

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_045				
Extension?	No	DPEL Ref.	DPEL_ 61539_045		
Business Area	Animal and Plant Health Agency ("APHA")				
Programme / Project	Delivering Sustainable Futures				
Senior Responsible Officer	[REDACTED]				
Supplier	Deloitte LLP ("Deloitte")				
Title	Strategic Transformation Partner				
Short description	Building on previous phase of Service and Organisation Design, ongoing support shall be provided by Deloitte for the delivery of APHA's Strategy and Delivering Sustainable Futures Transformation Programme. Areas of support shall include: process re-engineering and improvement, programme management support, business case development, change management and communications, data strategy and capacity and demand data modelling, organisation design, ad hoc advisory services, and other related support services.				
Engagement start/end date	Start date 30 January 2024	End date 31 March 2025			
Consultancy Spend approval reference	Approved by CEO and APHA Director of Strategy, Planning & Innovation				
Expected costs 23/24	£1,250,000 excl. VAT				
Expected costs 24/25	£3,500,000 excl. VAT				
Expected costs 25/26	£0 excl. VAT				
Dept. PO reference	TBC				
Lot #	Lot 1				
Version #	1				

Approval of Project Engagement Letter



Department
for Environment
Food & Rural Affairs

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 Deloitte to provide the services in accordance with the agreed Supplier Proposal under the overarching contract ([REDACTED] - Ref [REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures

[REDACTED]		
[REDACTED]		
[REDACTED]		
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

[REDACTED]

1. Background

Briefly justify why support is required:

Launched in May 2023, APHA's Strategy outlines an ambitious mission for APHA 'to protect animal and plant health to benefit people, the economy, and the environment'. A significant programme of change has been initiated to transform APHA in order to meet the ambition set out in the strategy.

Given the ambition and scale of the transformation change needed to deliver the Strategy, APHA requires additional expertise and capacity to ensure the delivery of the desired outcomes.

Deloitte has been supporting APHA on a number of engagements over the past two years to support the delivery of the strategy, most notably as part of the Delivering Sustainable Futures (DSF) Programme and the implementation of the People Planner tool. This over-arching DPEL provides the facility for APHA to call-off additional support from Deloitte as Strategic Transformation Partner for the delivery of the Strategy.

2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

Building on previous work, Deloitte will provide specialist support to APHA in the delivery of the ambition defined in the Strategy. Individual pieces of work will be commissioned through Project Initiation Documents (PIDs), which will detail the outcomes and scope to be provided for each project. These PIDs will take the same format agreed with Defra Commercial and which is being used as part of the Defra Transformation contract. Deloitte will provide support in the following areas as per the needs of the transformation:

1. Process re-engineering and process improvement. Deloitte will provide experience and capacity to re-design and transform APHA's processes in a way that supports the design and delivery of excellent services as part of the wider digitally-enabled transformation. Process improvement work will also look to identify and deliver efficiencies in the delivery of as-is processes (e.g. process improvement in endemic and exotic notifiable disease),
2. Programme definition and programme management. Support to scope and define the transformation programme, including leveraging Deloitte methodologies, and provision of programme management capacity
3. Specialist support for business case development as per APHA and Defra Group Governance requirements, including in accordance with HM Treasury guidance, and cost/benefit analysis to support the ongoing prioritisation of investment and Spending Review submissions
4. Change management, engagement and communications. Support to define and deliver the change management interventions required to support the APHA organisation become more ready, willing and able to achieve the ambition outlined in the strategy and the transformational change required. This will include provision of support to deliver key engagement and communications messages

5. Specialist support to develop APHA's data strategy, capacity and demand data modelling expertise, data management and visualisation capability, and support in the delivery of technology solutions (e.g. Microsoft Power Apps, Microsoft Power BI) as required
6. Organisation Design. Support to identify, design, and support the implementation of changes that may be required to APHA's organisation structure as a result of the transformation
7. Wider ad hoc advisory support as required by the evolving requirements of the DSF transformation programme.

Scope

The scope of each piece of work to be commissioned under this agreement will be developed and mutually agreed between Deloitte and APHA through the PIDs. PIDs will be approved by the SRO, [REDACTED] (Director of Strategy, Planning & Innovation), and will be triaged and monitored via the DSF Supplier Steering Group within APHA.

Progress against the approved scope, outcomes and milestones of each PID will be reported to the DSF Programme Board and APHA Executive Board.

Assumptions and dependencies

- Deloitte is expected to work with the relevant SROs to confirm alignment of PIDs with the transformational goals of the Delivering Sustainable Futures Programme.
- APHA will confirm the governance arrangement around the approval and monitoring of PIDs
- The initial duration of this DPEL is set to 31 March 2025. Additional support beyond this date will require agreement of an additional DPEL.
- Individual PIDs will detail the assumptions and dependencies relevant to the delivery of the specific scope of work agreed under such PID.

Risk management

- Risks will be managed through the DSF Supplier Steering Group.
- Escalated risks will be reported through to the DSF Programme Board and APHA Executive Board



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Deliverables

Please note that individual PIDs (format agreed with commercial colleagues) will be created for each individual piece of work. These PIDs will contain detail regarding specific deliverables. The PIDs will be approved by [REDACTED], shared with relevant commercial colleagues, and monitored by the DSF Supplier Steering Group with specific approval arrangements for Deliverables detailed in individual PIDs. A standard template for the articulation of delivering is provided below.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Social Value Outcomes			
N/A – covered within the Framework Agreement			

3. Delivery team

The Services under this DPEL is based on a time and materials approach, a fixed fee basis or other commercial approach as documented within the specific work packages being agreed via a PID. The rates provided below are set by the Framework Agreement with Defra Group. The Parties agree that these rates as set forth in the Framework Agreement are subject to change and therefore Parties can agree to a new rate card to be applicable from 1st June, 2024 after mutual agreement. Parties understand and accept that such agreed new rates will only apply to the Services provided via a PID under this overarching DPEL and will not be applicable to any existing DPEL where Deloitte is already provided Services. Should the Framework rates change, any new PIDs commissioned under this DPEL will be using the updated Framework rates.

The total ceiling costs for the Services to be provided under this DPEL up to 31 March 2025 will be £4,750,000 excl. VAT. Each PID will include a completed version of the table below using new Framework Daily rates (as applicable), clearly setting out the number of days and rates for each package of work to ensure comprehensive tracking and compliance with the overall budget envelope.

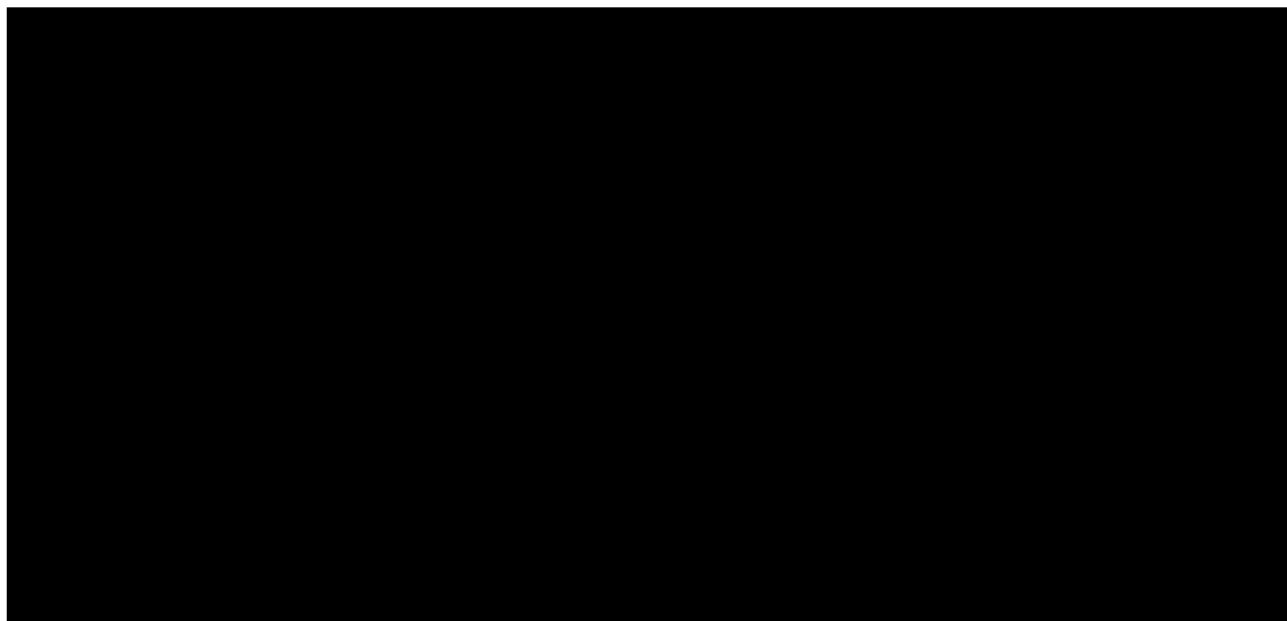
Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
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	Totals		Total value of all call- off's not to exceed £4,750,000 to 31 March 2025
Total resource			
<u>Total days*</u>		As per PIDs*	
Engagement Length**		As per PIDs **	
*Total days worked across all resources			
**Total working days in engagement			

Business Area's team



4. Fees

Defra Group will reimburse the Supplier for approved work completed. The total fees for the scope of work detailed in this Engagement Letter and in subsequent PIDs will be no more than £4,750,000 to 31 March 2025, inclusive of expenses and excluding VAT.

The use of PIDs to define the Deliverables for each targeted package of support will ensure that value for money is achieved.

The Delivering Sustainable Futures PMO team will collate the Deliverables, costs and timescales from each PID to ensure that the specialist support provided is aligned to the approved scope, that total expenditure remains within the overall envelope, and that milestone delivery dates are met.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
No specific stages defined for this DPEL – to be managed through PIDs which will be aligned with key milestones		
Expenses		
None expected and only in accordance with expenses statement below		
Grand total		

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. Such expenses are likely to include travel to APHA's sites across the UK. The base location for work carried out under this agreement will be London.

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

- [REDACTED] as Delivering Sustainable Futures SRO (or Deputy SRO as specified in Section 3 – Business Areas Team) must approve each individual PID.
- Each PID will define the governance and reporting arrangements for each project (in-line with standard Programme and APHA governance)
- Risks and progress against outcomes, milestones and Deliverables will be managed by the DSF Supplier Steering Group

- The Terms of Reference for the DSF Supplier Steering Group will be defined and mutually agreed within 1 month of the start of this DPEL by the DSF Supplier Steering Group
- Changes to the scope, outcomes, milestones, deliverables or cost of each individual PID shall be documented, and then presented to the DSF Supplier Steering Group for consideration. [REDACTED] as Delivering Sustainable Futures SRO (or Deputy SRO as specified in Section 3 – Business Areas Team) must approve each change request.
- The notice period to terminate each PID will match the notice period of this DPEL as specified in Section 6.

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
	To be defined in individual PIDs					

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 [REDACTED] 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 [REDACTED] 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:

To be agreed as part of individual PIDs which are to cover at a minimum the following:

- Knowledge transfer plan which defines the skills and knowledge that are to be transferred over to nominated APHA staff at the completion of the PID scope and outcomes
- All formal Deliverables of each PID to be signed off by the appropriate nominated individuals from APHA
- All Deliverables and assets to be stored in an APHA collaborative working space on software/applications accessible to APHA staff and handed over to nominated APHA staff
- Knowledge transfer handover session(s) to ensure that nominated staff are able to access and maintain assets and deliverables on an ongoing basis
- End of project retrospective / lessons learned session to discuss achievements and learned from across the blended teams
- Final handover email/document summarising the completion of all deliverables and how then can be accessed.

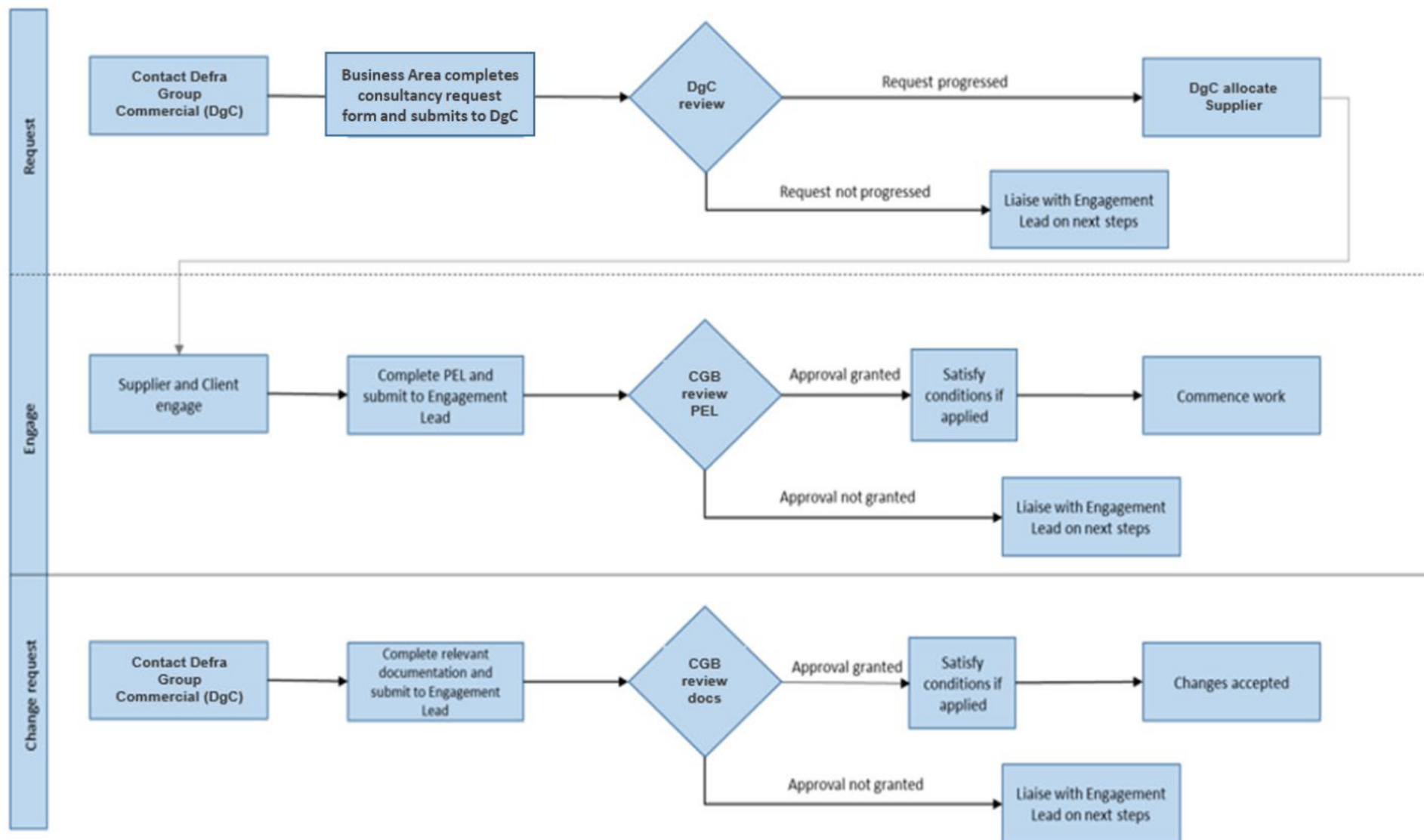
Notice period

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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