



## Defra Group Management Consultancy Framework: Project Engagement Letter

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

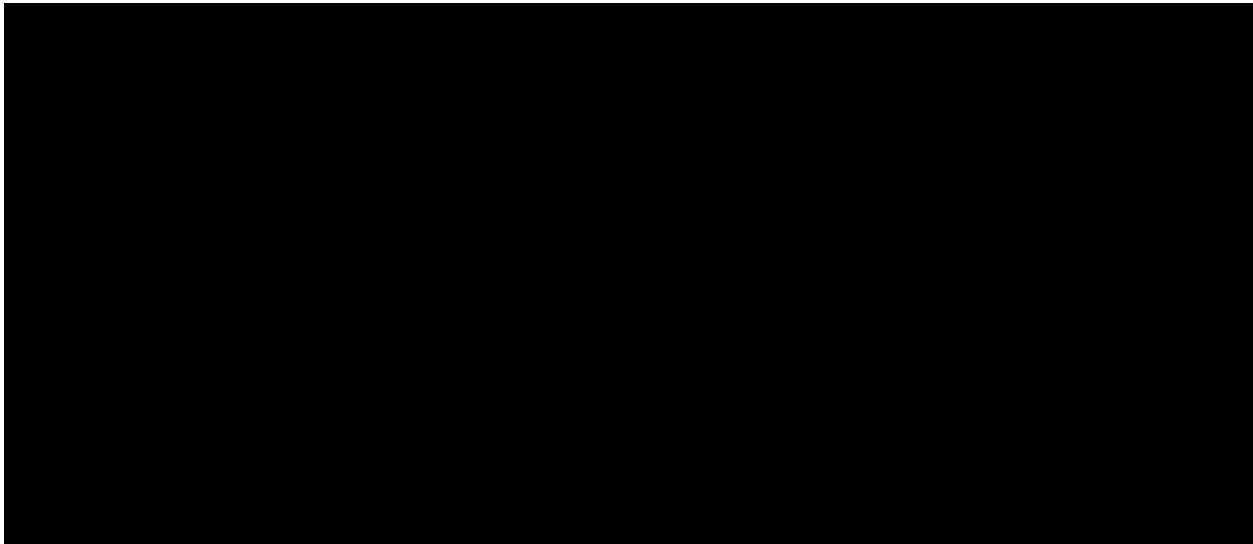


Engagement details		
Engagement ref #	DPEL_61548_005	
Extension?		DPEL Ref.
Business Area	Group Corporate Services Strategy & Transformation	
Programme / Project	Defra Group Transformation - Data	
Senior Responsible Officer		
Supplier	KPMG	
Title	Defra data operating and governance model (Defra DOG)	
Short description	A 7-week engagement to support in-house experts prepare a decision paper on the future organisation of Defra group data for ExCo.	
Engagement start / end date	24 <sup>th</sup> November 2022	6 <sup>th</sup> January 2023
Funding source (CDEL/RDEL)	RDEL	
Consultancy Spend approval reference	Below approval limit	
Expected costs 22/23	£99,000 (fixed fee)	
Expected costs 23/24	NA	
Expected costs 24/25	NA	
Dept. PO reference	TBC	
Lot #	Lot 2	
Version #	1.0	

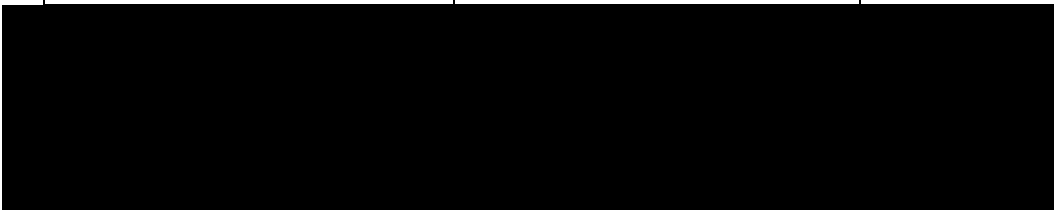


## Approval of Project Engagement Letter

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 contract (Lot 2] - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.



23/11/2022	23/11/2022	23rd November 2022
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

Defra group has great ambitions to support its strategic and business objectives by becoming a data driven organisation.

The department has a vast amount of data on the environment, its regulatory operations, its public-facing services, and its internal operations. If fully exploited, this information could help improve decision making, inform public policy, automate services, and encourage external engagement in Defra's agenda. At present, the group is struggling to achieve this.

[REDACTED] At the same time though, we have pockets of real data excellence, some great existing and emerging services (not least the Data Services Platform and Data Analytics and Science Hub) and a deep pool of group-wide data expertise. It's an uneven picture and shows how Defra is strong in some areas, weak in others, but overall, is not organisationally optimised to realise the best outcomes.

Fully realigning the department and ALBs in data terms is a significant programme requiring change. It slots within wider work on group transformation and must be informed by the same ambitions and timeline. This short, focused engagement is a starting point with three aims:

- To articulate and validate the as-is position of group wide data governance, management, operations, and exploitation i.e., who is responsible for what?
- To propose an optimal, achievable target operating and governance model for data covering all key roles and the entire data continuum (from source systems to analysis and publishing). This should be informed by comparable approaches in OGDs and elsewhere whilst being specific to Defra.
- To identify the delta between the two and the path to bridging it. This will be in the form of short and medium-term recommendations that are presented in a decision-ready way.

We anticipate that much of the thinking and consultation to support this project is already in place, within DDTS, corporate services, CSAO, Director of Analysis and Insight, and some agencies. This project will have two aims: first, to compile, collate, stress-test and bring external insight and validation to our work to date. Second to shape it into a clear direction forward (the optimal model) for ExCo to review and approve in January.

Two phases of further work will follow this engagement in 2023 – a 3-month deep dive (Jan to March) to engage with a wider range of stakeholders and define a group data strategy and action plan which has cross-Defra visibility and support. From March onwards, to embed governance and deliver change. In summary:

- Phase One: data roles and responsibilities, target organisational structure and immediate recommendations and resource ask for ExCo.



- **Phase two:** deeper engagement with stakeholders, more detailed definition of governance model (ownership, stewardship, governance boards, flow of money, etc.); identifying capability gaps; articulation of strategy and cross-Defra buy-in.
- **Phase three:** delivering and embedding new structures (roles and responsibilities, interfaces and hand-offs, new meetings, etc.) and any new functions emerging from the phases above. Phase three will focus on implementation and realising benefits.

**Only Phase one is in scope for this engagement. Further phases may require a new commercial approach. Note:** any future phases are not guaranteed to be awarded to KPMG and will be subject to review and cab ranking or an alternative framework, as required.

## 2. Statement of services

### Objectives and outcomes to be achieved

#### Output

- A paper for ExCo and the Data Exploitation Board supported by research that:
  - Sets out data roles and a RACI, making clear who is responsible for what (to DG and Director level), from data creation through to use and exploitation
  - Identifies an optimal future state. This must be achievable in the Defra context given organisational and SR realities so is likely to be a series of options (ideal, streamlined etc.).
  - Presents a clear roadmap for next steps with decision points, and an associated, realistic resource ask
- It must be presented in a way that articulates benefits and a way of measuring them against options and investment choices.

#### Objective

- The RACI is understood and accepted.
- An optimal achievable target state is agreed.
- Next steps are agreed.

#### Outcomes that will be enabled by the work

- Data responsibilities will be assigned to individuals or groups.
- Responsibility and accountability will be better aligned with capacity.
- Next steps will be resourced, so dedicated capacity exists to carry work forward.
- There will be a clear path ahead that will measurably improve Defra data outcomes

### Scope

#### In scope

- All data across the group, created or used for Defra business operations and policy outcomes - this means not just the core department, but Defra and its ALBs. For practical purposes, the most business-critical data is a priority.
- All uses of data from operational to analytics to onward sharing, including externally.
- All lifecycle stages of data. We are interested in an approach that addresses data from its raw form through to outputs of analysis.
- The full range of data actors – owners, users, enablers – and including both technical and non-technical roles.
- Our strategic approach to data – how is direction defined? Who owns it? Who delivers it?
- Our operational structures for data – who does what, where?
- Our governance structures for data – how are decisions made? How are standards and policies developed and implemented? How are priorities agreed?
- Alignment with the National Data Strategy and CDDO mandates and initiatives.



- Also, reference to desirable organisational models in OGDs and beyond.

#### Out of scope

- Documents and information (including Public Records) and their metadata. This may move into scope later, but for now is considered part of a separate information management approach, including the group-wide rollout of Office 365.
- Specific recommendations on data architecture and any technology choices.
- Detailed use cases unless used as exemplars of wider issues.

### Assumptions and dependencies

#### Assumptions

- That discovery work has already been undertaken and relevant information already exists in DDTS, CSAO, Director of Analysis and Insight etc. This is not a discovery from first principles.
- That in-house resources will author the ExCo paper. Consultancy is required to produce supporting collateral and shape and inform the work.
- That key Defra staff will be available for interviews, workshops and to comment, as required.
- That meeting slots for ExCo and DEB are agreed.

#### Dependencies

- Over-arching Defra transformation provides the context and direction for this work
- Access to data, stakeholders as part of the discovery/assessment
- Availability of all stakeholders over the duration of the engagement

### Risk management

The primary risk is timely, quality input from Defra. To manage this:

- A group of four key data stakeholders will be assembled as the project delivery group – [REDACTED] specialist advice as required, for instance on Data Protection and security).
- The group will have EA support and will coordinate input from Defra.
- A steering group will be established at director level ([REDACTED]) and will ensure engagement from their areas and act as escalation where required.

### Deliverables

The deliverable is a single, consolidated pack with the following components.

- **Validated data RACI**

A statement of data roles and responsibilities with current accountabilities. The RACI will also identify where data capacity sits.

This must reflect real world experience so will be validated with relevant stakeholders – including data creators, users, and enablers. Note, this deliverable aligns with the findings of a recent GIAA audit.

- **Target operating and governance model (conceptual at this stage)**

A credible, appropriately evidenced and aligned model for data operations and governance in a complex organisation. To cover data ownership, data management and quality, data flows, data





access, data delivery, design and standards, data use for analytics and digital services, capability, strategy, and policy.

We assume that centralised, federated, and decentralised options will be considered where realistic to do so.

The model is expected to provide a clear direction at a relatively high level. More detailed work on restructuring and change should follow.

- **Prioritised asks and actions**

A validated list of prioritised asks that can be put as yes/no options to executive decision makers. This is likely to be worked down from a longer list of options.

- **All collateral will support a pack for presentation to ExCo and Data Exploitation Board**

A pack and supporting materials for ExCo and DEB.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project Stage A</b>			
<p>A consolidated pack, comprised of:</p> <ul style="list-style-type: none"> <li>- Validated data RACI</li> <li>- Target operating and governance model (conceptual at this stage)</li> <li>- Prioritised asks and actions</li> </ul> <p>All collateral will support a pack for presentation to ExCo and Data Exploitation Board</p>	Provision of all specified elements in the above table	06/01/2023 Delivered as a single, approved pack	
<ul style="list-style-type: none"> <li>• All components above will be developed and reviewed iteratively over the course of the engagement.</li> <li>• They will be accepted as final in a single pack after review at the close of the project.</li> </ul>			
<b>Internal Capability Development Outcomes</b>			
<b>Social Value Outcomes</b>			

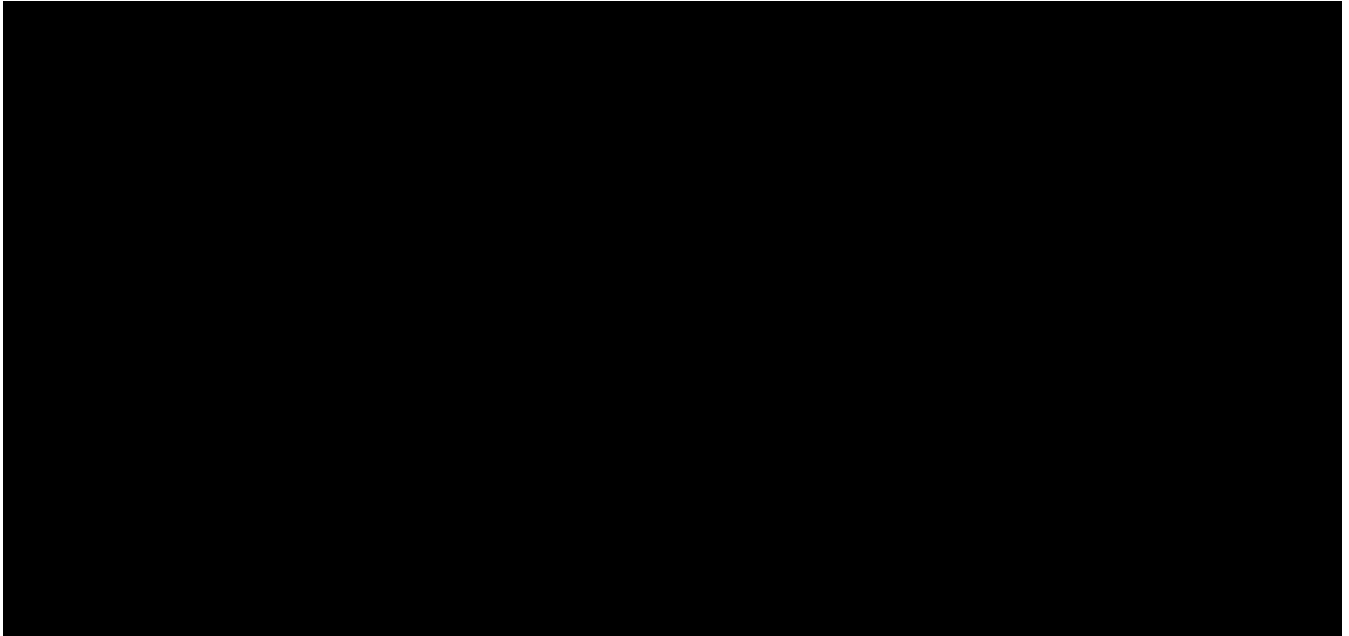
### Limitations on scope and change control

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.

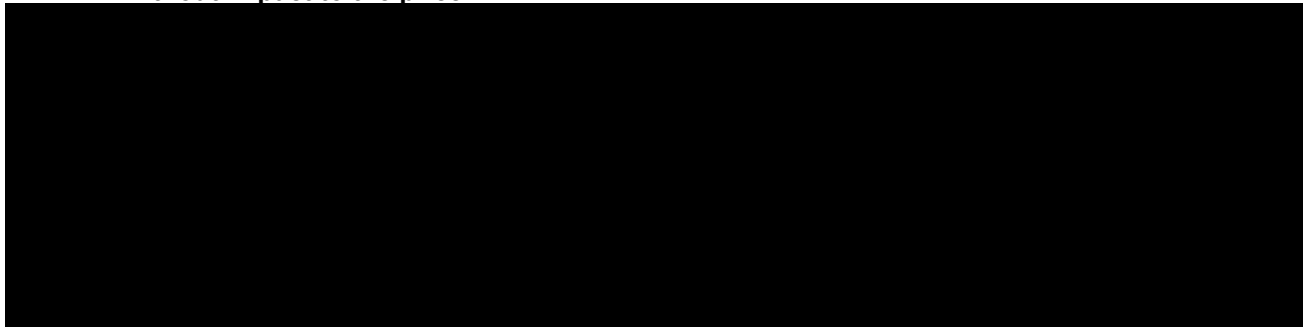


The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

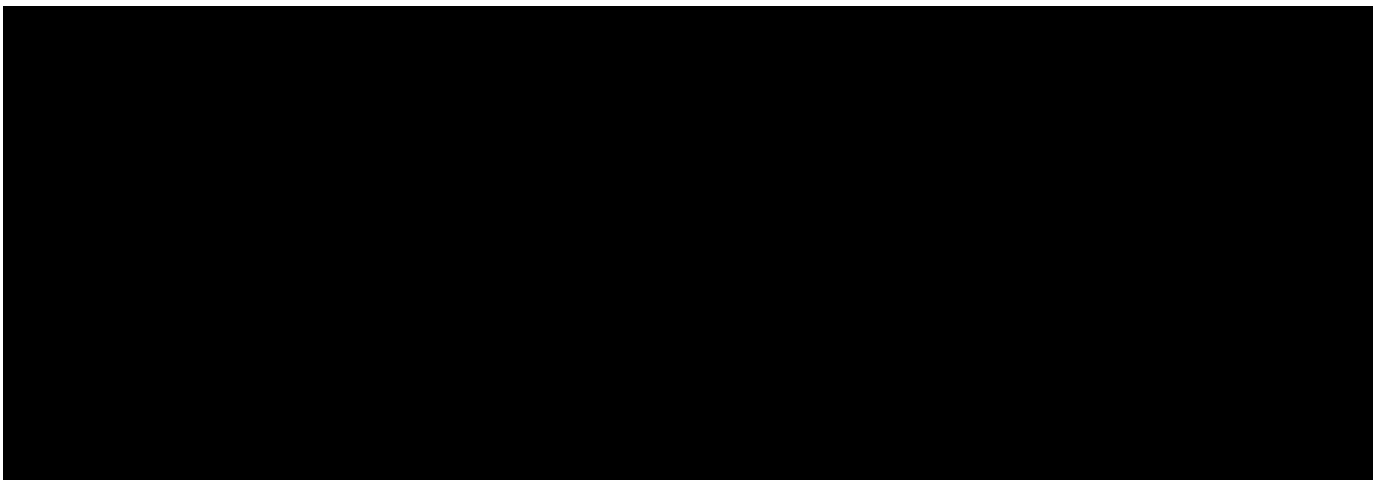
### 3. Delivery team\*



**without impact to the price**



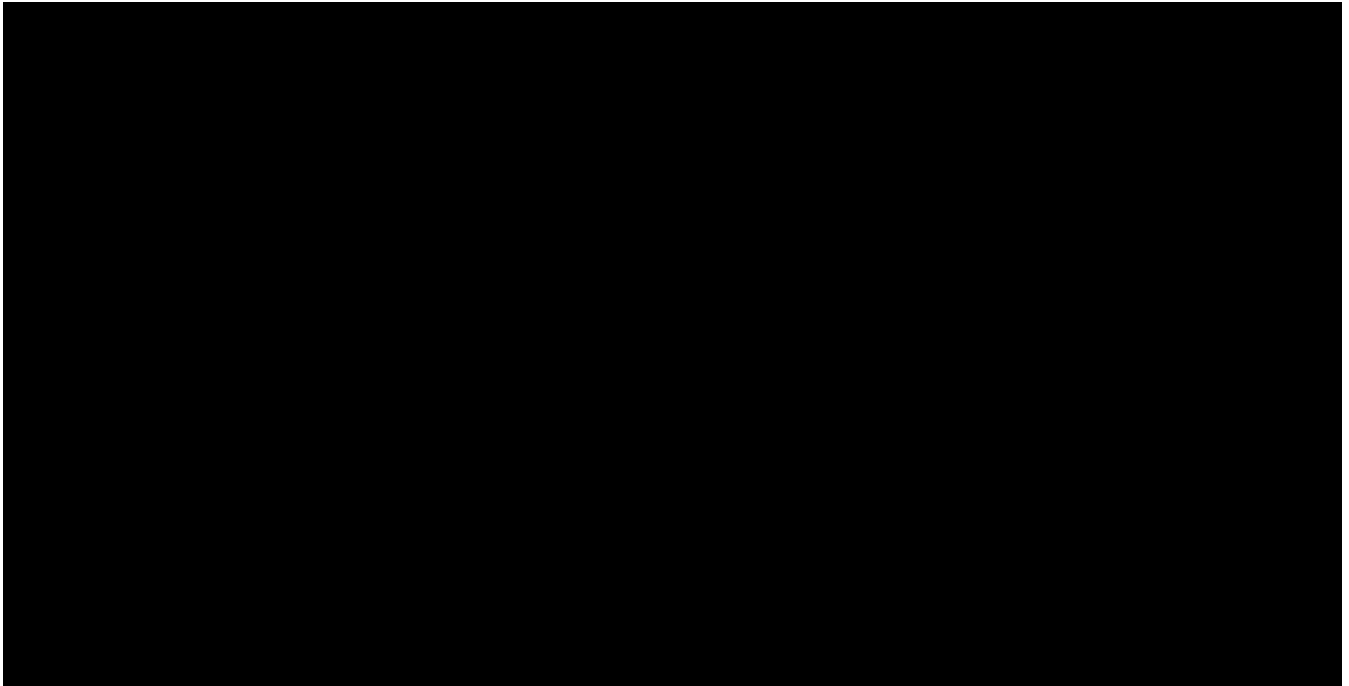
**Business Area's team**



### 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 £99,000, inclusive of expenses



### **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**

Given that this is a short engagement, reporting and interaction should be frequent and include:

- Initiation session in week one. This will result in an engagement and delivery plan.
- Weekly planning and progress sessions each Friday until the final week. This will be to resolve issues, track progress and share emerging deliverables.
- Supplier attendance at the project Steering Group every two weeks. This will be to track progress and share deliverables.
- Ad-hoc sessions to review emerging deliverables.
- Final session to accept deliverables and

### **Key Performance Indicators**

None.





### Feedback and satisfaction

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

No additional NDAs.

## 6. Exit management

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

- Hand over deliverables and supporting materials.
- Provide time to share findings and observations on the project. This may be informal.

### 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>

