



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.

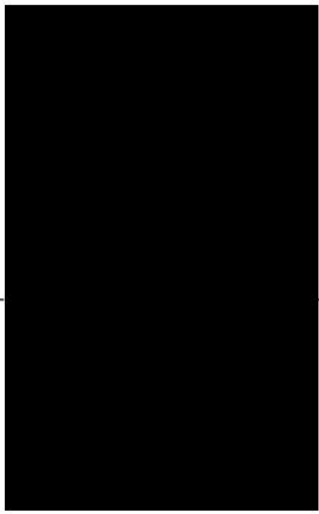
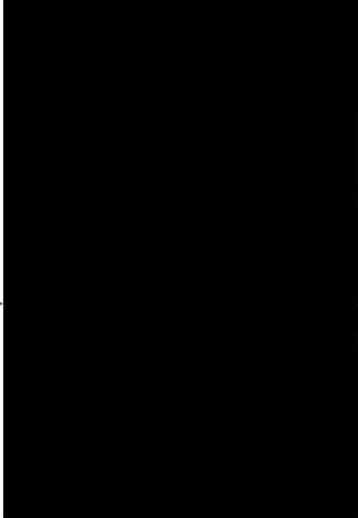
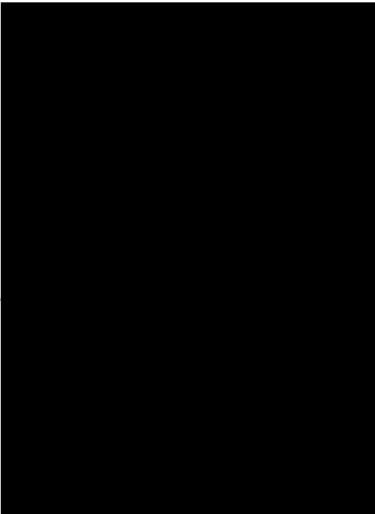
Engagement details					
Engagement ref #	DPEL 61538_013				
Extension?	N Follow-on work within pre-agreed budget	DPEL Ref.	NA		
Business Area	Defra Core				
Programme / Project	Strategic Change Projects Directorate				
Senior Responsible Officer	[REDACTED]				
Supplier	KPMG				
Title	Support for Ambitious Outcomes programme – Outcome Framework				
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, develop three Outcome Framework options to a metric level.				
Engagement start/end date	Proposed start date 26/09/23	Proposed end date 19/12/23			
Consultancy Spend approval reference					
Expected costs 23/24	£225,450				
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 #	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
		
[05/10/2023]	05/10/2023	23 <sup>rd</sup> October 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: 

Business Area contact: 

## 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 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. Within this 12-week extension to previous work by KPMG, the first 5-weeks will help to build out a more detailed Outcome Framework, linking goals with metrics and showing how they can be arranged in different configurations to help with communicating the departments' role. The KPMG team will be available for a further 7 weeks to support in the detailed design of the Outcomes Framework, but the nature of this support will be agreed after the Ex-Co meeting, to direct resources and activity accordingly, and only if required.

(note that the end date of the contract is extended out passed this phase in case of any unforeseen overruns that can be included within underspend in the cost envelope agreed in this document)

## 2. Statement of services

### Objectives and outcomes to be achieved

State and describe the aims of the engagement:

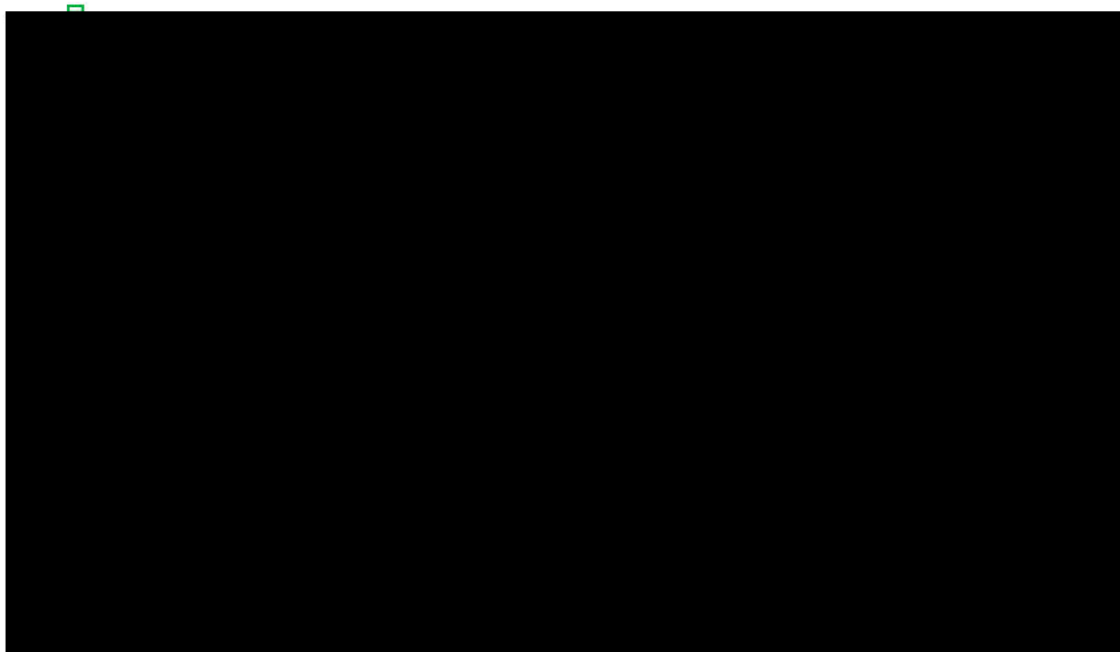
1. **Support the department to build and agree an Outcome Framework (by mid-October)** that provides a holistic summary of everything the department is seeking to achieve. The framework should help the department to better understand and communicate the totality of what it is trying to achieve. It should also provide clear metrics and targets that enable the department to identify progress towards, and achievement of, its outcomes.

### Scope

This work will not be starting from a blank page. Much relevant work exists or more recently has been put in train.

This phase of work will last five weeks, although much of the effort will be required in the first 2-3 week period.

- 1) **Quickly develop 3 strawman Outcome Frameworks down to a metric level.** These should be based on the current three options highlighted in the image below, and also include a set of Enabling (Internally focused) Outcomes. The initial pass of metrics should be done through discussion with relevant G6 leads within the Outcomes Programme team.



- 2) Hold a series of conversations with relevant parts of the organisation to test and refine these options further, seeking to gain clarity around what success looks like and how it can be measured. The conversations should focus on areas where the G6 leads identify a need for further clarity or discussion. It is not expected that the metrics will differ between the options –

the options will just group this metrics into differently constructed goals and outcomes. It is accepted that there may not be metrics present yet in some goal areas.

- 3) Keep a record of the changes made and associated reasoning.
- 4) Present the resulting Outcome Framework options in a way that is easy to digest by senior leaders.
- 5) Provide effective visualisations that show how key parts of the business, or cross cutting themes are achieved within the different framework options. This should include economic growth, farming, marine and fisheries and food supply.
- 6) Support the Outcomes Programme Team in preparing communication material for working sessions with the Programme steering group and ExCo.
- 7) Hold sufficient regular meetings with the Programme Manager and Outcome Framework lead to enable the work to progress at pace.
- 8) Work with the programme team, after the Ex-Co meeting, to confirm next steps and, if further support is required from weeks six to twelve, create the detailed design of the Outcomes Framework. This second phase after Ex-Co will be decided if required by Defra with no commitment to complete.

### 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.
- 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?)
3 No. draft Outcome Frameworks.	[REDACTED]	06/10/23	[REDACTED]
3 Final Outcome Framework options and associated presentation material	[REDACTED]	13/10/23	[REDACTED]
<b>Social Value Outcomes</b>			
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 ([REDACTED]) 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]

(\*) Investment time

(\*\*) Time allocated for the first five weeks only

<b>Total resource</b>  <u><b>Total days*</b></u> <b>Engagement Length**</b>  *Total days worked across all resources **Total working days in engagement	[REDACTED]  [REDACTED]
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### 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 £, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
<b>A</b>		
Outcomes Framework (5 weeks)	£106,188	27/10/2023
Outcomes Framework (7 weeks – support post ExCo meeting)	£119,262	15/12/2023
<b>Expenses</b>		
None expected and only in accordance with expenses statement below		
<b>Grand total</b>	<b>£225,450</b>	

### 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 overseen by a project Working Group which will meet twice per week. The Working Group will monitor progress and report to the Programme Manager [REDACTED] and the Director of Strategic Change Projects [REDACTED]

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

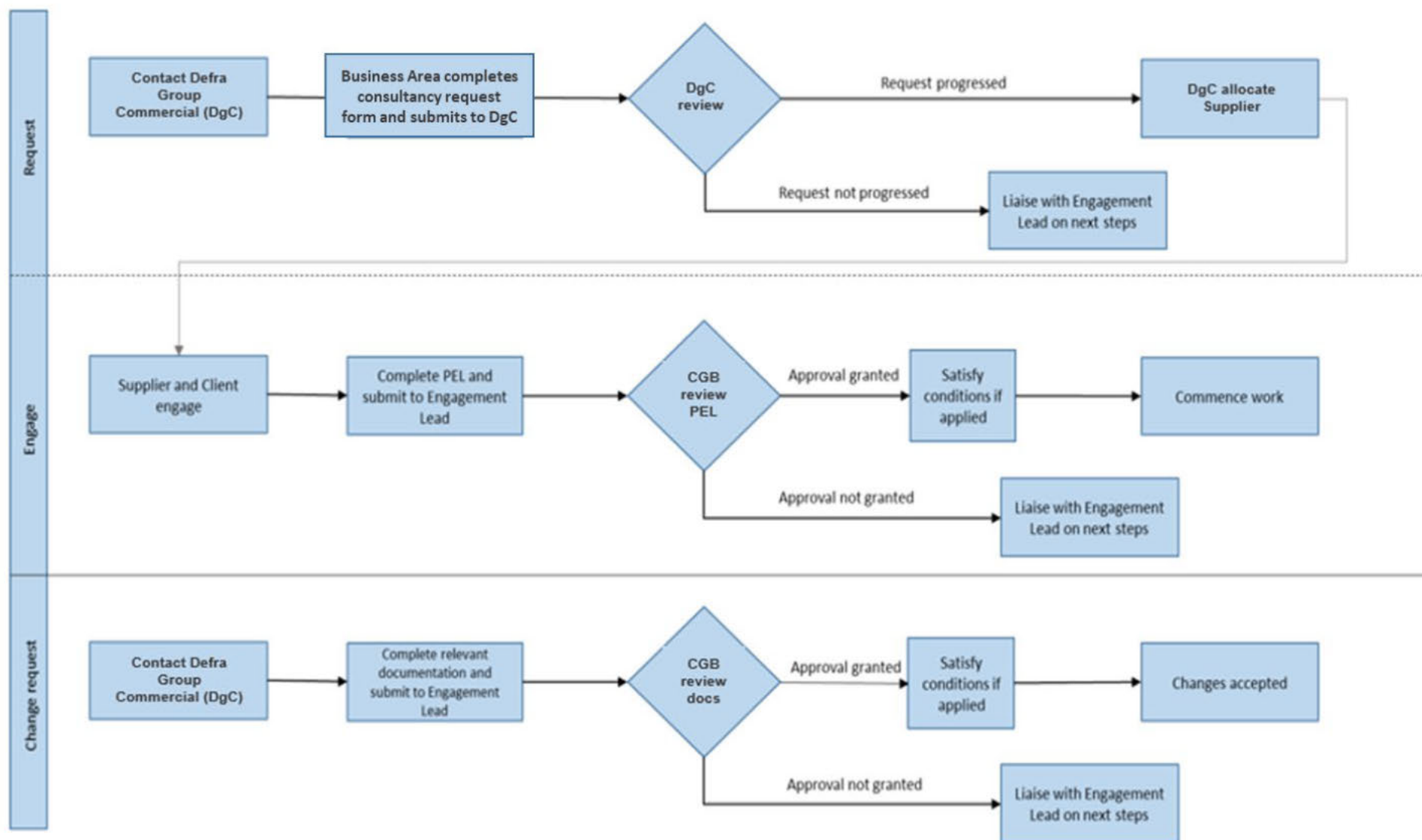
### Notice period

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"> <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>





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