



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_61539_048				
Extension?	N	DPEL Ref.	61539_043 /61539_040		
Business Area	Defra Core				
Programme / Project	Outcomes Programme				
Senior Responsible Officer	[REDACTED]				
Supplier	Deloitte				
Title	Rolling out the Outcome Framework: Delivery pathway and engagement support				
Short description	A 6 week continuation to the existing Outcomes Framework programme, to support the development of delivery pathways, and support activities to build on the engagement plan developed as part of PID 3B (under DPEL_ 61539_043).				
Engagement start / end date	Proposed start date 15/07/2024	Proposed end date 29/08/2024			
Consultancy Spend approval reference					
Expected costs 23/24	£0				
Expected costs 24/25	£74,700 excl VAT				
Expected costs 25/26	£0				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 1				
Version #	0.1				

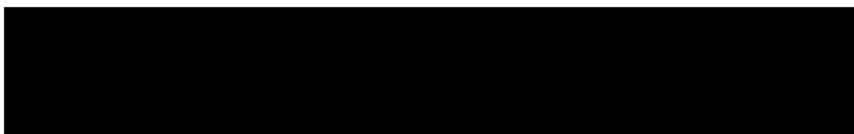
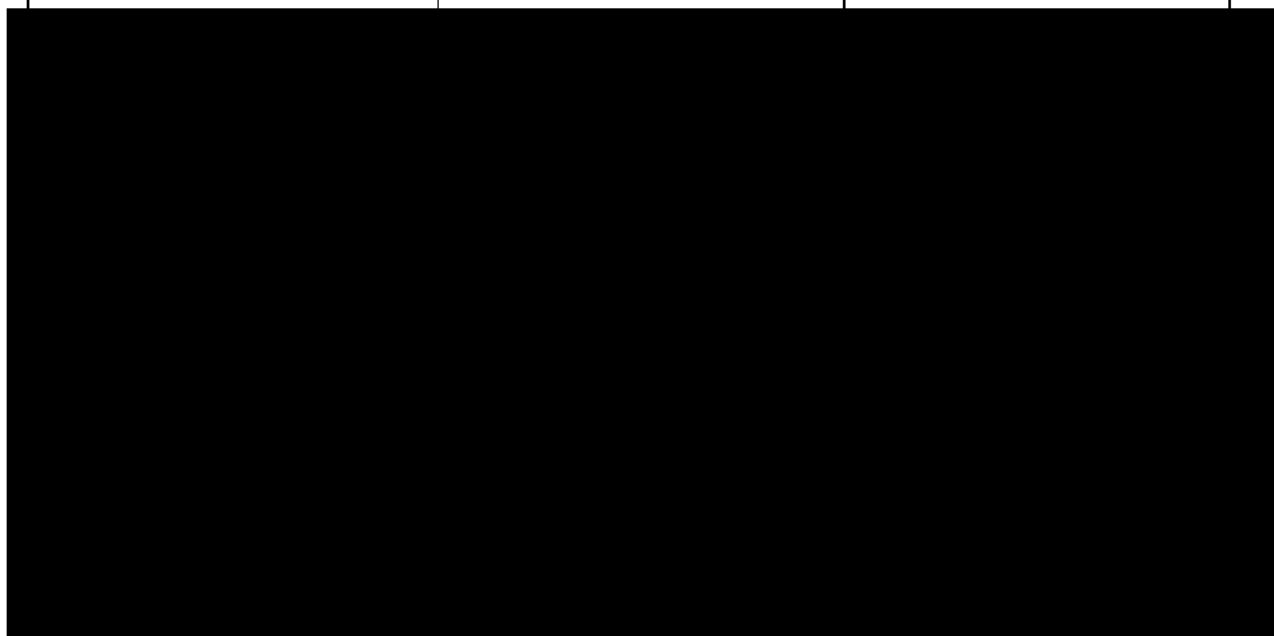
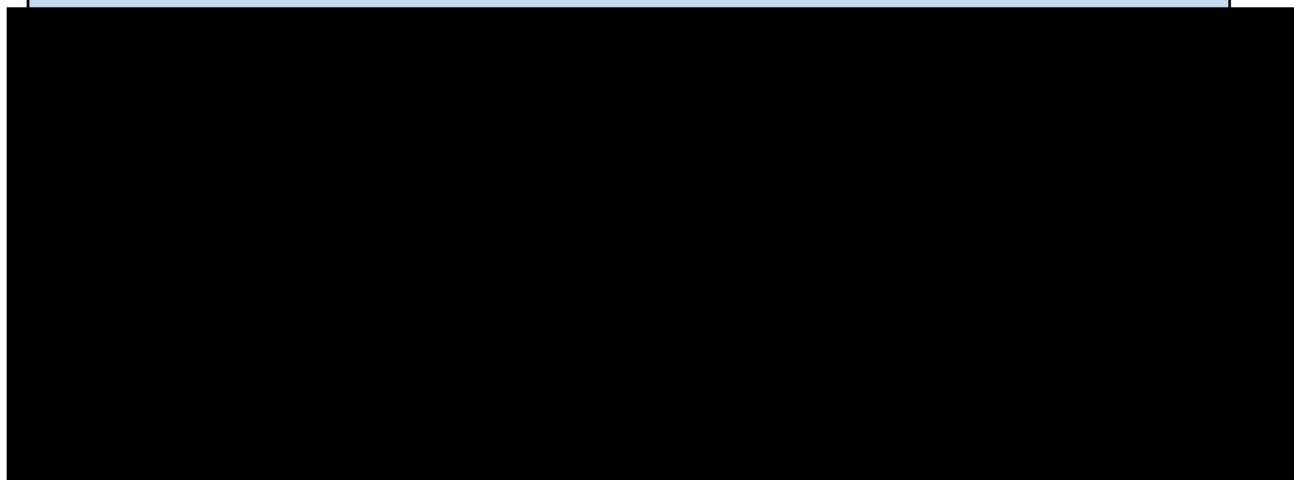
Approval of Project Engagement Letter

By signing and returning this cover note, Strategy Directorate 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.



Department
for Environment
Food & Rural Affairs

Signatures



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.

This can be deleted once DPEL is approved.

1. Background



Department
for Environment
Food & Rural Affairs

Defra is seeking to drive a step change in the way we deliver as a department. By being increasingly outcome focused and data driven it will enable us to become increasingly efficient and agile in our delivery approach. The Outcomes Programme was set up to drive this change across Defra Group. The programme has been supported by Deloitte through previous phases of work, helping to generate and land concepts that help support change within the department. Further support is needed to complement the skills already within the Defra team to continue this change journey.

2. Statement of services

Objectives and outcomes to be achieved

The Transformation Review said Defra needed to “define a mission that can bring together the whole Group and provide line of sight from Defra’s overall objectives to the work of individual teams. The Environmental Improvement Plan (EIP) and the Future Defra narrative can form some of the basis of this mission but would need augmenting to be fully inclusive of the work of the Group. The work on the outcomes framework is making significant progress in providing line of sight from the mission to the day-to-day work of the Group.”

The Review recommended agreeing between Exco and ALBs a new outcomes framework for Defra Group and a programme of work for a ‘stronger strategic framework’.

After a significant period of engagement, co-design, and analysis, the Defra team has developed a version of the outcomes framework that has been accepted by Defra Group leaders as available for use across the group. This will also be agreed with HMT as part of the annual process of agreeing an Outcome Delivery Plan with each government department.

An initial roll-out approach was identified, proposing targeted support to goal owners to further develop the detail of their delivery approach, monitoring mechanisms/data and to embed the right data driven decision making behaviours.

It is clear that there is a strong appetite across parts of Defra Group to drive an outcome focussed data driven approach at pace. However, this needs to be balanced with any change to Defra’s organisational strategy, it’s appetite / readiness for change and resource availability.

This PID seeks consultancy services to support the Defra team in continuing its engagement with senior organisational leaders and in providing some targeted support for maturing delivery pathways.

The support outlined in this PID will focus on 2 areas:

1. Supporting the review and development of delivery pathways, to help refine them ahead of outcome framework implementation.
2. Supporting engagement activities that raise awareness of the Outcomes Framework, support wider understanding of the value and purpose Framework, and support adoption of its use, especially with Defra group senior leaders.

Scope

Noting that this work will most likely occur in the current context of a General Election it priorities for support may be changing or emerging quickly. The following sets out the broad types of activity and support required, with the intent that the consultant work on a time and materials basis in an agile manner, agreeing specific deliverables with the Defra lead through a series of weekly calls.



Work package 1:

- 1) Support the development of delivery pathways and monitoring approaches in priority areas of the organisation. The exercise should build on work already completed by the Outcomes programme and could include the following types of input:
 - a. Facilitating discussion across necessary Defra group teams to identify a clear purpose and an appropriate level of aspiration at a goal level
 - b. Support Defra in identifying the right suite of targets that define successful achievement of a goal
 - c. Support Defra teams in articulating their delivery pathway - the suite of actions that combine to drive change against a particular target
 - d. Support Defra in identifying the right suite of leading indicators to make effective decisions through delivery
 - e. Support to the Defra team to present the delivery pathway work to relevant senior leaders in a compelling manner.
 - f. Advice and guidance on opportunities for further acceleration of pathway content.

Work package 2:

- 1) Supporting activities to build on the engagement plan developed as part of PID 3B, develop work products, and material that support communications and engagement activities. The activities will focus on building awareness of the framework, encouraging engagement in the framework, and embedding adoption of the framework. This could include the activities below:
 - a. Ad-hoc support to Defra core and the ALBs as they communicate the framework to their organisations.
 - b. Support / preparation of material to help increase awareness of the framework through internal Defra communication channels.

Assumptions and dependencies

It is assumed that there is continuity within the core team / leadership of Deloitte in delivering the services required,

Risk management

The main risk associated with this commission is that the services will need to be provided through a General Election period. As such priorities for support may changing or emerge quickly. It is proposed to manage this through operating on a time and materials basis and running the work in an agile manner, agreeing specific deliverables with the Defra lead through a series of weekly calls.

Deliverables

Work-package 1:

- The team will support the delivery of:
 - Advice and support in bringing clarity to goals, augmenting delivery pathways, and identifying metrics and kpis



Department
for Environment
Food & Rural Affairs

- Presentation material to present the results of the delivery pathway and diagnostic exercise effectively to senior leaders.

Work-package 2:

- Material to support internal communications
 - Materials and content to support the rollout of and engagement with the framework.
 - Material to support CEOs around narrative with their organisations.
- Collation of success stories around Outcome focussed delivery. Design articles / visuals to celebrate success.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Presentation material to present the results of the delivery pathway and diagnostic exercise effectively to [REDACTED]	Materials developed and presented to senior leaders		
Materials and content to support the rollout of and engagement with the framework.	Materials shared with CEOs and relevant comms channels		
Project Stage B (additional stages can be added)			
Internal Capability Development Outcomes			
Social Value Outcomes			

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.

3. Delivery team



Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
[Redacted Table Content]					

Total resource <u>Total days*</u> Engagement Length** *Total days worked across all resources **Total working days in engagement	

Business Area’s team

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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 £74,700, inclusive of expenses and excluding VAT.



Department
for Environment
Food & Rural Affairs

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
Not applicable – expenses are non-reimbursable	£	
B (additional stages can be added)		
Not applicable – expenses are non-reimbursable	£	
Expenses		
Not applicable – expenses are non-reimbursable	£	
Grand total	£	

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

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;
- Weekly progress reports

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target

Feedback and satisfaction



Department
for Environment
Food & Rural Affairs

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:

In addition to the feedback and satisfaction requirements outlined above, the supplier will ensure all materials prepared in delivery of this contract are provided to Defra in a MSOffice compatible editable digital version.

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

