

## Defra Group Management Consultancy Framework: Project Engagement Letter

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

Engagement details			
Engagement ref #	DPEL_61539_003		
Extension?	N	DPEL Ref.	N/A
Business Area	Animal and Plant Health Agency (“APHA”)		
Programme / Project	OD & D		
Senior Responsible Officer	[REDACTED]		
Supplier	Deloitte LLP		
Title	Review and recommend changes to the existing senior structure in APHA		
Short description	Review and recommend changes to the existing senior structure in the Animal and Plant Health Agency, looking at roles and responsibilities and spans of control, with the objective of identifying options and producing a revised structure that is better placed to support APHA’s future needs		
Engagement start / end date	22/11/2021	21/02/2022	
Funding source	TBC		
Expected costs 21/22	£99,500 excluding VAT		
Expected costs 22/23	£Total Engagement Costs (to be less than approved funds)		
Expected costs 23/24	£Total Engagement Costs (to be less than approved funds)		
Dept. PO reference	[REDACTED]		
Lot #	Lot 1		
Version #	1		



Department  
for Environment  
Food & Rural Affairs

### Approval of Project Engagement Letter

By signing and returning this cover note, Animal and Plant Health Agency (APHA) accepts the contents of this Project Engagement Letter as being the services required and agrees for Deloitte 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 [Redacted] [Redacted]	For and on behalf of APHA [Redacted] [Redacted]	Defra Group Commercial [Redacted] [Redacted] [Redacted]
19/11/2021	22/11/2021	22/11/2021
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]

Telephone: + [Redacted]

Business Area contact: [Redacted]

Telephone: [Redacted]

## 1. Background

Working alongside a Civil Service OD&D Specialist, this requirement is to review and recommend changes to the existing senior structure in the Animal and Plant Health Agency, looking at roles and responsibilities and spans of control, with the objective of identifying options and producing a revised structure, better placed to support APHA's future needs.

The Animal and Plant Health Agency (APHA) is an executive agency of the Department for Environment, Food & Rural Affairs, and also works on behalf of the Scottish Government and Welsh Government responsible for animal, plant and bee health

We currently employ around 2,900 staff, based at various sites across the UK but this is expected to increase to support new and additional requirements for animal and plant health controls at our borders. We need the appropriate structures, roles and responsibilities to support our expanded responsibilities and purpose that which enables us to deliver the agency's aims, ensuring that we have highly capable, motivated, healthy and well-led people.

We're responsible for:

- identifying and controlling endemic and exotic diseases and pests in animals, plants and bees, and surveillance of new and emerging pests and diseases
- scientific research in areas such as bacterial, viral, prion and parasitic diseases and vaccines, and food safety; and act as an international reference laboratory for many farm animal diseases
- facilitating international trade in animals, products of animal origin, and plants
- protecting endangered wildlife through licensing and registration
- managing a programme of apiary (bee) inspections, diagnostics, research and development, and training and advice
- regulating the safe disposal of animal by-products to reduce the risk of potentially dangerous substances entering the food chain

Our priorities for 2021 to 2022 are:

- control and eradication of animal and plant diseases and pests, reducing the risks from new and emerging threats
- provide choice for animal health and welfare, plant and bee services
- rapidly control pest and disease outbreaks; continuing to maintain and develop the skills and capabilities required, so that we are able to deliver our core business and services and provide an efficient outbreak response
- continue to adapt and implement APHA outbreak response model plans and identify lessons from outbreaks to ensure we implement any improvements needed
- provide science-based evidence and advice to inform policy makers
- maintain our national and international specialist veterinary and scientific capability and reputation

## 2. Statement of services

### Objectives and outcomes to be achieved

The focus of the project will be on reviewing and overhauling the existing senior structure in the Animal and Plant Health Agency, looking at roles and responsibilities and spans of control, with the objective of identifying options and producing a revised structure, better placed to support APHA's future needs.

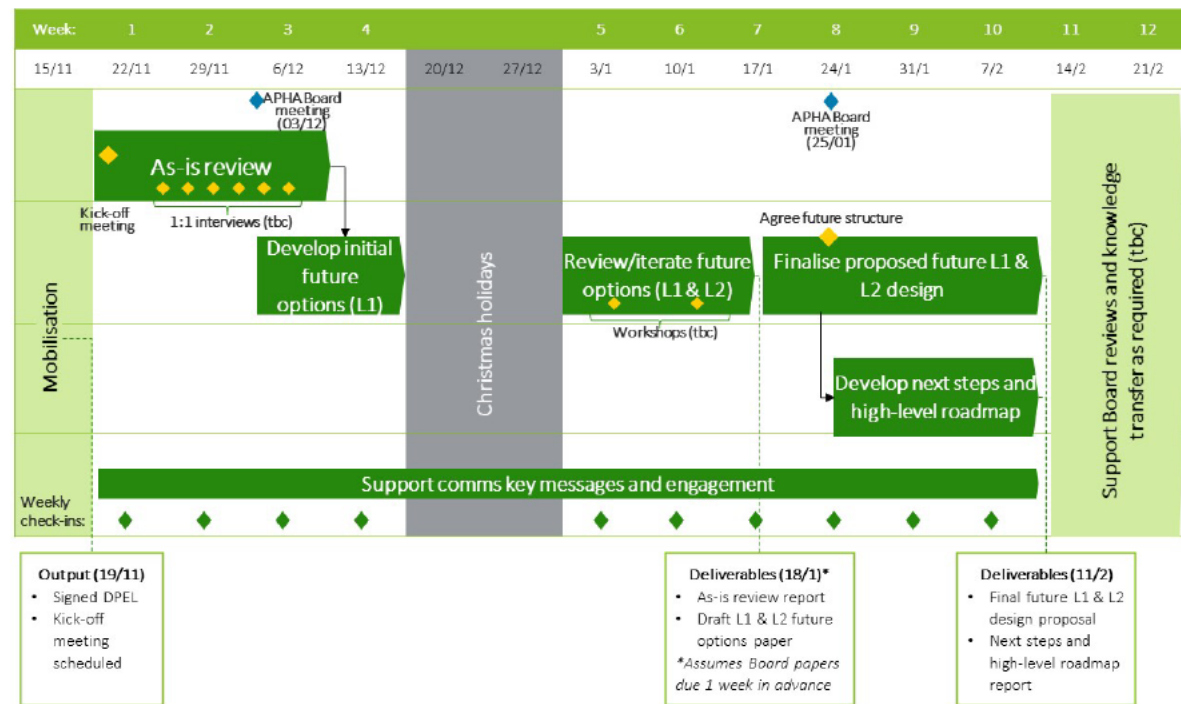
The revised senior organisation structure (SCS and Grade 6) will establish clear accountabilities and consistency across the executive team and create improved resilience and career pathways for



succession planning. This will enable the leadership to operate more effectively, delegate appropriately and set clear priorities across the organisation.

## Scope

### Approach:



### Key tasks/principal accountabilities

- Engage with senior leaders, workstream leads, stakeholders and HRBP colleagues to design a Level 1 ("L1") (SCS1 & 2 grades) and Level 2 ("L2") (G6 grades) structure that meets APHA's needs for the future (ensuring business ownership).
- Advise and lead on phases and activities outlined in the above approach and deliverables section of this document to develop the L1 and L2 structure and other associated OD&D requirements linking to organisational context and facilitating senior leadership ownership and engagement.
- Ensure appropriate sign-offs are received in a timely manner (deliver to plan)
- Update APHA's guidance and templates and test these with the APHA senior leaders to ensure that they are fit for purpose (understand and link to organisational context and facilitate senior leadership ownership and engagement).
- Support stakeholder engagement, e.g. Trade Union engagement for this work, with support from senior leaders and HRBP colleagues (engage and partner with TUs and employees).
- Work with communications experts to craft key messages and develop a communications plan for updating and launch of the project (keep relevant people engaged and informed)
- Manage the work as a project, providing regular updates on progress, risks and issues (project management).



## Assumptions and dependencies

The Project Engagement Letter is based on the following assumptions and dependencies:

- There will be regular and timely access to key stakeholders (including senior leaders, workstream leads, and HRBP colleagues) for 1-to-1 interviews and workshops;
- Outputs will be delivered jointly by Deloitte and the APHA project team to drive stakeholder buy-in and ownership over the future organisation design;
- APHA project leads will review and provide timely feedback on outputs throughout their development;
- The design work is focussed on the organisational structures down to Level 2 (i.e. Grade 6) and not the detailed design below this;
- All design work will focus on future roles and responsibilities – role mapping, job descriptions for future roles and implementation activities required to move to the new structure (e.g. ringfencing, recruitment etc.) are all out of scope of this work;
- The APHA Board will act as the governance body with outputs, design options and the final organisation structure taken to APHA Board Meetings for review and sign-off;
- We will prepare the As-is Review and a Draft L1 and L2 options paper for presentation at the APHA board meeting on 25th January;
- We will prepare Final Proposals, Next Steps and Roadmap Report for discussion with APHA stakeholders by mid-February and support the presentation of this to the APHA Board on 31st March, undertaking minor amendments following that board meeting;
- We will engage the internal APHA OD&D specialist in our work once that person is in post and will provide a handover of our work to them;
- We assume that APHA stakeholders will be available as required to support the work.

We assume that detailed definition, or assessment of, job descriptions is out of scope and implementation of the new structure is also out of scope.

In accordance with clause 10.13 of the Call Off Contract, the Customer provides its approval for the Supplier to take information offsite and work offsite.

The Customer or Business Area will notify the Supplier prior to the commencement of the Services of any internal policies, security policies, ICT policies, or other policies, codes or procedures that it requires the Supplier to comply with (and where applicable update the Supplier to the changes in any such policies).

Supplier is not responsible for Delays that are outside of its reasonable control.

Any and all enhancements and/or modifications to the Supplier's background IPR will be retained as Supplier Background IPR.

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 and/or the Business Area 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.

### Processing Data

The Customer and/or Business Area will not supply the Supplier with any Personal Data unless otherwise agreed in writing between the Parties.

The Supplier will render their Services remotely for the majority of time, but there may be occasional requirement to visit the APHA offices if agreed between the Parties.

The Customer will obtain appropriate legal, technical or other specialist advice (including HR advice that is not in scope).

Any timetable will be dependent on the parties fulfilling their respective responsibilities.

The Customer will be responsible for compliance with relevant data protection laws.

Any information relating to:

- Personal information (CV's, contact details etc.)
- Pricing and details of Supplier's cost base
- Insurance arrangements
- Proprietary information and/or
- Approach and/or methodologies

is commercially sensitive/confidential and exempt from disclosure under the Freedom of Information Act 2000 ("FOIA"). If a request to disclose such information is received, the Parties will work together and consider the applicability of any FOIA exemptions.

### Risk management

*There is a risk that APHA stakeholders are reluctant to engage in the design process.* The approach has been designed to provide regular opportunities for engagement and the style of these engagements can be flexed to suit the stakeholders (for example, size of group, specific timing etc)

Messaging to APHA staff regarding the work will need to be carefully thought through. Communications should be led by APHA leadership team, and we will provide advice and materials to support.

The engagement will only consider the SCS and G6 population. *There is a risk that changes at G6 level have implications for G7 and below*, which APHA will need to consider separately.

*There is a risk that the APHA Board require significant changes to the final reports when they meet on 31<sup>st</sup> March.* This can be mitigated through 1-2-1 meetings with some of the APHA Board members in late Jan/early-Feb.

*There is a risk that APHA stakeholders become unavailable due to operational issues (e.g. avian influenza).* This risk will be kept under review at the regular progress meetings.

### Deliverables


During the course of the Project Engagement, the Supplier expects to produce the deliverables and outputs outlined in the table below. The deliverables will:



- Enable APHA's future business needs and future ways of working (including changing ways of working driven by new technology).
- Enable people to be able to clearly understand their own career/development pathway, and what is required for people to move to higher levels/grades or broaden the careers.
- Assess whether roles are correctly weighted in terms of responsibility and the technical skills required across levels/grades (both horizontally and vertically).
- Be transparent and fair: highly visible, and easy to understand and use.
- Support APHA values and in particular enables diversity and inclusion.
- Be developed and owned by people from across the agency who will be involved in the design and development.
- Support APHA's Workforce Strategy
- Recognise the professions of importance to APHA's business
- Enable improved career progression (from entry level to senior level)
- Enables agility of movement of staff across APHA and the Defra group.

Deliverable / Outputs	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project Stage A</b>			
As-is review report: We will gather existing documentation and conduct a series of 1:1 interviews with the SRO and the senior leadership team to understand the as-is structure and current opportunities and/or challenges.	Documented baseline of current L1 & L2 structures and key observations and/or challenges identified in leadership interviews.	18/1/2022	██████████
Draft L1 & L2 future options paper: Based on the outputs of 1:1 interviews and an understanding of the existing organisational challenges, we will develop a number of options for future L1 (i.e. SCS-level) structures, and the key design choices to be made.	Documented set of options for the L1 future structure, approved by the SRO.	18/1/2022	██████████
<b>Project Stage B</b> (additional stages can be added)			
Final future L1 & L2 design proposal	Documented future L1 & L2 structure (L2 refers to Grade 6 level), including functional roles and responsibilities and span of control, approved by the SRO.	11/02/2022	██████████



Deliverable / Outputs	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Next steps and high-level roadmap report	Identified next steps and roadmap to implement, approved by the SRO.	11/02/2022	
<b>Internal Capability Development Outcomes</b>			
<b>Social Value Outcomes</b>			

### 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.

In the event that additional or follow on support is required, this will be managed as an extension to this Project Engagement Letter and require a Variation and/or new Project Engagement Letter to be agreed between the Parties.

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 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.

### 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
[REDACTED]	Engagement Partner	Partner	[REDACTED]	1	[REDACTED]
[REDACTED]	Engagement & Senior Stakeholder Lead	Director	[REDACTED]	1	[REDACTED]
[REDACTED]	Business Analyst	Principal Consultant	[REDACTED]	1	[REDACTED]
[REDACTED]	SME	Director	[REDACTED]	1	[REDACTED]

[REDACTED]

<b>Total resource</b>  <b><u>Total days*</u></b> <b>Engagement Length**</b>  *Total days worked across all resources **Total working days in engagement	[REDACTED] [REDACTED]
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#### Business Area's team

APHA will designate a lead from each of the 3 Directorates from existing internal team to interact with the Supplier, and to facilitate engagement with others across each Directorate as needed, in particular for the Directors. This is to ensure the Supplier has confirmed contacts and also to efficiently manage internal colleagues' time.

The Customer and/or the Business Area 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.

#### 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 £99,500, inclusive of expenses and excluding VAT.

[REDACTED]

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
<b>A</b>		<b>DD/MM/YY</b>
<ul style="list-style-type: none"> <li>- As-is review report</li> <li>- Draft L1 &amp; L2 future options paper</li> </ul>	██████	18/1/2022
<b>B</b> (additional stages can be added)		
<ul style="list-style-type: none"> <li>- Final future L1 &amp; L2 design proposal</li> <li>- Next steps and high-level roadmap report</li> </ul>	██████	11/02/2022
<b>Expenses</b>		
We assume that no travel is required, beyond travel to the Business Area base office (see Expenses statement below)	██	
<b>Grand total</b>	£99,500	

*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 (in this case APHA's office in Weybridge) 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

As part of the contract, the Supplier and Business Area agree to provide reporting on the following:

- Completion of the time tracker on a weekly basis, to track days worked by our consultants;
- Weekly progress update against the agreed activities and deliverables;
- [Other Business Area reporting requirements to be agreed]

### Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
1	Kick off meeting	Supplier to arrange kick	Once, with written	Project Team	Review of meeting note	Within one week of

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
		off meeting with project team to discuss all aspects of project delivery	summary provided by supplier after meeting			<b>contract commencing</b>
2	Weekly progress meeting	Weekly meeting with project team to discuss progress, seek input/guidance and raise concerns/risks	Weekly	Supplier	<i>Maintaining a schedule and record of meetings</i>	<p>Unless cancelled by project team, participation from supplier representative at all meetings</p> <p>Supplier to maintain notes, actions and decisions on back of each meeting for project team to approve</p>
3	As-is report and draft L1 future options paper	See Scope and Key Objectives for detail on required content.	Once, but recommend starting early with this and adopting an iterative approach.	Supplier	<i>Review and evaluation of report - recommend developing this from an early stage so content and scope can be adjusted in accordance with directional meetings</i>	25 <sup>th</sup> January 2022
4	Final future L1 and L2 design	See Scope and Key Objectives for detail on required content.	Once, but recommend starting early with this and adopting an iterative approach	Supplier	<i>Acceptance following review of a final written report</i>	11 <sup>th</sup> February 2022, with minor updates following APHA Board meeting on
5	Debrief/ lessons learned	Supplier to arrange a wash up	Once	Supplier	<i>Supplier to provide written</i>	11 <sup>th</sup> February 2022



KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
		session to capture lessons learned			<i>summary of lessons learned exercise</i>	
6	Kick off meeting	Supplier to arrange kick off meeting with project team to discuss all aspects of project delivery	Once, with written summary provided by supplier after meeting	Project Team	<i>Review of meeting note</i>	Within one week of <b>contract commencing</b>

### 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 supplier may be sighted on intelligence, personal data and covert surveillance methodologies. If this is not covered in standing NDA, this should be added

## 6. Exit management

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

See above KPIs
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### 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"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</li> <li>▪ Purchase Order number</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work can start</li> <li>▪ Supplier can invoice for work</li> </ul>

