



Department
for Environment
Food & Rural Affairs

Defra Group Management Consultancy Call Off Contract: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. 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_012		
Extension?	N	DPEL Ref.	NA
Business Area	Defra Core		
Programme / Project	Strategy Directorate		
Senior Responsible Officer	[REDACTED]		
Supplier	KPMG		
Title	Support for Ambitious Outcomes programme – initial phase		
Short description	Support Defra's Ambitious Outcomes team in finalising outcome framework and creating communications materials. Building on work already done by Defra and KPMG, provide a stakeholder management plan for Ambitious Outcomes and Future Defra and design and plan build of Outcomes Dashboard.		
Engagement start/end date	Proposed start date 10/07/2023	Proposed end date 18/08/2023	
Consultancy Spend approval reference			
Expected costs 23/24	£250,000		
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 #	7.1		



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Approval of Project Engagement Letter

By signing and returning this cover note, Strategic Change Projects 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 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By:		
[17/07/2023]	[18 July 2023]	18 July 2023
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.

To achieve this, Defra has established an Ambitious Outcomes work programme. The programme's aim is to set up Defra group to deliver its ambitious outcomes. This requires a group-based Outcomes Framework underpinned by the right data, and new processes and model behaviours enabling us to prioritise to achieve our outcomes. This work is a key component of Future Defra.

The Defra team has made significant progress already but recognises the benefit of external challenge and support on specific elements. This five-week phase will also enable a common understanding of what is required going forward and where external support could add value in future phases. (note that the end date of the contract is extended out passed the 5 week phase in case of any unforeseen overruns that can be included within underspend in the cost envelope agreed in this document)



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2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

1. **Act as a critical friend and challenge the emerging outcomes framework and proposals to move this from a diagram on a piece of paper to the heart of how we operate as a group.**

[REDACTED]

2. **Provide external challenge and support on comms materials and approach**

[REDACTED]

3. **Complete requirements gathering and technical options analysis for a communications and stakeholder engagement tool,**

[REDACTED]

4. **Create the detailed design and build plan for the outcomes dashboard (master interactive dashboard).**

[REDACTED]

5. **Develop a consistent summary (in a dashboard format) of the delivery pathways for each of the remaining 9 goal areas for the EIP, and a succinct summary of gaps/areas for improvement. Use this to develop guidance to enable non-EIP areas to develop delivery pathways.**

[REDACTED]

[REDACTED]



Scope

This work will not be starting from a blank page. Much relevant work exists or more recently has been put in train, and considerable capabilities are also in place.

This phase of work will last five weeks including a mobilisation week.

1) **Emerging outcomes framework and associated proposals.**

2) **External challenge and support on comms materials and approach.**

3) **We need to understand the best way of interacting with stakeholders**

4) **Master interactive dashboard prototype.**

5) **Develop a strategic delivery plan**

6) **Delivery Pathways**

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Assumptions and dependencies

- Any products created must align with existing Defra stylistic templates.
- KPMG will work collaboratively with the Defra team and with the aim of building Defra knowledge and capabilities.
- The KPMG team has relevant technical experience (including substantial Python and data extraction, IT strategy and architecture experience) and will bring in knowledge from other recent and current projects with Defra (data strategy, EA sprint, GCS Enterprise Architecture review),
- Where practicable and Total Cost of Ownership compliant, no element of the dashboards will be reliant on paid-for/subscription software. Data pipelines and any automation will rely on open-source code wherever feasible.
- Recognising the need to demonstrate value-add, KPMG will review contract delivery weekly with the relevant Defra senior leaders. Defra will make every effort to ensure this five-week phase of work is successful.
- Access to key stakeholders will be timely and available

Risk management

- Risks will be managed through the weekly review meeting.

Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Definition of what good looks like at horizon 1 and Plan to achieve it (next 6 months)	Signed off by DD Outcomes or [REDACTED] if not yet in place	End of engagement	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Document explaining the case for change and the benefits of the Ambitious Outcomes programme	Approved by Head of Future Defra comms & engagement team ([REDACTED]) Works for our test audience (we will identify a small group cutting across grades)	Document by 19 July (for ExCo) Framework visual by end of engagement	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Requirements gathering and tooling options paper to cover the best way of interacting with stakeholders across Defra Group (including the potential use of a stakeholder management tool)	Easy to maintain and use going forward – to be signed off by [REDACTED]	End of engagement	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Prototype dashboard	Signed off by DD Outcomes or [REDACTED] if not yet in place	End of engagement	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Strategic Delivery Plan for master interactive dashboard	Signed off by DD Outcomes or [REDACTED] if not yet in place	End of engagement	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
Document summarising observations on Delivery Pathways with recommendations on how this work should be taken forward	Signed off by DD Outcomes or [REDACTED] if not yet in place	End of engagement	[REDACTED] [REDACTED] [REDACTED]
Social Value Outcomes			
N/A			

From KPMG:

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 individual () 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
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

*To reflect the time spent on mobilisation activity in w/c 10/7, we've worked out the total time spent and the blended day rate.

Total resource <u>Total days*</u> Engagement Length** *Total days worked across all resources **Total working days in engagement	169
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Business Area's team

Director: [REDACTED]
 DD Outcomes: Recruitment underway through EOI
 Programme Management: [REDACTED]
 Communication and engagement: [REDACTED]
 [REDACTED]
 Technical expertise: [REDACTED]

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 £250,000, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
A		
	£250,000	11/08/2023
Expenses		
None expected and only in accordance with expenses statement below		
Grand total	£250,000	11/08/2023

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-level Steering Committee with regular updates to DG Strategy. The Steering Committee will meet weekly. 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.

The parties agree that this DPEL is governed by the MCF2 RM6008 Call Off Order Form entered into by the Customer and the Supplier dated 17th May 2021 for the provision of Defra Group Management Consultancy Support Arrangements.

Subject to Clause 37.1 (Unlimited Liability), the Supplier's total aggregate liability, in respect of all other Losses incurred by the Customer under or in connection with this DPEL as a result of Defaults by the Supplier shall in no event exceed a sum equal to one hundred and twenty-five per cent of the Call Off Contract Charges payable in connection with this DPEL.

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:

See Objectives and Deliverables section.

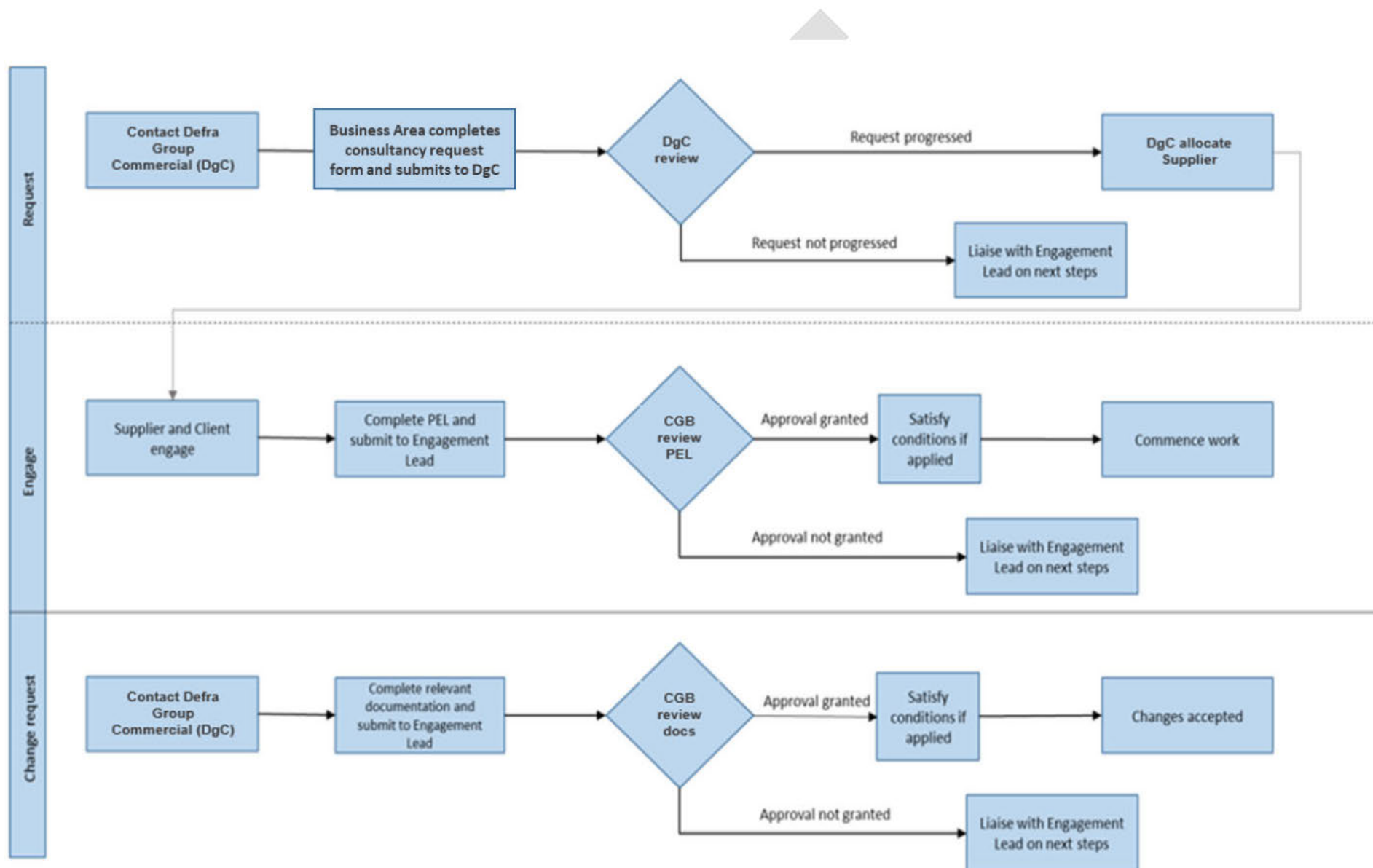
Notice period

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





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