model to become a much more strategic and delivery focused organisation. Our policy and delivery is complex, with many programmes, delivery bodies and funding streams contributing to multiple outcomes, and trade-offs and prioritisation decisions difficult to track.

As Defra Group, we now want to carefully articulate how our delivery meets shared outcomes, underpinned by monitoring to ensure we are on track. We need to develop a consistent, data driven overview of delivery performance and operational activity within Defra Group [REDACTED]

[REDACTED] Key to this will be working closely with Defra's bodies, to understand and then link up with key data sets that they hold so the data can automatically flow from all of Defra into one place, thereby allowing us to create interactive dashboards showing operational progress and linking operational delivery to outcomes. [REDACTED]

[REDACTED] the necessary process changes.



2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

1. Strengthening the link between outcomes and activities by **increasing the focus on outcomes** (including those in the Environment Improvement Plan) within one of Defra's ALBs [REDACTED] **Identifying appropriate data for monitoring and analysing it to periodically take stock of progress and activity** across Defra Group
2. Agree metrics [REDACTED] that capture whether the ALB is:
 - On track to meet its contribution to the Defra's outcomes [REDACTED]
 - [REDACTED]
 - 2. Delivering its "functions of state" such as licencing, permitting, inspections, and enforcement and tracking performance to meet targets
3. Put in a place the necessary systems to **collect data** relating to the agreed metrics and collect them automatically in dashboards that allow taking stock and analysis of progress. **To note that automation may not be possible within the confines of Defra's existing IT systems and policies. Automation is therefore an ambition captured in this DPEL but should be ringfenced as a deliverable and will not ultimately form part of the contract if it cannot be fulfilled.**

Scope

Define the scope of the services (SMART):

Within the 8-week sprint, using co-design with the Delivery Unit and the chosen ALB:

- 1) **Outcomes** – consolidate and document how the ALB fits into the existing outcome framework, what elements they are accountable for (including their contribution to the EIP).
- 2) **Metrics** – identify and propose viable metrics for the ALB to report against to the core department on a weekly, monthly and quarterly basis. [REDACTED]

- 3) **Data & dashboards** – [REDACTED]

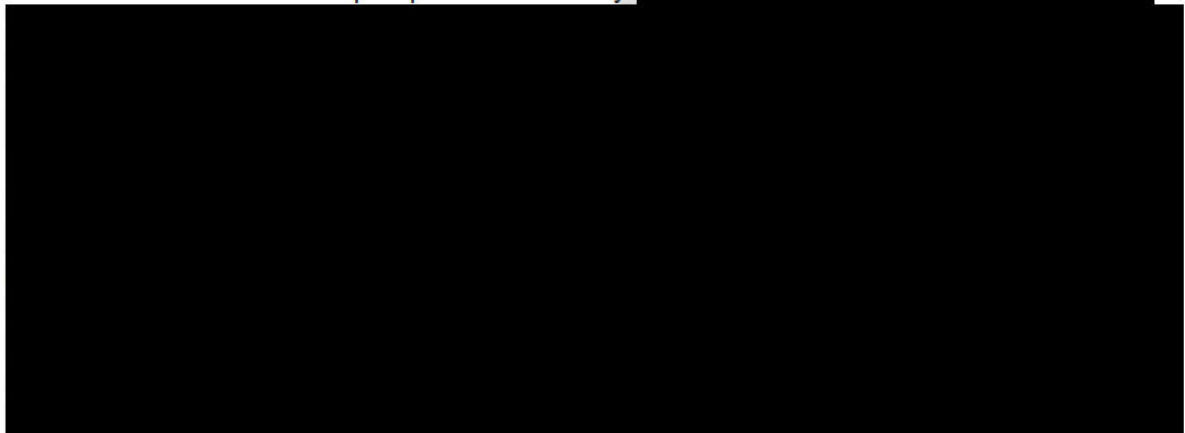
- 4) **Sustainability & capability**



5) Dashboard delivery plan

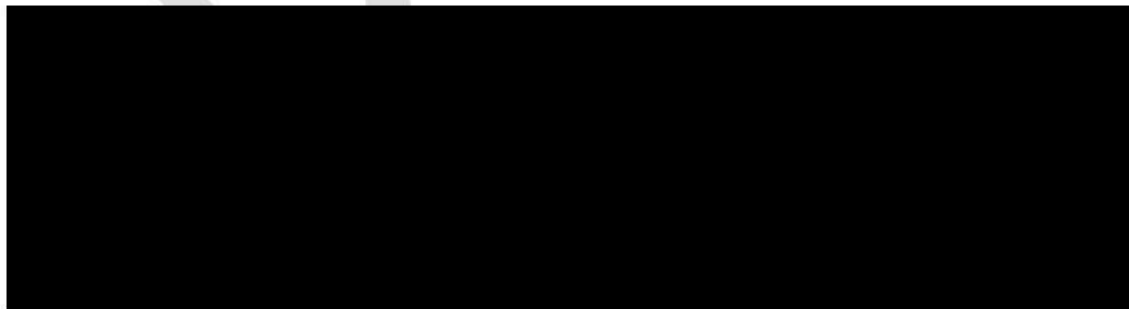


This plan will enable Defra's Delivery Unit to repeat the sprint process at scale and pace to cover the full breadth of Defra Group's operational delivery.



Assumptions and dependencies

Provide further description of the assumptions and dependencies:



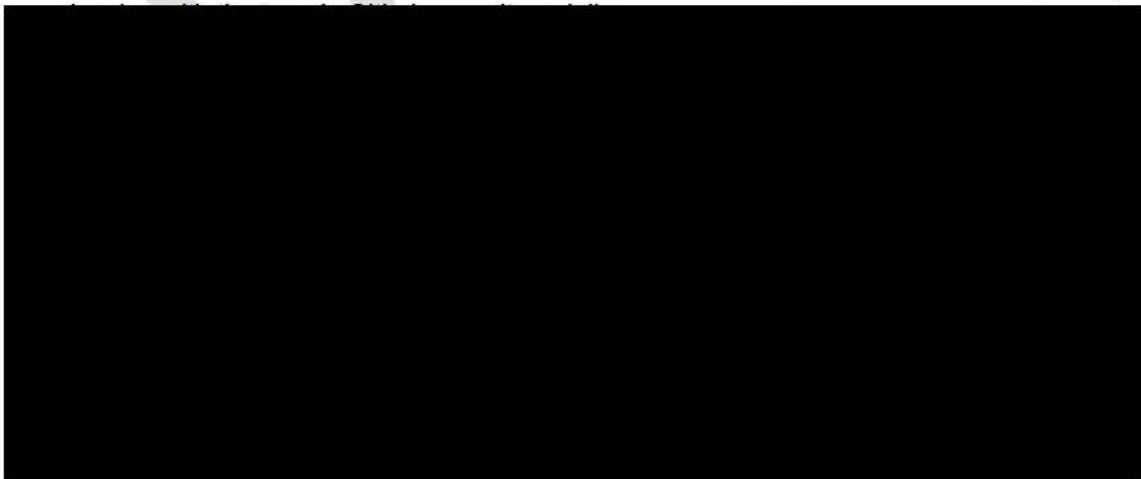
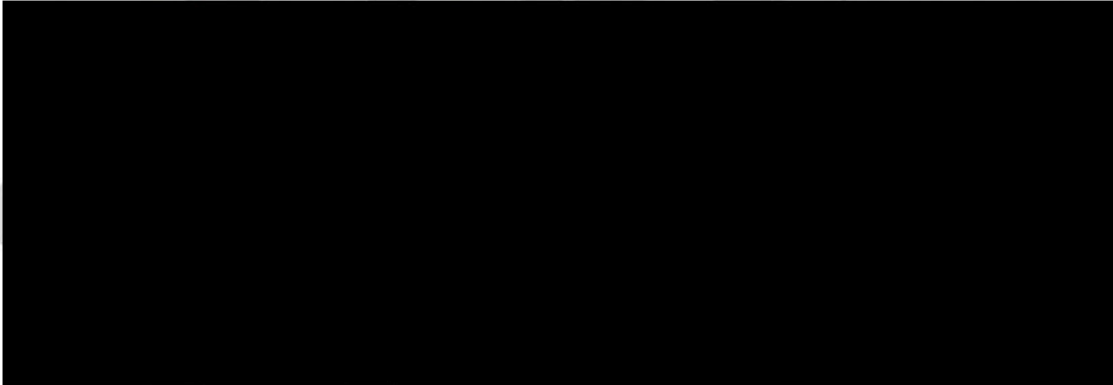
Risk management



Deliverables

1) An agreed set of KPIs covering [REDACTED]

2) A dashboard ("the Dashboard") displaying the agreed [REDACTED] KPIs, [REDACTED] :





Develop a delivery plan for how Defra can scale up ALB dashboard delivery at pace to cover the ten largest ALBs

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Agree project management plan based on Defra's initial planning	Project management plan agreed	Week 1	
	KPIs agreed by Steering Committee	Week 2 payment linked to milestone	
Draft dashboard showcased	Governance comments taken into account and Steering Committee approves.	Week 5 Payment linked to milestone	



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
[REDACTED]			
Assist the Delivery Unit to showcase Dashboard [REDACTED]	Key [REDACTED] performance criteria/KPIs that cover the remit of [REDACTED] responsibilities; AND More detailed monitoring of key delivery and operations that are critical to Defra Group's outcomes, [REDACTED]	Week 6	[REDACTED]
Dashboard iteration	Review comments taken on board; data refined/sourced as required to meet expectations	Weeks 7-8	[REDACTED]
Dashboard Quality Assured	Dashboard quality assured according to Aqua Book standards	Week 8	[REDACTED]
Project Stage B (additional stages can be added)			
Automated data pipeline	To the extent possible, the dashboard will also be developed around an automated data pipeline [REDACTED] This pipeline will be developed in accordance with Defra security standards. [REDACTED]	Weeks 6-8	[REDACTED]
Project Stage C			
Handover of Dashboard	Defra is able to independently run and update the dashboard. There will be written documentation for dashboard datasets, including metadata. Final steerco agrees that handover is complete.	Week 8 Payment linked to milestone	[REDACTED]
Project Stage D			
Delivery plan for dashboard delivery across all priority ALBs	[REDACTED] deliver a strategic plan for how Defra can scale up dashboard delivery at pace to cover the ten largest ALBs [REDACTED]	Week 8 Payment linked to milestone	[REDACTED]



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Internal Capability Development Outcomes			
Resourcing recommendation	[REDACTED]	Week 8	[REDACTED]
ALB strategic plan	[REDACTED]	Week 8	[REDACTED]
Social Value Outcomes			
N/A			

Limitations on scope and change control

DEFRA Responsibilities

You are responsible for:

- Specifying the requirements of the Dashboard and how it is to be used by you, in connection with the project;
- The assumptions and input data to be used in developing and running the Dashboard;
- Satisfying yourself that the Dashboard has been constructed in such a way that its use will meet your objectives in all material respects;
- Performing user acceptance testing when provided with drafts of the Dashboard;
- The uses to which the Dashboard and output data are put by you, in connection with the project;
- Decisions you may make with respect to the project based on the use of the Dashboard;
- Any modifications to the Dashboard after its release to you and any uses or decisions made following any such modifications;
- Maintenance of the Dashboard after its delivery to you.

It is important that your staff work closely with us in order to resolve key issues quickly and efficiently. You have confirmed that a named individuals [REDACTED] will be available and responsible during normal office hours for resolving any questions or issues that arise.

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

Provide details of the agreed team members including their roles and responsibilities during the project.



Name	Role	Grade	Daily rate	# of days	Cost
Total					£300,000

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 £300,000, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
See payment linked milestones in Deliverables section.		DD/MM/YY
KPI Definitions	£75,000	16/06/2023 (Week 2)
Draft Dashboard	£75,000	07/07/2023 (Week 5)
Dashboard Handover	£75,000	28/07/2023 (Week 8)
Delivery Plan	£75,000	28/07/2023 (Week 8)

Stage	Cost	Due (link to milestone dates)
Expenses		
None expected and only in accordance with expenses statement below		
Grand total	£300,000	

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.

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

- The sprint will be governed by a Director-General level Steering Committee. The Steering Committee will meet fortnightly. Delivery Team and KPMG will report to Steering Committee and use that group's meeting schedule to drive outcomes.
- The sprint will be overseen by a project Working Group which will meet twice per week. The Working Group will monitor progress and report to the Steering Committee. KPMG will attend the Working Group.

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
	See Deliverables section					

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. Insert any additional NDA requirements here.

None

6. Exit management

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

Following completion of the development of the Dashboard in accordance with the specification and your user acceptance testing thereof, we will hand over the Dashboard to you and issue a letter substantially in the form set out in Appendix 1 (the "Transmittal Letter"). Unless we hear from you to the contrary in writing within 5 working days ("the Transitional Period") of your receipt of the Dashboard, we will treat and accept your receipt of it as demonstration and evidence of your agreement that we have discharged our responsibilities in relation to the development of the Dashboard and in particular, that from the date of your receipt of the Dashboard you will be solely responsible for the maintenance of the Dashboard.

This will not affect your ability to raise any comments or concerns about aspects of our work or its quality after receipt of the Dashboard but it will remove your ability to assert that we have not carried out the development tasks in accordance with the specification assigned to us under this letter or that we have any responsibility for maintenance of the Dashboard after its release to you.

If after the Transitional Period you have any additional requirements that were not in the scope of work originally agreed, we will be happy to discuss with you any further assistance that we may be able to provide and the terms and remuneration for such assistance.

Notice period

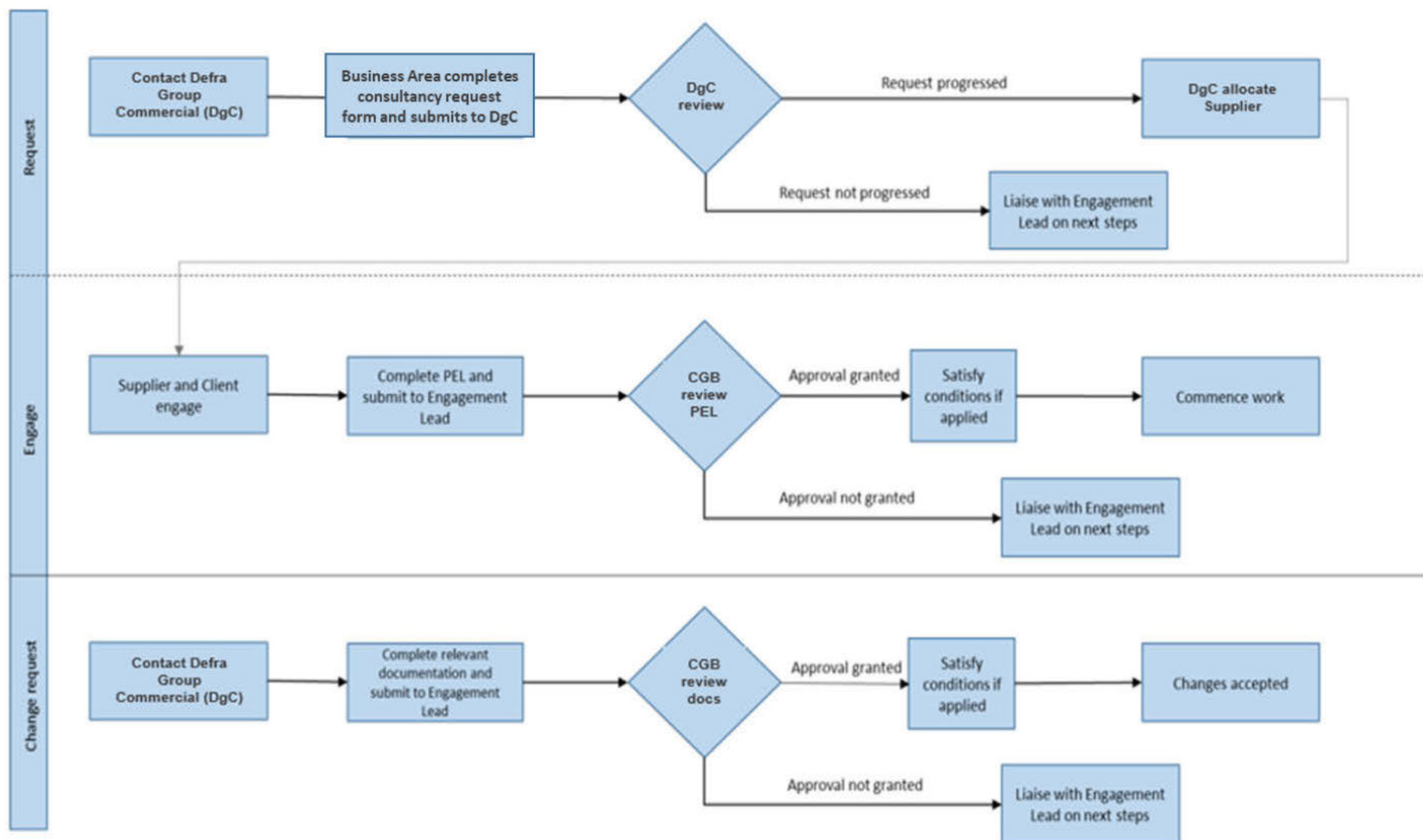
The nature of these engagements require that Defra Group have the ability to terminate an engagement with notice. Defra Group's termination rights for this engagement are marked below.

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



Appendix 1: Transmittal Letter

Ladies and Gentlemen

Dashboard for Project []

In accordance with the terms of our engagement letter dated [] (the 'engagement letter'), we have assisted you to develop a Dashboard (the "Dashboard") to support the Project, as defined in the engagement letter. The purpose of this letter is to confirm the scope of the work we have carried out in relation to the development of the Dashboard.

The version of the Dashboard to which this letter relates supersedes all previous versions and is contained in file [] of date and time [] and size [] bytes. This version is the Dashboard that we have assisted you to develop, for use by you solely in connection with the Project.

Our work was performed in accordance with the terms of the engagement letter and accordingly did not include any confirmation or assessment of the commercial merits, technical feasibility or compliance with any applicable legislation or regulation of the Project or the factual accuracy of the input data and the suitability, validity or completeness of the underlying assumptions.

For the avoidance of doubt, in accordance with the terms of the engagement letter, you have been and remain responsible for:

- Specifying the requirements of the Dashboard and how it is to be used by you, in connection with the Project;
- The assumptions and input data to be used in developing and running the Dashboard;
- Satisfying yourself that the Dashboard has been constructed in such a way that its use will meet your objectives in all material respects;
- Performing user acceptance testing when provided with drafts of the Dashboard;
- The uses to which the Dashboard and output data are put by you, in connection with the Project;
- Decisions you may make with respect to the Project based on the use of the Dashboard;
- Any modifications to the Dashboard after its release to you and any uses or decisions made following any such modifications;
- Maintenance of the Dashboard after its delivery to you.

You have satisfied yourselves that the Dashboard has been constructed in such a way that its use will meet your objectives in all material respects.

[You should note that we have not addressed the following matters which, while not included in the specification, came to our attention during the course of performing our services:

[List any potential outstanding issues, for example:

- 1. the effect on the group results of the subsidiary companies in ...*
- 2. the proposed restructuring of the group due to take place on ...*
- 3. any findings arising from the pending review of]]*

Our services have been provided solely for your benefit in accordance with the terms of our engagement letter and no reference may be made to our services save for your own internal purposes and as set out in the engagement letter. We accept no responsibility or liability in connection with the services under our engagement letter to any party other than the addressee of this letter.

If you have any questions about the Dashboard or this letter, please contact [].

In accordance with the terms of our engagement letter, unless we hear from you to the contrary in writing within 5 working days ("the Transitional Period") of your receipt of the Dashboard, we will treat and accept your receipt of the Dashboard as demonstration and evidence of your agreement that we have discharged our responsibilities in relation to the development of the Dashboard and, in particular, that from the date of your receipt of the Dashboard you will be solely responsible for its maintenance.

This will not affect your ability to raise any comments or concerns about aspects of our work or its quality after receipt of the Dashboard but it will remove your ability to assert that we have not carried out the Dashboard development tasks in accordance with the Dashboard specification assigned to us under the engagement letter or that we have any responsibility for maintenance of the Dashboard after its release to you.

If after the Transitional Period you have any additional requirements that were not in the scope of work originally agreed, please let us know and we will be happy to discuss with you any further assistance that we may be able to provide and the terms and remuneration for such assistance.

Yours faithfully

[Partner/Director],

KPMG LLP