



Cabinet Office

OFFICIAL SENSITIVE - COMMERCIAL
Cabinet Office Commercial
External Support Team
EU Transition Contract
Work Package Agreement – Lot 1, 2 and 3

Completed forms and any queries should be directed to fst-consultancy@cabinetoffice.gov.uk

Please complete the form in accordance with the guidance and structures in the template. For queries on completing the form please contact the External Support team via the FST mailbox or your allocated Engagement Lead.

If the form is not drafted in accordance with the guidance, it will not be approved.

Engagement details			
Engagement ref #	019T		
Extension?	N	Ref	N/A
Department / Area	DEFRA, Europe and Trade Delivery Portfolio		
Supplier	KPMG LLP		
Title	EU Transition Readiness Assessment and Contingency Planning		
Engagement start / end date	23.11.2020		31.1.2021
Expected costs 20/21	£797,350		
Expected costs 21/22	£0		
Evidence of Internal Approval	Attach evidence of HR approval to use consultancy and Commercial/ Finance approval for budget and this route to market.		
Dept. PO reference	DEFRA to add PO reference # when available		
Lot #	Lot 2		
Version #	V1.1		

By signing and returning this cover note, DEFRA accepts the contents of this Work Package Agreement as being the services required and agrees for KPMG LLP to provide the services in accordance with the Statement of Requirements under the overarching contract (Lot 2 - Ref CCCC20A01) with the Cabinet Office and confirms the availability of funding to support recharge for the services



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Signatures		
Supplier	Department	Cabinet Office /External Support Team
For and on behalf of KPMG LLP	For and on behalf of Defra	Cabinet Office / External Support Team
Supplier engages with Department to complete. Once agreed, Supplier signs front page and sends to Department	Department signs front page and sends to External Support Team	On approval, External Support Team signs and returns copy to Department and Supplier

Supplier contact: [REDACTED]

Department contact: [REDACTED]

General instructions

The Work Package Agreement describes the services required and provided. When completing the Work Package Agreement 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 *departmental considerations* are guidance notes for the customer to support their evaluation of the Work Package Agreement.

1. Background

DEFRA manages a complex portfolio of programmes supporting readiness for the end of the EU exit transition period on 1 January 2021. DEFRA's priority has been to drive programme delivery ahead of that date.

Given the limited time remaining, additional support is required to assess and address the areas of highest risk within the EU transition readiness portfolio. This work will identify programmes and projects most at risk, and will develop and implement contingency plans to manage and mitigate the impact of any readiness gaps ahead of 1 January, and in the immediate subsequent period.

DEFRA lacks the capacity to delivery this work across its EU transition portfolio. [REDACTED]

2. Statement of services

Objectives and outcomes to be achieved

The overall outcome is to reduce the level of readiness risk in DEFRA's EU transition portfolio, by putting in place contingency plans which mitigate or manage those risks or gaps in readiness. The objectives of this engagement are to

- Identify the areas of highest risk to delivery or readiness ahead of 1 January and/or those with the most significant gaps in readiness
- Assess those risks/gaps in terms of level of impact (including economic, public health, food supply and other impacts)
- Develop mitigation and contingency plans at portfolio and programme level
- Support the prioritisation of risks and associated contingency plans
- Support programmes to implement contingency plans ahead of and during the transition
- Develop cost estimates of contingency plans to identify likely areas where significant costs will be pushed into the 2021/22 budget year

Scope

KPMG will support the rapid review, assessment, management and mitigation of EU transition readiness risks and gaps in the Trade and Europe Portfolio.

Support will be provided across three areas:

1. Portfolio Support
2. Centre of Expertise Support
3. Programme Support.

The roles and proposed individuals to support these roles are detailed in Section 3. The detailed scope of support in each of these areas will be refined day to day by the DEFRA Leads identified in Section 3 and the high-level scope in each area is summarised below. All scope will be delivered through programme/project management services and the specific areas of subject matter expertise noted.



Support scope across ALL roles:

All KPMG team members will work closely under the leadership of the DEFRA Leads identified in Section 3 for their respective area of support. Activities, progress and key risks/help needed will be reported on at least weekly. All support will be completed and transitioned to DEFRA colleagues by 31 January 2021.

All KPMG team members will support the DEFRA EU Transition daily operations centre, management board and XO committee meetings as required.



All knowledge and collateral developed will be proactively transferred to DEFRA colleagues throughout the engagement. The KPMG team will work closely with the DEFRA teams throughout to minimise the transition work effort. All key documentation will be transferred to DEFRA systems and KPMG teams will be available to support any follow up queries on the documents transferred.

If any potential changes to the scope of work and/or role requirements arise, these will be proactively discussed [REDACTED] and an appropriate route forward agreed.

Define the works (*SMART*):

4. Maintain the context outlined in the prior sections i.e. timeframes and deliverables should be considerate of EU Exit
5. Establish the deliverables, including 'who', 'what', 'where', 'when', 'how' etc.
6. Outline the full expected extent of support including, the specific contributions of this engagement and how that fits into the overall programme
7. Reference the relevant assumptions and dependencies
8. Produce a high level plan with dates, deliverables and relevant phases
9. *Define the handover and transition including how the engagement will migrate to BAU
10. Identify any potential further phases and extensions and how these will be managed
11. If a discovery phase is required to inform the scope reflect this in the works and add a checkpoint for clarifying and confirming the scope

*How will you ensure knowledge capture and an effective overall transition and handover of services? **Mandatory requirement**

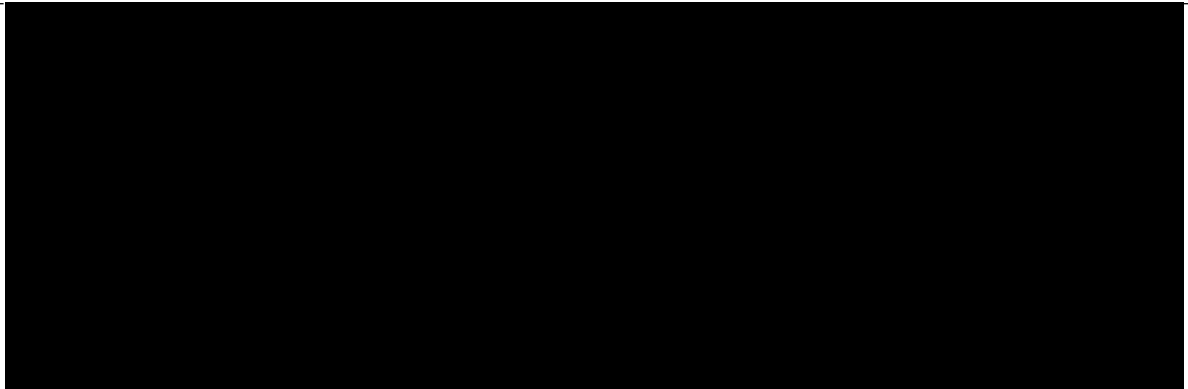
Departmental considerations:

12. Is there a defined scope (defined deliverables)?
13. Are the critical success factors clear (dependencies, inputs and risks)?
14. Is there a handover & transition plan (exit management, lessons learned and skills capture)?
15. What is the supplier accountable for, how it will be assured that is delivered and are you clear what you need to assist delivery

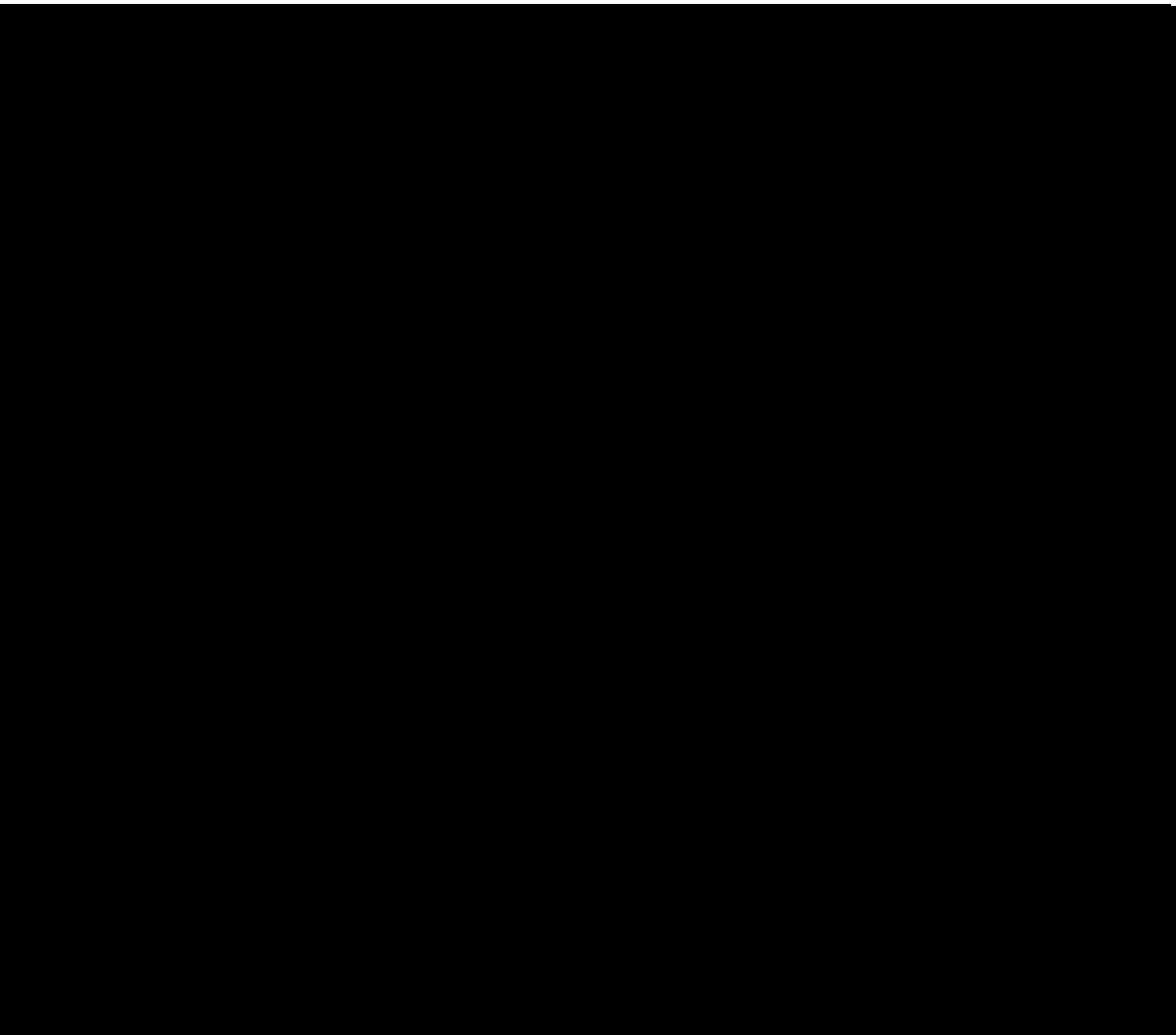
Assumptions and dependencies

Dependencies

- Availability of mature and robust portfolio and programme level plans, reporting and data
- Availability of, and access to, departmental representatives (including programme directors, programme managers, SROs, other DEFRA stakeholders)
- Background input, insights and guidance will be provided as required
- Rapid security clearance for KPMG team members (where required)
- Timely feedback and decision making from portfolio governance bodies



Deliverables



Additional deliverables in support the scope defined in Section 2 may be defined by the DEFRA Leads. These will be agreed between the DEFRA Lead and KPMG team at a working level in advance.



Describe what the supplier will produce:

- Outline and describe the specific outputs
- Outline what standards and formats apply
- Ensure deliverables are quantifiable
- Define the acceptance criteria
- Note there should be clear alignment between the objectives, deliverables and fees

Outline the specific deliverable(s), including milestones and dates, for knowledge capture, transition and handover. **Mandatory requirement**

Departmental considerations:

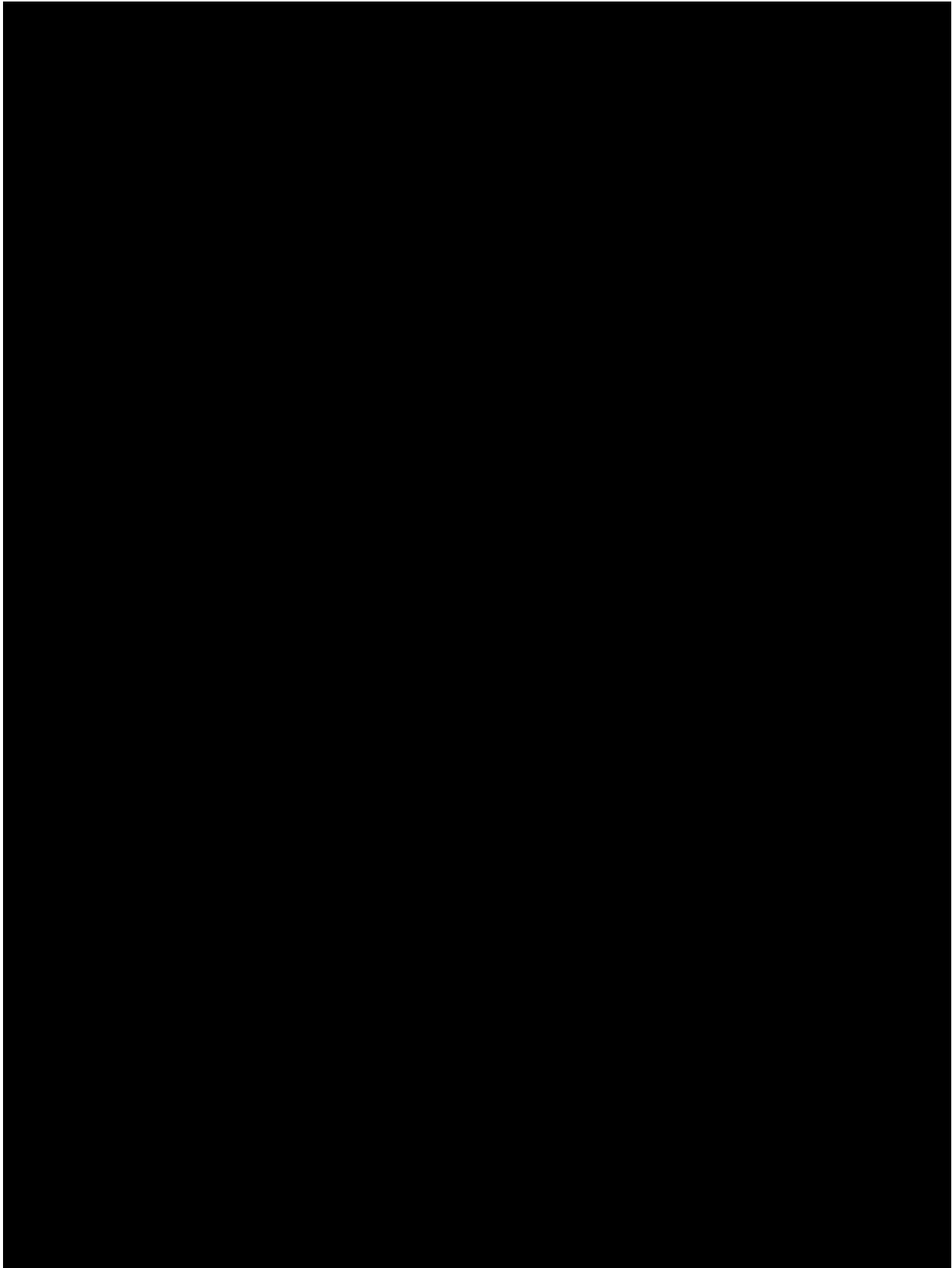
- Are the deliverables suitable for measuring performance, success and benefits?

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 Department.

The Work Package Agreement is the agreed contract of work between the Cabinet Office, Department and Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by the External Support Team.

3. Delivery team





£797,350

Department's team

Members of the DEFRA leadership team (the DEFRA Leads) to clarify and monitor delivery against the scope, activities and details of support requirements are as follows:

- Portfolio Leadership: [REDACTED]
- Portfolio Management SME: [REDACTED]
- NI Border: [REDACTED]
- GB Border: [REDACTED]
- Business Readiness: [REDACTED]
- Devolved Administration Readiness: [REDACTED]
- Prioritisation of Goods Programme: [REDACTED]
- Agrifood Programme: [REDACTED]
- VMD Programme: [REDACTED]
- Marine and Fish Programme: [REDACTED]

4. Fees

DEFRA 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 £797,350, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
Stage A	£797,3500	[REDACTED]

Departmental considerations:

- Are the costs and fees appropriate (costs linked to deliverables, rates and drive value for money)?

Expenses statement

The Cabinet Office overarching contract rates include expenses for any travel to/from any UK location defined by the Department as the base office for the work. Only expenses for travel at departmental request from this base can be charged. If appropriate, define permissible expenses to be charged.

Payment

The Supplier should invoice fees monthly in arrears. VAT will be added to fees at the prevailing rate. DEFRA will reimburse fees monthly on confirmation of approval of work delivered by the Department. All invoices submitted to the department for payment will also be provided to the Cabinet Office via fst-consultancy@cabinetoffice.gov.uk. 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 Department agree to provide reporting on the following:

- Completion of the time tracker on a monthly basis, to track days worked by our consultants;

Feedback and satisfaction

Department and Supplier to agree regular reporting intervals for the duration of the engagement.

The Cabinet Office 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 client departments rate the services provided.

Non-disclosure agreements

Any NDA requirements are to be agreed on a case by case basis between the Department and the Consultancy Provider.

Notice period

The nature of these engagements require that the Department / Cabinet Office have the ability to terminate an engagement with notice. The Department or the Cabinet Office's termination rights for this engagement are marked below.

The minimum notice period for termination is 5 working days regardless of engagement duration.

Where the Department or the Cabinet Office terminate an engagement, agreed costs incurred to the end of the notice period will be reimbursed.



1. Department identifies a potential need for delivery support, initiates a conversation with External Support Team, confirms which approvals are required for an engagement to occur
2. Request Form completed by department and submitted to External Support Team at:
fst-consultancy@cabinetoffice.gov.uk
3. The form is reviewed by the External Support Team to consider which resource route is most appropriate and may request additional information/edits from department if required
4. Lot / Supplier is selected and briefed on the request by External Support Team, then introduced to the requesting department for further discussion and confirmation of work to be delivered
5. A Work Package Agreement is completed by the supplier and agreed with the department, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the External Support Team for review by Decisions Board. Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> WPA agreed WPA signed: Supplier, Dept and CO Purchase Order number 	<ul style="list-style-type: none"> Work can start Supplier can invoice for work
Approval in principle	<ul style="list-style-type: none"> Confident WPA is on track or WPA agreed Reliable confirmation from Dept that internal approvals / funding in place as no PO number 	<ul style="list-style-type: none"> CO gives supplier permission to work at risk if they choose Dept required to complete Full approval ASAP Supplier can't invoice until Full approval

