

Defra Group Management Consultancy Framework: Project Engagement Letter

pEPR – Delivery Partner

Completed forms and any queries should be directed to Defra Group Commercial at DgCConsultancy@defra.gov.uk

Engagement details			
Engagement ref #	DPEL_		
Extension?	No	DPEL Ref.	DPEL_61547_018
Business Area	Resources and Waste		
Programme / Project	Collection and Packaging Reforms – Extended Producer Responsibility		
Senior Responsible Officer	[REDACTED]		
Supplier	Deloitte LLP		
Title	Delivery Partner		
Short description	Delivery Partner support for pEPR Programme – Phase 2		
Engagement start / end date	Proposed start date 01/02/2023		Proposed end date 30/05/2023
Funding source	Budget allocation in Resources and Waste		
Expected costs 21/22	£0		
Expected costs 22/23	£780,000		
Expected costs 23/24	£448,025		
Dept. PO reference	TBC once agreed.		
Lot #	Lot 2		
Version #	Start at 0.1, 1.0 when approved, increment from 1.0 for Change requests		



Approval of Project Engagement Letter

By signing and returning this cover note, Resources and Waste 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 (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
<p>By: _____</p> <p><i>Supplier Signature</i></p>	<p>By: _____ (Signed by Correspondence)</p>	<p>By: _____</p> <p>Buyer Signature</p>
<p>or and on behalf of Deloitte LLP _____ Partner</p>	<p>For and on behalf of Resources and Waste _____ SRO – Collection & Packaging Reform</p>	<p>Defra Group Commercial _____ Commercial Lead EPR</p>
	28/02/2022	28/02/2022
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

Supplier contact: _____

Business Area contact: _____



1. Background

In December 2018, the UK Government published the Resources and Waste Strategy, setting out how we will preserve our stock of material resources by minimising waste, promoting resource efficiency, and moving towards a more circular economy. In the Strategy, the UK Government committed to several actions, including the Collection and Packaging Reforms. The Collection and Packaging Reforms comprise three interlinked projects:

- A UK-wide Extended Producer Responsibility Scheme for Packaging (“EPR”).
- A Deposit Return Scheme for drinks containers in England, Wales, and Northern Ireland (“DRS”).
- Consistency in Household and Business Recycling Collections across England (“Consistency”).

The powers to implement the above reforms are provided by the Environment Act 2021.

This procurement relates to Packaging EPR only

EPR will place new requirements on producers including the payment of waste management costs for the packaging they place on the market that is disposed of by households. Producers will also have to meet packaging waste recycling obligations (as under the current producer responsibility system) and in due course obligations in relation to the use of re-usable and refillable packaging. The IT system for producer registration is being developed in house by Defra.

The obligations of the producers, to register, provide details of the materials placed on the market, and make payments to the Scheme Administrator (SA) will be regulated by the Environment Agency and its counterparts in the devolved administrations. The Scheme Administrator will then be responsible for facilitating payments on behalf of producers to local authorities for the costs of providing waste management services for packaging waste that is generated by households.

EPR in its aspirations is so much more than ‘getting money in and paying it out’ – it is about achieving demanding targets, changing producer and consumer behaviour, and encouraging innovation to achieve environmental aims.

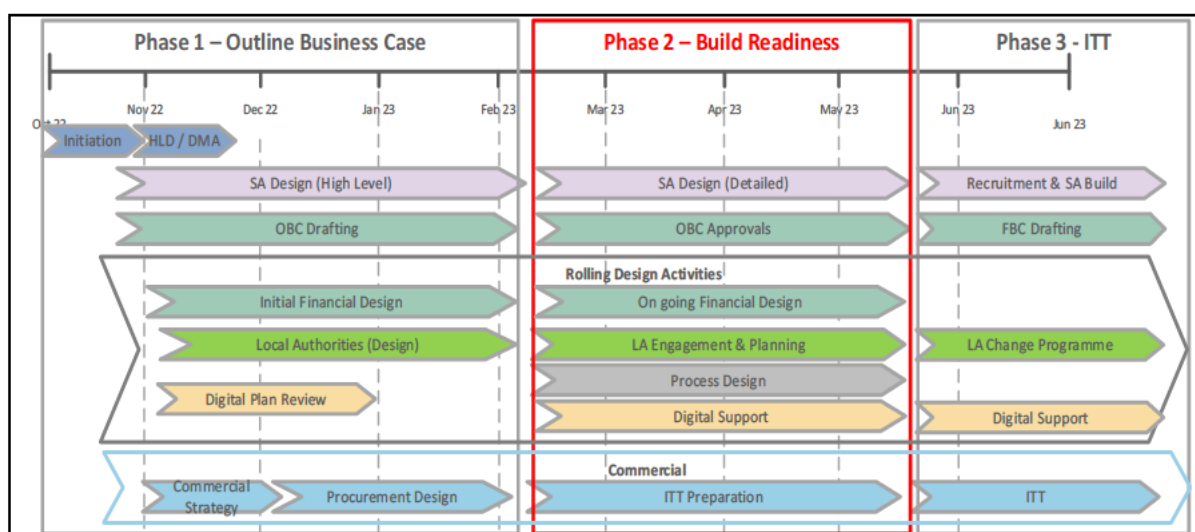
Due to the requirement to establish EPR (including all implementation activities and testing) by 2024 urgent work is needed to drive the implementation of the programme across a wide range of workstreams and activities. Although payments to local authorities will not be made until 2024 there are various activities that need to be undertaken by the Scheme Administrator prior to this date which will be critical in ensuring the success of the scheme, hence the urgency in designing and building this critical organisation.

2. Statement of services

Objectives and outcomes to be achieved

Approval has been received from Secretary of State to appoint a Delivery Partner to provide resources and expertise to support the ongoing delivery of the CPR programme. This DPEL forms the second phase of work against that approval to deliver over the coming months.

It is envisaged that there will be a series of DPELs to further define the support required from the Supplier over the course of the programme (see diagram below) however this DPEL specifically focuses on Phase 2 of Delivery Partner support to deliver Build Readiness.



In relation to the Scheme Administrator function within a public sector organisation, the Delivery Partner (Supplier) is requested to work with the pEPR team to support the overall delivery of the programme and implementation of the Scheme Administrator organisation. To this end the Delivery Partner (Supplier) will provide a range of resources and deliverables to support the overall delivery of the pEPR programme.

This DPEL specifically covers the initial requirements to support Phase 2 - Build Readiness.

The key outcome for this DPEL will be ITT Preparation for the SA Lead Supplier. The Delivery Partner (Supplier) will undertake the following key activities to support Defra in ensuring readiness for the commencement of the procurement process for the SA Lead Outsource Supplier.

In order to achieve this outcome this DPEL will focus on Phase 2 of the diagram above. As per agreed approach Phase 2 will be split across two DPEL's this one will focus on the outcomes outlined below and a second will focus on the Process Design and LA Engagement activities.

Specifically, the following outcomes will be delivered by the Delivery Partner (Supplier) as part of this DPEL:

1. ITT Preparation:

The primary output of this second phase of work will be to support Defra in the drafting and approval of the Technical Specifications and Pricing Strategy by the EPR Programme Board & Commercial Assurance Board to enable the commencement of the procurement process for the SA Lead Outsourcer contract.

2. Ongoing Financial Design & OBC Approvals

Phase 2 work in the finance workstream will focus on finalising the OBC and supporting the approval process as well as continuing to support the detailed design activities and Commercial workstreams to prepare the necessary specifications and supporting ITT documentation to commence the procurement process for the SA Lead Outsourcer.

3. SA Design

The Delivery Partner (Supplier) will continue to support the Defra team as they move into detailed design and implementation activities. This will build upon the foundation put in place during Phase 1 where the high level TOM design, organisation structure and governance approach was developed and agreed.

The key outcome that needs to be supported by this DPEL is;

- To provide sufficient detail of organisation (function) and job design for internal roles to enable Defra to commence recruitment of internal staff required to provide inhouse SA services.

4. Digital Support

The outcomes that will be delivered by the Delivery Partner (Supplier) in this workstream during Phase 2 are twofold;

- To provide sufficient detail on Digital services and technical solutions to complete the service requirements and ITT documentation for the SA Lead Outsourcer procurement to commence; and
- To deliver a Discovery phase for the Materials Facilities service to define clear user requirements and proposed solutions that can be tested in a subsequent Alpha phase.

5. DRS Industry Engagement

The Supplier will provide resources to work with the DRS team to prepare materials and a plan for three industry engagement sessions on DRS to be held 21st, 23rd Feb and 1st Mar.

Scope

1. ITT Preparation:

A primary output of this second phase of work will be to support Defra in the drafting the Technical Specifications and Pricing Strategy to enable the commencement of the procurement process for the Lead Outsourcer. At the commencement of this phase, the Delivery Partner (Supplier) will work alongside the Defra Programme Team and Commercial Team to agree a **plan for ITT preparation**, aligned to key SA delivery dates, pulling out any key dependencies to identify resource requirements for inputs from other teams. The key activity that the supplier will support and drive forwards as part of this workstream will be the drafting of the **ITT Requirements Specification**, facilitating workshops, coordinating and gathering inputs from across Defra, working in partnership with the Defra SA Design team to clearly set out processes and requirements for each function that will need to be operated by the Lead Outsourcer. This includes specifying any critical interfaces with retained (in house) functions

The Supplier will also work with the Commercial Team to develop the pEPR **pricing strategy for the Lead Outsourcer service**, helping to ensure that it is suitable in the context of the service requirements, incentivises the supplier appropriately to perform well and deliver against the specification whilst contributing to overall scheme objectives.

2. Ongoing Financial Design & OBC Approvals

Phase 2 work in the finance workstream will support the ITT Readiness work as required to provide sufficient guidance to enable SA Lead Supplier ITT documents and service requirements to be completed. Additionally, the Delivery Partner (Supplier) will support drafting and editing of the OBC to finalise for approvals. Defra will retain accountability and ownership of the approvals process for OBC.

3. SA Design

The Delivery Partner (Supplier) will continue to support the Defra team as they move into detailed design and implementation activities. This will build upon the foundation put in place

during Phase 1 where the high-level TOM design, organisation structure and governance approach was developed and agreed.

Specifically, within this phase the Delivery Partner (Supplier) will undertake the following activities;

Detailed Organisation Design – This will deliver a more detailed breakdown of the internal roles and responsibilities for the inhouse delivered functions of the SA. Specifically, the Supplier will produce;

Job Descriptions – The Supplier will produce job descriptions for all of the inhouse roles envisaged as part of the TOM design. This will include responsibilities, skills, experience levels, key deliverables and interfaces with other teams / roles as per the process designs.

NB the Supplier will not be responsible for the formal Civil Service grade mapping and assessment of these roles. This will be carried out by the Defra People team with support from HR specialist services where appropriate once the job descriptions have been drafted by the Delivery Partner (Supplier).

Recruitment Plan – The Delivery Partner (Supplier) will work with the Defra People Team to develop a proposed recruitment plan based upon the initial outline plan produced in Phase 1. This will identify the sequence, scope and timing of required role fulfillment to support the broader mobilisation of the SA.

NB the Supplier will not be responsible for defining or executing the recruitment strategy. The Defra People team and HR specialist services will lead on the identification of appropriate sourcing routes and delivery of recruitment activities to onboard staff.

4. Digital Support

The Delivery Partner (Supplier) will continue to support the pEPR Digital teams to further define and agree the requirements and solution for the Materials Facilities sampling service. Building on the high-level pre-Discovery requirements that were captured as part of Phase 1 the Delivery Partner (Supplier) will provide a team to undertake a Discovery phase collaborating with regulators and commercial material facilities providers to create outputs that are needed for the Alpha development phase. The Discovery phase is built upon the Government Digital services (GDS) framework and is a precursor to the Alpha and Beta elements of the service development.

The Delivery Partner (Supplier) recognises that the DDAT teams within Defra are leading on the design and delivery of key systems and the integration of those systems into the overall plan. The Delivery Partner (Supplier) will also undertake an assessment of the remaining services mapping the service onto a structured framework to identify any gaps and risks. In addition, the Delivery Partner (Supplier) will provide a technical resource to support Defra to develop the Digital high-level requirements for the Scheme Administrator by collaborating and attending workshops with other workstreams

Materials Facilities Discovery

The Delivery Partner (Supplier) will undertake a Discovery phase on this service over a 10-week period divided into a series of 2-week sprints. This will involve working with a number of workstreams and stakeholders to develop the outputs outlined in this section of the document below. The following workstream / stakeholder will be engaged in the work: -

- Defra Policy team
- Defra DDaT team
- Devolved Administration Regulators and SMEs (EA, SEPA, NRW and NIEA)
- Commercial Material Facilities contractors (e.g. Biffa and Veolia)
- Scheme Administrator establishment team
- Defra pEPR PMO

Continuous sharing of information between these workstreams enables cross-pollination of ideas, ensuring dependencies and risks are captured, and successful delivery is understood.

For the user research element of the Discovery the Supplier will consider the different users who will use the service. The Supplier will employ interviews and workshops to understand how the service currently operates and to identify the problems and barriers the users face. The Supplier will also examine existing data and review any previous user research available.

The Supplier will also identify any constraints that are likely to impact the Alpha phase such as new legislation, devolved administration requirements, legacy technology, existing processes and systems.

The following activities will be undertaken during each Sprint.

Sprint 0 - Mobilisation

Activities

- Review and validate Defra's pre-discovery work and reference documentation*
- Identify and engage key client stakeholders (business and technical)*
- Develop Discovery Plan(s)*

GDS Framework alignment

- Set clear goals*
- Define the problem*
- Define when the Discovery is done*

Sprint 1 – Explore the needs

Activities

- User Research round 1 – Research analysis*
- Mapping User journey*
- Understanding / flesh out user groups and needs (personas)*
- Analyse existing systems and understand current system requirements*

GDS Framework alignment

- Understand and learn about users and what they are trying to achieve*
- Understand policy intent and strategy*

Sprint 2 – Explore the needs and synthesise findings

Activities

- User Research round 2 – user validation and testing*
- Consolidate progress and findings*
- End to end data and process flow analysis*

GDS Framework alignment



- a. *Validate and test the user research*
- b. *Understand constraints and barriers e.g. regulatory framework and technology*

Sprint 3 – Generate ideas

Activities

- a. *Incorporate User Research findings and shape To-Be service blueprint*
- b. *End to end data and process flow analysis*
- c. *Facilitate workshop to co-create and develop design ideas for the MF sampling service*
- d. *Map and prioritise service design options*

GDS Framework alignment

- a. *Develop opportunities to improve the service*
- b. *Share what has been learned with stakeholders*

Sprint 4 – Define the service

Activities

- a. *Review the outputs generated and develop hypothesis to be tested during Alpha*
- b. *Playback of the latest findings to key stakeholders*
- c. *Complete the Discovery Report*

GDS Framework alignment

- a. *Share what has been learned with stakeholders*
- b. *Setting the foundations for a successful Alpha phase*

The Supplier will integrate with existing Defra project management and governance arrangements (e.g. weekly status reporting/meetings, scheduled Programme Boards), adopting agile ways-of-working. User insights and understanding will be tested/validated in line with GDS standards, setting the solid foundations as the project moves to the Alpha phase.

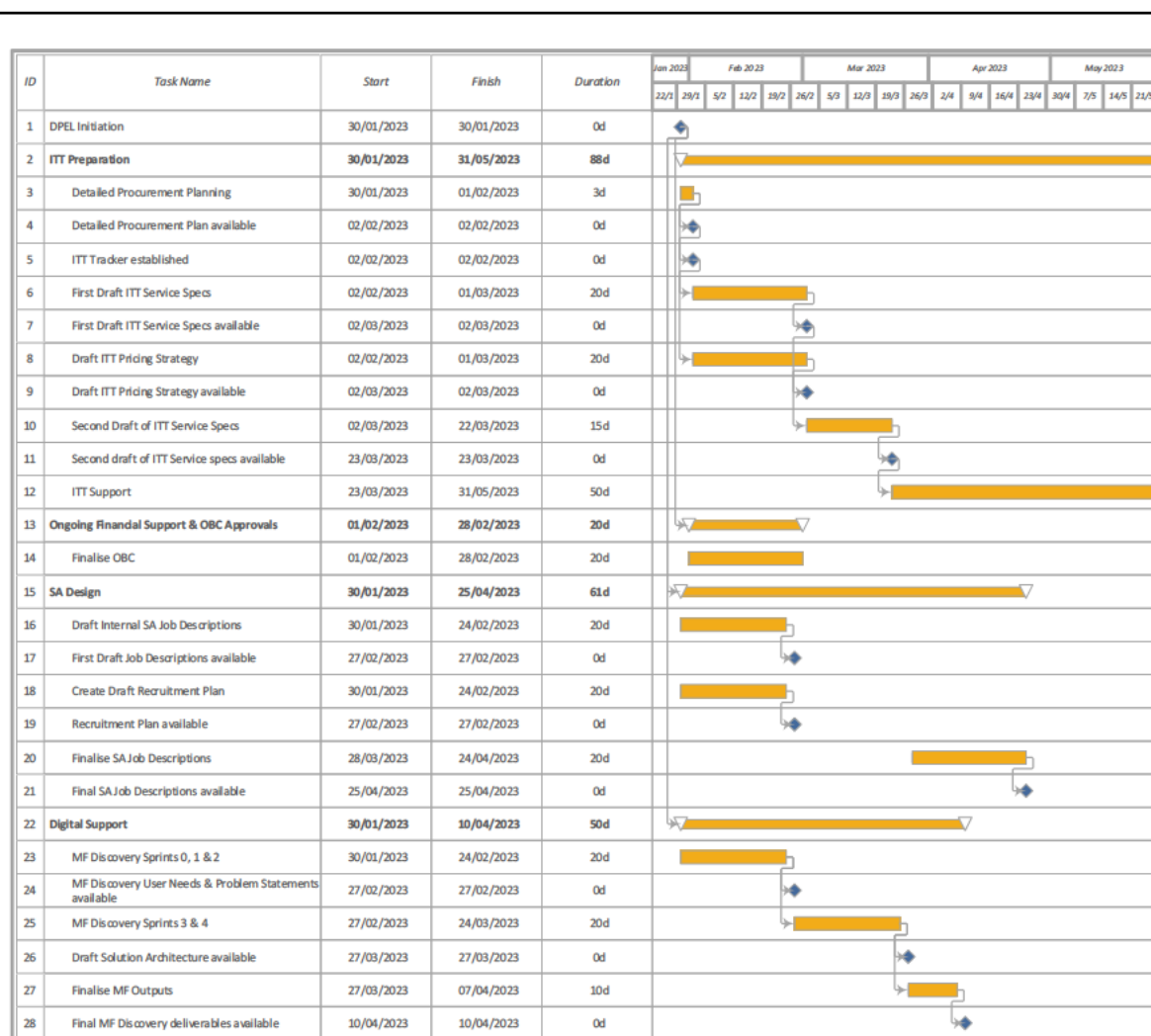
5. DRS Industry Engagement

The Supplier will provide resources to support the DRS programme as they prepare for three industry engagement sessions to be held on 21st, 23rd Feb and 1st Mar. These resources will support the DRS engagement team to produce discussion materials (these will be Microsoft PowerPoint documents) that will be used to facilitate industry engagement around six key DRS design challenges. The Supplier will also work with DRS engagement team to produce a planned approach for the facilitation of the three sessions.

Proposed Delivery Activities

The Supplier understands that the plans for the SA implementation are evolving and there may be changes required to the detail and sequence of proposed activities. An initial plan is outlined below with the proposed sequence and duration of activities.

This plan, and any revisions, will be tested and agreed as part of initiation of this phase.



If changes are required to the sequence and detail of these activities the Supplier will work with the Defra delivery team to revise the proposed plan, costs and deliverables before commencing work to ensure activities remain appropriate. Revisions to be agreed with the pEPR Programme Director and SRO.

Any revisions will be captured in a revised version of this DPEL to be agreed by all parties prior to commencement of activities.

Knowledge Transfer

The Supplier will provide specific value add knowledge transfer activity as part of this engagement. Series of lunch and learn sessions are proposed to share insight and knowledge gained through other programmes in Government in UK and Internationally. These will be:

- DRS implementation lessons learned from European schemes
- International EPR implementations – lessons learned and experience in other nations

Assumptions and dependencies

The following assumptions or dependencies have been identified to enable the delivery of this engagement by the Supplier:

Assumptions:

- Work will be undertaken remotely and travel to Defra sites will be limited to key workshops.
- The Supplier team will engage with Local Authorities as required to provide necessary data and communicate actions that will be necessary to support the scheme.
- The Defra pEPR Programme Director and PMO resource will continue to be responsible for overall delivery and management of the programme, Deloitte resources will act in an advisory capacity to this team to provide challenge and insight alongside the defined deliverables in this DPEL.
- The pEPR Programme Director and SRO will continue to own the Financial Model within the business case and Deloitte will not be responsible for any rework required to this aspect of the case.
- The Defra team will continue to be responsible for drafting and agreeing policy with regard to CPR and the operation of the SA within pEPR.
- The scheme administrator function will be within an existing public body (not a new public body).
- The existing Defra DDAT teams will retain responsibility and ownership for the design and delivery of digital infrastructure for the SA. Deloitte will undertake the discovery phase for the Materials Facilities service but will not take on a delivery or integration role under this DPEL.
- The scope of this engagement letter relates specifically to the pEPR programme within the CPR scope. Other activities associated with other projects within the portfolio will be subject to additional engagement letters.
- The Technical Specifications and Pricing templates produced by the Supplier will be consistent with the required templates for ITT documentation and constructed in collaboration with Defra commercial teams ready for their inclusion in overarching ITT documentation.
- Other Commercial documents and activities not captured in this scope but required to enable Defra to launch the Lead Outsourcer ITT including ITT documents, KPIs and SLAs, Evaluation approach and bidder response templates, legal T&Cs for the contract will be the responsibility of Defra team and will be produced by Defra commercial resources.

Dependencies:

- Defra commercial team will provide 2-3 resources to work alongside the Deloitte team in the commercial workstream.
- Defra finance team will provide 2 resources to work alongside the Deloitte team in the Finance workstream.
- The Defra teams delivering DDAT and the Fees & Payments Calculator will provide access to systems designs and plans to enable Deloitte teams to assess the overall risks and issues of the proposed approach.
- The Defra teams will provide access to key documentation and systems as required to carry out the activities outlined in the scope section.
- The Defra teams will provide timely access to diaries and facilitate access to key stakeholders to support activities in line with the agreed plan.
- The Defra teams will provide timely feedback on documentation produced by Deloitte providing they have been given reasonable notice of this requirement.

Deliverables

ITT Preparation

The Delivery Partner (Supplier) will deliver the following deliverables for the SA Lead Supplier procurement;

- Detailed procurement plan
- ITT Service specification requirements
- Pricing Strategy bespoke to pEPR Lead Outsourcer services and Bidder response templates

Ongoing Financial Support & OBC Approvals

The Delivery Partner (Supplier) will deliver the following deliverables for this workstream

- Updated OBC incorporating review and approval feedback (for the avoidance of doubt the Delivery Partner will not be creating a financial model but will incorporate those created by Defra finance team)

SA Design

The Delivery Partner (Supplier) will deliver the following deliverables for this workstream

- Detailed Organisation design for the SA outlining functions, team structures and roles for inhouse SA capabilities
- Job Descriptions for SA roles in inhouse SA capabilities
- Recruitment and onboarding plan for SA roles in inhouse SA capabilities

Digital Support

As the Discovery process is agile and iterative it is important to have flexibility on the delivery dates for the artefacts created and so no specific dates have been defined. All outputs and artifacts are produced by the team collaboratively with the owner being responsible for ensuring that the output is produced and of acceptable quality. The list of deliverables is outlined in the table below:-

Deliverable name
<i>Problem definition</i>
<i>Discovery plan</i>
<i>UR research plan</i>
<i>A prioritised list of user and business needs</i>
<i>Documented constraints i.e. tech, policy, legal</i>
<i>Process map & Journey map with pain points</i>
<i>Summary of all UR findings</i>
<i>Stakeholder Map</i>
<i>Technical landscape analysis</i>
<i>Personas and summary of user groups</i>
<i>Non-Functional Requirements</i>
<i>High level To Be process flows, journey map, tech landscape*</i>
<i>Potential benefits and KPIs (baselined with existing)</i>
<i>Governance and RAID</i>
<i>To Be vision and scope, Service Blueprint</i>
<i>Alpha research plan</i>
<i>Hypothesis to test in Alpha</i>
<i>High level backlog for Alpha</i>
<i>High level plan for Alpha</i>
<i>Discovery Play Back</i>



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
February			
Detailed Procurement Plan	Approval by workstream lead and Programme Director	01/02/23	
ITT Tracker		02/02/23	
First Draft of ITT Service Specs		28/02/23	
To include the following Specification content as sub milestone deliverables.			
1. Mechanism for Indication to Producers of their Likely Costs			
2. Contact Management with OPs			
3. Contact Management with LAs			
4. Contact Management with Regulators			
5. Industry Communications			
6. Dispute Management			
7. Enforcement of Late Payment			
8. QA Performance Monitoring			
9. Reconciliations between LAs and Obligated Producers			
10. QA Data - Analysis and Benchmarking			
11. QA Reporting			
12. Financial Audit and Assurance			
13. Audit of the F&P Model			
14. Production of Invoices to and collection of Payments from Obligated Producers			
15. Payment to LAs			
16. Payment Reporting			
17. Audit Reporting			
18. Devolved Administration Requirements Integration			



Integration of items 1-18 into a final Integrated Specification.			
ITT Pricing Strategy		28/02/23	
Final OBC Draft complete		28/02/23	
First Draft of SA job descriptions		27/02/23	
Recruitment Plan		24/02/23	
MF Discovery User Needs		27/02/23*	
MF Discovery Problem Statements		27/02/23*	
March			
Bidder Pricing Template	Approval by workstream lead and Programme Director	22/03/23	
Second draft of ITT Service Specs		22/03/23	
MF Discovery draft Solution Architecture		27/03/23*	
April			
Final draft of ITT service specs	Approval by workstream lead and Programme Director	13/04/23	
Final draft of Bidder pricing template		13/04/23	
Final draft of Volumetrics		13/04/23	
Final draft of SA job descriptions		25/04/23	
MF Discovery Testing Hypotheses		10/04/23	
Final MF Discovery Report		10/04/23*	
May			
Finalisation of ITT service specs	Approval by workstream lead and Programme Director	30/05/23	

Note: The dates denoted with an asterisk (*) are target dates and subject to change due to the agile nature of the Discovery process and availability of key stakeholders.

Limitations on scope and change control

Unless instructions to the Delivery Partner (Supplier) are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Delivery Partner (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 SRO and the Delivery Partner (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 (excl. VAT)	# of days	Cost (excl. VAT)
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Department
for Environment
Food & Rural Affairs

██████████	Engagement Partner	██████	██████	█	██████
██████	Engagement Director	██████	██████	█	██████
██████████	Delivery Manager	██████ ██████	██████	█	██████
██████████	Lead – Commercial, SA Design	██████ ██████	██████	█	██████
██████████	Commercial, SA Design	██████ ██████	██████	█	██████
██████████	Finance	██████ ██████	██████	█	██████
██████████	Commercial, SA Design	██████ ██████	██████	█	██████
██████████	SA Design, Commercial	██████	██████	█	██████
██████████	Commercial	██████ ██████	██████	█	██████
██████████	Org Design	██████ ██████	██████	█	██████
██████	Org Design	██████ ██████	██████	█	██████
██████████	Lead Digital Delivery	██████	██████	█	██████
██████████	Digital Delivery, SA Design	Principal Consultant	██████	█	██████
██████	Materials Sampling Business Analyst	██████ ██████	██████	█	██████
██████████	Discovery Delivery Lead	██████ ██████	██████	█	██████
██████████	Discovery – User Researcher	██████ ██████	██████	█	██████
██████████	Discovery – User Researcher	██████	██████	█	██████
██████████	Discovery – Service Designer	██████ ██████	██████	█	██████
██████████	Discovery – Tech Lead	██████ ██████	██████	█	██████
██████	MF Discovery leadership and insight	██████	██████	█	██████
██████████	DRS Industry Engagement	██████ ██████	██████	█	██████
██████	DRS Industry Engagement	██████ ██████	██████	█	██████
Total				919	£1,228,025

Total resource

**Total days*
Engagement Length****

*Total days worked across all resources

**Total working days in engagement

Business Area's team

Name	Role	Contact details

4. Fees

Defra Group will reimburse the Supplier for approved work done according to the table below. Work will be charged on a capped Time & Materials basis with the values below being the capped maximum. The total fees for the scope of work detailed in this Engagement Letter will be capped at £1,228,025 inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
February		DD/MM/YY
Delivery team for February activities & Deliverables	██████	28/02/23
March		
Delivery team for March activities & Deliverables	██████	31/03/23
April		
Delivery team for April activities & Deliverables	██████	28/04/23
May		
Delivery team for May activities & Deliverables	██████	31/05/23
Expenses		
No additional expenses are anticipated	£0	
Grand total	£1,228,025	

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 SRO approval of work delivered for the Business Area. The Delivery Partner (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

As part of the Call-Off Contract, the Delivery Partner (Supplier) and pEPR Programme Director agree to provide reporting on the following:

- Completion of the time tracker on a monthly basis, to track days worked by the Delivery Partner (Suppliers) consultants;
- The Delivery Partner (Supplier) to notify the pEPR Programme Director if any of conflict of interest emerges and explain how this will be managed

For the avoidance of doubt, KPI will be used to monitor performance but are not linked to payment of the milestones as described earlier in this document

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
OT	On Time	Percentage delivery of each milestone on required date, or mutually agreed re-baselined date.	6 th of each month (or closest available day)	Deloitte records, presents to Defra monthly. Mutual Agreement at sign off.	Milestone Date vs Actual	95%

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
IF	In - Full	Percentage RAG Rated. All Milestones delivered in full in accordance with success criteria.	6 th of each month (or closest available day)	Deloitte records, presents to Defra monthly. Mutual Agreement prior to sign off.	100% Completion against success criteria.	96% Green

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
WB	Within Budget	Agreed Work Package delivered on budget.	6 th of each month (or closest	Defra	Invoice vs DPEL	£0.0 cost overrun over Work Package

			available day)			deliverables .
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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 required.

6. Exit management

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

None other than the provision of the deliverables listed above

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:
consultancy2@defra.gov.uk
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

