



Department
for Environment
Food & Rural Affairs

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_014		
Extension?	No	DPEL Ref.	Not applicable
Business Area	Group Corporate Services		
Programme / Project	Synergy Business Readiness		
Senior Responsible Officer	[REDACTED]		
Supplier	KPMG		
Title	Synergy Business Readiness Support		
Short description	<p>This engagement will facilitate the agreement on and implementation of new Governance arrangements for the Synergy@Defra programme, including introducing new Governance meetings and decision-making processes.</p> <p>The engagement will also provide input and materials for high priority strategic communication and engagement needs.</p>		
Engagement start / end date	25/06/2024	16/08/2024	
Funding source (CDEL/RDEL)	RDEL		
Consultancy Spend approval reference	F/2223/0400		
Expected costs 22/23	£0		
Expected costs 23/24	£99,535.80		
Dept. PO reference			
Lot #	Lot 2		
Version #	0.1		

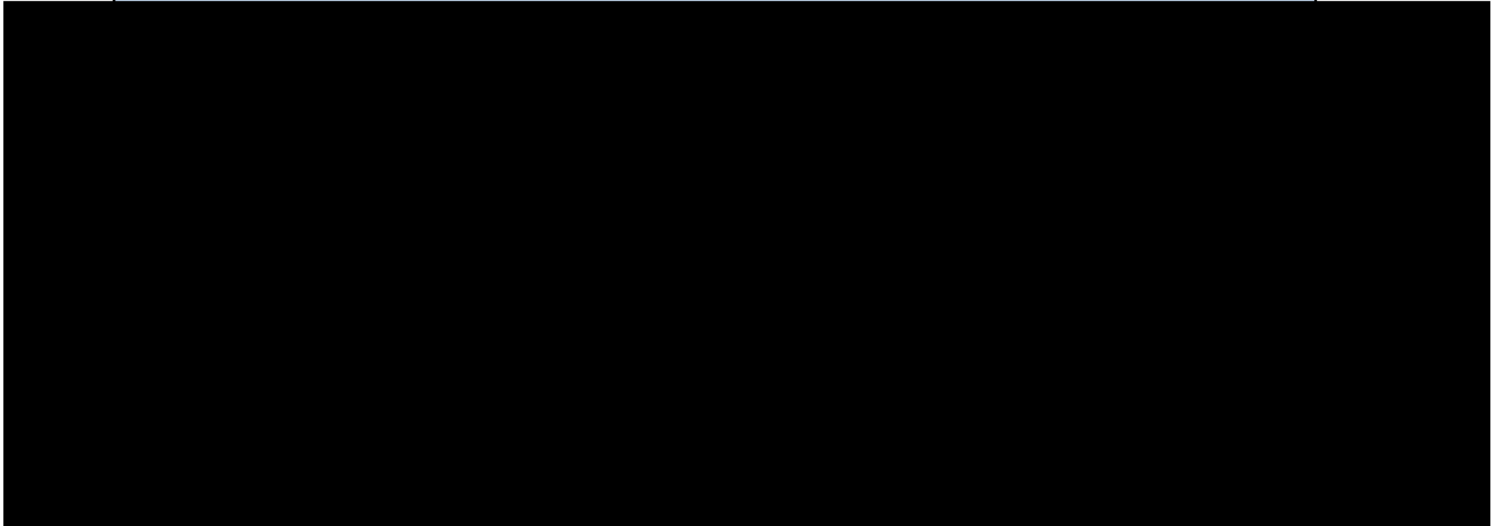
Approval of Project Engagement Letter

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 MCF2 [REDACTED] contract (Lot 2- Ref: 28595 entered into by the customer and supplier dated 25 June 2021 and signed extension dated 24 May 2024) with Defra Group and confirms the availability of funding to support recharge for the services.

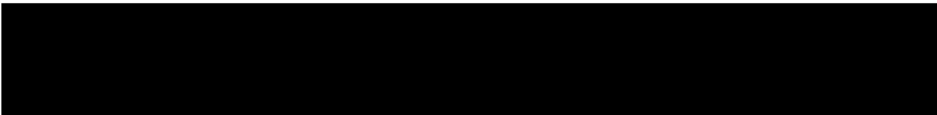


Subject to Clause 37.1 (Unlimited Liability) of the MCF2 call off terms, the Supplier’s total aggregate liability, in respect of all other Losses incurred by the Customer under or in connection with this engagement as a result of Defaults by the Supplier shall in no event exceed a sum equal to 125% of the Call Off Contract Charges payable in connection with this engagement.

Signatures



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



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



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Defra is a part of the Synergy Cluster, which has been set up to replace current ERP and BPS contracts for 4 Departments. Synergy is managing overall delivery; however, each department needs to act in advance to ensure readiness.

It is expected that once the Synergy System Integrator is mobilised, there will be an extremely high volume of fast paced requests for design and implementation decisions and approvals. It is critical that Defra has a clear governance to allow fast, safe decision making and approvals.

Furthermore, this is a large and complex programme, and there is a need for the Synergy@Defra team to engage their key strategic stakeholders with clear, timely and effective communications to provide clarity and reassurance.

2. Statement of services

Objectives and outcomes to be achieved

1. Synergy@Defra has a mechanism for governing design decisions and internal approval of commissions and requests from Synergy during the design and implementation phases.
2. Communications and engagement materials and messaging are provided for high priority, strategic communication and engagement needs – as agreed with the Synergy@Defra

Scope

The Governance scope relates specifically to implementing an approach for Synergy design decisions and interworking between key functions including Finance, HR, Commercial and DDTS. If relevant information becomes available through the course of this engagement, some support may be provided for initial cross-functional planning for Synergy implementation. However, this will be agreed through the course of the engagement with the programme team if applicable and will depend on the intensity of activities required in the other deliverable areas.

Regarding Communications and Engagement materials, these will be only for the highest priority strategic communications relating directly to the Synergy programme.

Assumptions and dependencies

Assumptions:

- Access to stakeholders when needed - Defra will ensure that stakeholders are informed of the work and the importance of their role to support its success. This will also help to guarantee that stakeholders are aware of tight timescales and therefore can be made available as required.
- Timely provision of current and accurate data - Defra will be able to respond quickly to requests for information/data. Due to the restricted timescales, it is essential that data be provided in a timely manner and as accurately as possible.
- Provision of administrative support - Defra will provide administrative support to help ensure that we can rapidly organize meetings and workshops with stakeholders within Defra and the in-scope ALBs as required.
- Clear ownership and leadership within the Defra team - There will be clear ownership from a senior member (Business Readiness lead) of the Defra GCS team who will lead the overall work, provide clear guidance on stakeholder engagement, drive decision making and if needed act as a point of escalation to ensure the work remains on track.
- Remote working and data sharing - We will hold meetings and workshops using Microsoft Teams. Where necessary information will be exchanged via email to named KPMG email accounts with any deemed sensitive attachments being password protected. Only



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information that is required for this project will be exchanged. This will not include any personal or potentially directly sensitive commercial information.

- Any changes to scope of work will be addressed via a Defra change process.
- KPMG to provide weekly updates to Defra on the status of the commission.
- KPMG to provide the final outputs in a Defra supported software/format. The format will be agreed between KPMG and Defra at the beginning of the project.

Risk management

- **Resource availability:** These outputs will require significant input from individuals within the Synergy@Defra team, as well as SMEs from functions and teams within the remit of GCS. KPMG will support Defra to identify at the beginning of the work which stakeholders will be required to support, and Defra will be responsible for securing time and commitment from SMEs.
- **Limited timescales for delivery:** The capped budget for this piece of work and short timeline required means that there will be limited scope for extensive stakeholder engagement. To mitigate this risk, a responsible SME will be allocated for each area with an engagement plan agreed between KPMG and Defra at the beginning of the engagement confirming which stakeholders will be engaged, and what the expectations are. Defra will take the next steps to support ongoing engagement and refinement of plans post-engagement.
- **Functional engagement and buy-in:** Contribution and buy-in from functions and teams within GCS and more widely will be key to ensure successful implementation of Governance recommendations. Defra will be proactive in managing stakeholder relationships and helping to ensure buy-in as required. Where stakeholders do not reach agreement in the intended timeframes, KPMG will not be held accountable but will provide support to plan further engagement requirements. KPMG will also highlight any potential delays in the delivery timeframe for any deliverables/solutions/agreements in time for Defra to put any mitigations in place.

Deliverables

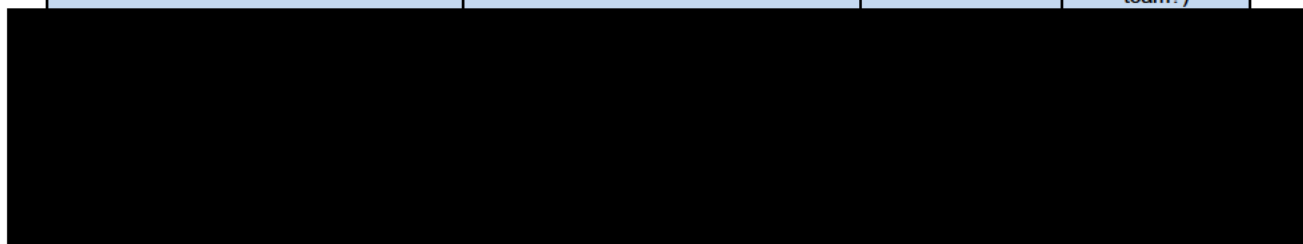
Key deliverables to include:

1. **Governance Implementation.** Support the Defra Programme team with establishing:
 - a. New governance meetings required for managing Synergy decisions and approvals.
 - b. Documented agreement for how the decision-making process will work, depending on the availability of stakeholders in the decision-making process.
 - c. If required, when Synergy releases implementation details, support the initial cross-functional planning.
 - d. Refinement of governance artefacts to cater to the above governance structure, within the agreed budget and timeframe.
2. **Targeted High-level Comms.** As required and prioritized by the Synergy@Defra Team and balanced with the workload for the remaining items in this DPEL, provide PowerPoint based comms and engagement materials for key strategic stakeholders.



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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
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Project Stage B (additional stages can be added)			
N/A			
Internal Capability Development Outcomes			
N/A			
Social Value Outcomes			
N/A			

Limitations on scope and change control

The value of the work will not exceed the total cost outlined in this DPEL.

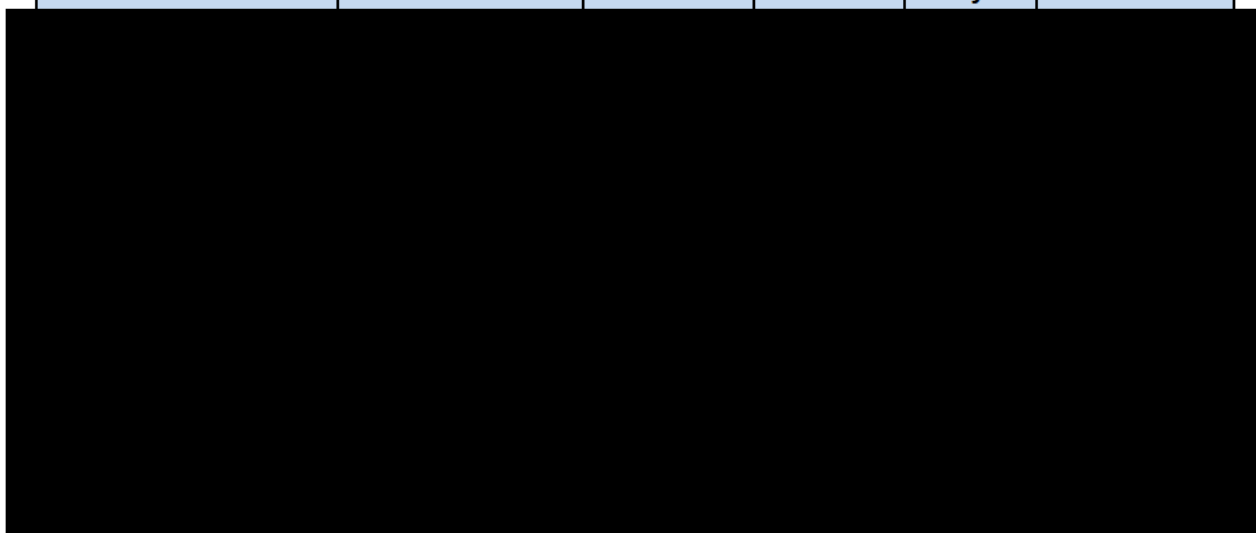
Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Business Area.

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 (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
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Total resource

Total days*
Engagement Length**

*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 done according to the table below. The total fees for the scope of work detailed in this Engagement Letter will be maximum £99,535.80, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
1. Governance Implementation 2. Targeted, High-Level Communications	£99,535.80	
B (additional stages can be added)		
N/A		
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. 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



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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 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

Feedback and satisfaction

Method is to provide weekly status reports.

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

Not Applicable

6. Exit management

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

Describe what the supplier will produce upon exiting the project engagement:

- [REDACTED]



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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

