



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.

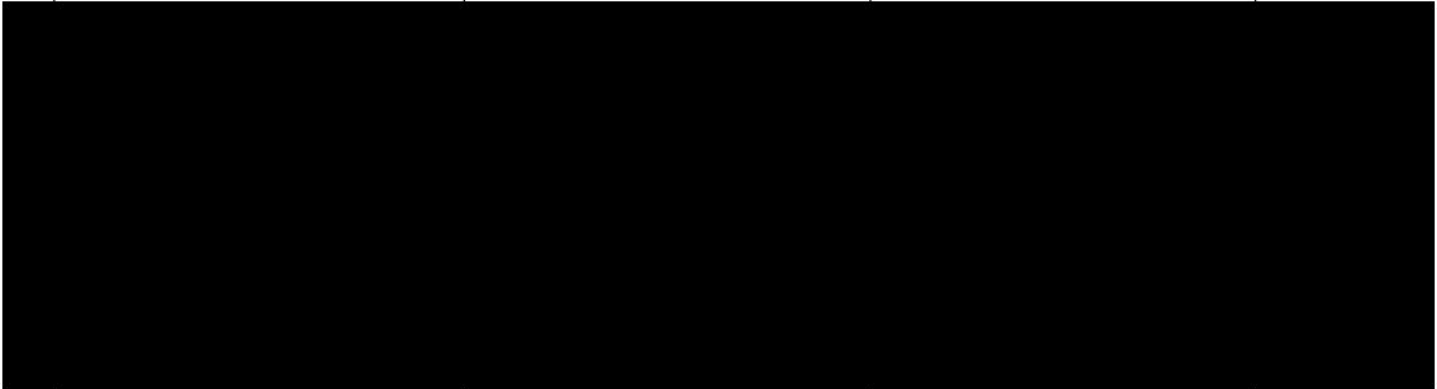
Engagement details					
Engagement ref #	Defra Framework				
Extension?	No	DPEL Ref.	DPEL_61539_047		
Business Area	Defra Permanent Secretary				
Programme / Project	Defra Group Transformation				
Senior Responsible Officer	[REDACTED]				
Supplier	Deloitte LLP ("Deloitte")				
Title	Supporting Set up and Delivery of Change and Transformation				
Short description	To build new change and transformation capability to accelerate delivery of Defra strategic goals.				
Summary of Scope	<ul style="list-style-type: none"> <li>Standing up a Defra wide change and transformation capability</li> <li>Delivering accelerated programme of change across Defra</li> <li>Handover of capability to relevant Defra team</li> </ul>				
Engagement start/end date	Start date 08 July 2024	End date 31 <sup>st</sup> Jan 2025			
Consultancy Spend approval reference					
Expected costs 24/25	£130,000				
Expected costs 25/26	£0				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 1				
Version #	1.0				



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

Signatures		
Supplier	Business Area	Defra Group Commercial
On Behalf of Deloitte	On Behalf of Business Area	On Behalf of DEFRA



By: _____ <i>Signature</i>	By: _____ <i>Signature</i>	By: _____ <i>Signature</i>
[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED]
Date	Date	Date
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]  
[REDACTED]



## 1. Background

### Background

Defra recognises the need to build a Future Defra that (a) prioritises delivery of an improved environment, more resilient world and great services; (b) makes it easier to get its jobs done, with greater flexibility and seamless working across the group; and (c) is a destination organisation, investing in its people so that they can enjoy their jobs and feel valued.

Future Defra set out why it need to change; its vision and mission; and how it will change against three pillars:

- Ambitious outcomes: prioritising delivery of an improved environment, more resilient world and great services.
- Efficient working: making it easier to get jobs done, with greater flexibility and seamless working across the group.
- Thriving people: making Defra a destination organisation, investing in people so they enjoy their jobs and feel valued.

In parallel, further work proceeded on Defra Digital and Data Transformation Strategy which was approved by ExCo+ in October 2023 and is therefore now a vital foundation stone for how Defra's future department works. The strategy set out six missions, which are:

- Mission 1: transformed services that deliver the right outcomes for people and the environment
- Mission 2: putting in place common business capabilities and modern delivery practices to realise better digital services
- Mission 3: make better use of data to power decision-making and services
- Mission 4: efficient, secure, and sustainable technology and services
- Mission 5: digital confidence and skills at scale
- Mission 6: removing the barriers to transformation

Following the recent changes to Defra's DG structures, and the agreement to accelerate delivery of the transformation programme at the Future Defra Summits held in September 2023 and January 2024, further support is required from Deloitte to set up a small, central transformation and change function that can work across all of Defra Group. This small team will bring together all of the relevant change programmes, identify priorities and accelerate delivery of a small number of programmes.

This Engagement builds upon the foundation that has been laid for group-wide change and will further advance delivery of the group-wide Directional Design whilst ensuring that new strategic outcomes are used as the foundation upon which to build.



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## 2. Statement of services

### Objectives and outcomes to be achieved.

#### Objectives / Work Scope

1. Deliver organisational transformation across DEFRA group:
  - a. Work with Defra senior leadership to shape (and deliver) end state
  - b. Define and shape implementation for a new jointly agreed implementation programme
  - c. Work collaboratively with Defra senior leadership to deliver Future Defra Transformation plan (what plan are we referring here?)
  - d. Identify 2/3 pilot projects for acceleration and develop and implement acceleration plan
  - e. Identify and manage issues/risks/challenges related to what?
2. Build team and capability to deliver what?
  - a. Leverage work to date to identify new ways of working
  - b. Work with Director Generals (DGs) to build a "right sized" multi-disciplinary Transformation team
  - c. Design [and implement] transformation governance, likely to include setting up and supporting a new 'Design Authority'
  - d. Attend relevant governance and drive change
  - e. Support development of common capabilities where appropriate
3. Execute handover to full time role:
  - a. Alongside Defra HR, spec full time role job description
  - b. Create [and execute] handover plan
  - c. Document risks, issues, lessons learnt, 'way forward' report for close out

#### OUTCOMES

- Deliver accelerated change, aligned to Defra strategic objectives
- Set up a small change and transformation capability, building on existing capability where possible
- Refine the existing 'Future Defra' change narrative. Build understanding and buy-in for transformation across Defra Group
- Set up a small change and transformation capability
- Support the handover of the role to a permanent Defra team



## Scope

The Deloitte's scope of Services under this Project Engagement Letter will be limited to working with all programmes that are linked to delivery of future Defra, including some in flight already such as Enabling Programmes, Strategic Outcomes, delivery of operating Model shifts. Deloitte will also support delivery of the Digital and Data Transformation Strategy (DDAT). This may involve evaluating existing programmes to ensure they are aligned to the transformation approach. Deloitte's scope of Services will not include programmes in flight that are not linked to Future Defra or that only impact one part of the organisation..

It will also identify 2 or 3 in flight programmes and look at how these can be accelerated through improved co-ordination and delivery of transformation.

The new change and transformation capability will be a small, centralised team that will ensure that delivery of Future Defra is done in a co-ordinated structured and efficient way.





### Assumptions and dependencies

- The lead role must have right level of both seniority and leadership for the buy in to be effective and therefore a Partner level appointment is required from the Business Area.
- The Business Area shall provide an agreed reporting lines to a PermSec
- The Business Area shall provide to Deloitte full access to the top team and ensure their presence at appropriate meetings and events, working alongside DGL members
- Within the first 4 weeks, identify the key programmes to focus on and the level of ambition for delivery of change
- Deloitte resources will be provided at the part time basis (assumed 3 days per week), based at Marsham St.
- It is assumed that there will be no line management responsibilities other than potential supporting team – enabling the lead role to focus on delivery of the transformation programme
- The Business Area will ensure the ability to work with senior Defra team to identify and appoint resource requirements for effective delivery (either internal or external if not available internally)
- Deloitte resources will be London based with expenses for travel charged as extra.

### Risk management.

- Risks will be managed through bi-weekly check ins, Programme Boards and ongoing discussion with Defra senior leadership. A risks and issues log will be developed to capture and monitor the risks.

### Deliverables

Please note that individual PIDs (format agreed with commercial colleagues) will be created for each individual piece of work. These PIDs will contain further detail regarding specific deliverables. These will be approved by [REDACTED] shared with relevant commercial colleagues, and monitored by Strategic Change Projects. A summary of the initial deliverables for the first set of PIDs is listed below.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Implementation plan	Implementation plan agreed and signed off by DGL	Sept 24	[REDACTED]

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Accelerated programme delivery plan	Signed off (by Perm Sec) delivery plan for 2-3 initiatives	Sept 24	
Team org structure	Define team org structure	Aug 24	
Ways of working framework	Signed off WoW framework and agreement to adhere to	Oct 24	
Capability gap analysis	Completed gap analysis and plan to address gaps	Sept 24	

### 3. Delivery team

The contract is based on a time and materials approach, upon the rates outlined within the table below. There will be a capped total Charge of £130,000 excl. VAT under this DPEL. Each PID will include a completed version of the table below, 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
			Totals		£130,000



<b>Total resource</b>	
<u><b>Total days*</b></u>	<b>[REDACTED]</b>
<b>Engagement Length**</b>	<b>[REDACTED]</b>
	<b>[REDACTED]</b> )
*Total days worked across all resources	
**Total working days in engagement	





### Business Area's team

■	[REDACTED]
■	[REDACTED]
■	[REDACTED]
■	[REDACTED]
■	[REDACTED]
■	[REDACTED]

## 4. Fees

Defra Group shall pay 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 £130,000, 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 Strategic Change Projects PMO team will collate the deliverables, fees 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 of the engagement.

Stage	Cost	Due (link to milestone dates)
No specific stages defined for this DPEL – to be managed through discussion with key senior leadership		
<b>Expenses</b>		
None expected and only in accordance with expenses statement below		
<b>Grand total</b>		

### 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

- [REDACTED]
- Commercial will also sign off.
- Risks will be managed through Programme Boards and CEO Forum using a RAID log maintained by the Enabling Programmes Portfolio. 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
	Adoption of new WoW					

### 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 includes 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 requires 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.



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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>



