



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_61538_013 | | | | |
| Extension? | No | DPEL Ref. | Not applicable | | |
| Business Area | Group Corporate Services | | | | |
| Programme / Project | Synergy Business Readiness | | | | |
| Senior Responsible Officer | [REDACTED] | | | | |
| Supplier | KPMG | | | | |
| Title | Synergy Business Readiness – Comms and Commission Governance | | | | |
| Short description | <ol style="list-style-type: none"> Comms and Engagement foundations. Help accelerate the establishment of the comms and engagement mechanisms and collateral. Test Governance Recommendations. Test the governance recommendations made in the second phase of work and consider the future detailed design. | | | | |
| Engagement start / end date | Proposed start date 07/05/2024 | Proposed end date 28/06/2024 | | | |
| Funding source (CDEL/RDEL) | RDEL | | | | |
| Consultancy Spend approval reference | F/2223/0400 | | | | |
| Expected costs 22/23 | £0 | | | | |
| Expected costs 23/24 | £99,906.00 | | | | |
| Dept. PO reference | | | | | |
| Lot # | Lot 2 | | | | |
| Version # | 0.1 | | | | |

Approval of Project Engagement Letter

By signing and returning this cover note, Defra 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 MCF2 RM6008 contract (Lot 2- Ref: 28595 entered into by the customer and supplier dated 25 June 2021) with Defra Group and confirms the availability of funding to support recharge for the services.



Subject to Clause 37.1 (Unlimited Liability) of the MCF2 call off terms, the Supplier's total aggregate liability, in respect of all other Losses incurred by the Customer under or in connection with this engagement as a result of Defaults by the Supplier shall in no event exceed a sum equal to 125% of the Call Off Contract Charges payable in connection with this engagement.

| Signatures | | |
|--|---|---|
| Supplier | Business Area | Defra Group Commercial |
| <div></div> | | |
| <div></div> | | |
| 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 |

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



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Defra is a part of the Synergy Cluster, which has been set up to replace current ERP and BPS contracts for 4 Departments. Synergy is managing overall delivery; however, each department needs to act in advance to ensure readiness planning.

To support Defra to deliver readiness activities, it is important that the Group Corporate Services are engaging their complex range of stakeholders with clear, timely and effective communications to provide clarity and reassurance. It is expected that once the Synergy System Integrator is mobilised there will be an extremely high volume of fast paced requests for design and implementation plan approvals. It is critical that Defra have a clear governance to allow fast safe decision making/approvals.

2. Statement of services

Objectives and outcomes to be achieved

To provide Defra GCS with the base comms content and approach to planning and tracking continual stakeholder engagement.

The provide Defra GCS with the confidence in the artefacts and mechanism for handling the commissions and requests from Synergy during the design and implementation phases.

Scope

The scope is based on stakeholders who need to receive updates and information in relation to Synergy.

The Governance scope is in relation to requests that come in from Synergy that require action from Defra.

Assumptions and dependencies

Assumptions:

- Access to stakeholders when needed - Defra will ensure that your stakeholders are informed of the work and the importance of their role to support its success. This will also help to guarantee that stakeholders are aware of tight timescales and therefore can be made available as required.
- Timely provision of current and accurate data - Defra will be able to respond quickly to requests for information/data. Due to the restricted timescales, it is essential that data be provided in a timely manner and as accurately as possible.
- Provision of administrative support - Defra will provide administrative support to help ensure that we can rapidly organise meetings and workshops with stakeholders within Defra and the in scope ALBs.
- Clear ownership and leadership within the Defra team - There will be clear ownership from a senior member of the Defra GCS team who will lead the overall work, provide clear guidance on stakeholder engagement, drive decision making and if needed act as a point of escalation to ensure the work remains on track.
- Remote working and data sharing - We will hold meetings and workshops using Microsoft Teams. Where necessary information will be exchanged via email to named KPMG email accounts with any deemed sensitive attachments being password protected. Only information that is required for this project will be exchanged. This will not include any personal or potentially directly sensitive commercial information.
- Any changes to scope of work will be addressed via a Defra change process.
- KPMG to provide weekly updates to Defra on the status of the commission.
- KPMG to provide the final outputs in a Defra supported software/format. The format will be agreed between KPMG and Defra at the beginning of the project.



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Risk management

- **Resource availability:** These outputs will require significant input from individuals within the Synergy@Defra team, as well as SMEs from functions and teams within the remit of GCS. KPMG will support Defra to identify at the beginning of the work which stakeholders will be required to support, and Defra will be responsible for securing time and commitment from SMEs.
- **Limited timescales for delivery:** The fixed budget for this piece of work and short timeline required means that there will be limited scope for extensive stakeholder engagement. To mitigate this risk, a responsible SME will be allocated for each area with an engagement plan agreed between KPMG and Defra at the beginning of the engagement confirming which stakeholders will be engaged, and what the expectations are. Defra will take the next steps to support ongoing engagement and refinement of plans post-engagement.
- **Functional engagement and buy-in:** Contribution and buy-in from functions and teams within GCS and more widely will be key to ensure a robust and comprehensive plan. Defra will be proactive in managing stakeholder relationships and helping to ensure buy-in as required.

Deliverables

Key deliverables to include:

1. **Targeted High-level Comms.** Establish a set of high-level, PowerPoint based, foundational comms and engagement packs for key stakeholder groups who are to be engaged within the coming months, and provide an updated set of slides connecting the GCSS objectives to those of Defra, GCS and Synergy at Defra.
2. **Comms and Engagement Planning.** A simplified mechanism for planning, tracking, and communicating the comms & engagement activities.
3. **Decision Support Artefacts.** Create and test a series of supporting artefact templates to support decision making for Defra Services in relation to Synergy, for example:
 - a. Service Assessment
 - b. Decision RACI Matrix per Service
 - c. Decision Logs
 - d. Synergy Commission Impact Assessment
4. **Governance Testing.** Run a series of workshops with key stakeholders to test the governance recommendations made in the second phase of work and consider the future detailed design.

| Deliverable | Success Criteria | Milestone / Date | Owner (who in the delivery team?) |
|-------------------------------|------------------|------------------|-----------------------------------|
| Project Stage A | | | |
| Targeted High-level Comms | | 21.06.24 | |
| Comms and Engagement Planning | | 21.06.24 | |



| Deliverable | Success Criteria | Milestone / Date | Owner (who in the delivery team?) |
|---|------------------|------------------|-----------------------------------|
| Decision Support Artefacts | | 21.06.24 | |
| Governance Testing | | 21.06.24 | |
| Project Stage B (additional stages can be added) | | | |
| N/A | | | |
| Internal Capability Development Outcomes | | | |
| N/A | | | |
| Social Value Outcomes | | | |
| N/A | | | |

Limitations on scope and change control

The value of the work will not exceed the total cost outlined in this DPEL.

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.

[illegible]



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Total resource

Total days*
Engagement Length**

*Total days worked across all resources

**Total working days in engagement

Business Area's team

To be confirmed by KPMG

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 maximum £100,000, 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 |
| 1. Targeted High-level Comms 2. Comms and Engagement Planning. 3. Decision Support Artefacts. 4. Governance Testing. | £100,000 | 21/06/24 |
| B (additional stages can be added) | | |
| N/A | | |
| Expenses | | |
| None expected and only in accordance with expenses statement below | | |
| Grand total | £99,906.00 | |

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



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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 |
|-----|-----------------|-------------|---------------------|--------------|-----------------------|--------------------|
| | | | | | | |

Feedback and satisfaction

Methods to provide weekly status reports.

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

Not Applicable

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 exiting the project engagement:

- Handover of deliverables as outlined in section 2, approved by [REDACTED].



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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"> ▪ 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 |

