

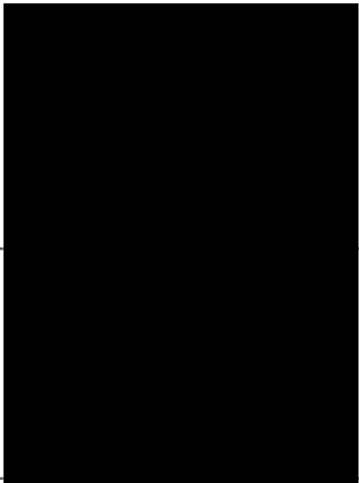


## Defra Group Management Consultancy Call Off Contract: Project Engagement Letter


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_014				
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 building up a dashboard for the EIP Outcomes and Goals. Building on work already done by Defra and KPMG, develop an interactive and tiered dashboard that enables the department to clearly understand progress against its targets.				
Engagement start/end date	Proposed start date 09/10/2023	Proposed end date 19/12/2023			
Consultancy Spend approval reference					
Expected costs 23/24	£199,810				
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				

## 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
		
23/10/23	24/10/23	25/10/2023
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 8-week extension to previous work by KPMG, there is a need to work with the EIP and Outcomes Programme teams to build out a more complete Outcomes Dashboard for the EIP parts of the Outcome Framework. The dashboard should capture key information that enables the department to understand roles, responsibilities, and contributions towards delivery of its targets within the EIP. It should also enable delivery progress to be tracked and assessed in a more objective manner. The dashboard should be structured in a way that enables data to be accessed in a logical and easy to navigate format.

In parallel there is a need to support Defra in considering and developing its plan to develop a "Master Outcomes Dashboard" for the department. The plan should consider technical / platform specifications, how best to sequence the build, increasing the use case and appetite for the tool through small tactical improvements and expansions. The plan should also consider availability of resource within Defra to achieve and maintain a product, providing a pragmatic path to obtain the necessary skills and capabilities required.

(note that the end date of the contract is extended out past 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 an EIP Outcomes Dashboard (by end November).** This should provide value to the EIP team, and key stakeholders such as DG Strategy and Change and Permanent Secretaries. The dashboard should enable a clear understanding of the responsibilities in delivery of all targets within the EIP and enable progress towards their delivery to be tracked effectively. The dashboard should present information in a way that enables high level performance to be explored further through in an intuitive way. The dashboard will provide an exemplar for other Outcome areas within the department.
2. **Support the department to build a pragmatic plan to build a “Master Dashboard” for key performance data.** This should provide a practical set of sequenced activities that increases the use case and appetite for such a product, while balancing skill and resource availability.

### 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 10 weeks.

- 1) **Revise the structure of the previous EIP proof of concept.** Seek and respond to feedback on the proof-of-concept dashboard built during early August 2023. Update the proof of concept accordingly
- 2) **Establish a suitable reporting process with the EIP Team.** Work with the Outcome Programme and EIP teams to establish and deliver a suitable reporting/ data gathering process that enables key data to be updated on a quarterly basis for the entire EIP process. Where practical the reporting/ data gathering work should build towards a more automated, less manual commissioning process. It should be noted that the commission for a Q2 update for the EIP will occur in Oct/Nov.
- 3) **Agree interim storage and technology requirements.** It is expected that in the first instance the EIP dashboard and supporting data may need to be housed somewhere in the short term, while longer term discussion progresses around strategic storage environments. Work with the Outcome Delivery and EIP teams to establish a suitable safe and secure hosting environment that allows appropriate levels of access to be provided to key users. Provide recommendations for longer term storage solutions.
- 4) **Build out a full EIP Dashboard –** Build out the proof of concept to cover delivery pathways for all goal areas and targets within the EIP. Discuss and agree platforms, storage, coding and presentational standards with the relevant leads and develop documentation that enables the dashboard used to be understood and adapted by others. Test the dashboard with key users and refine accordingly.
- 5) **Develop a staged plan that provides a pragmatic path to delivery of a “Master Dashboard”** for the department. Work with the Outcome Programme team and other key stakeholders to understand the current operational context further. This should consider the current and potential resource and skill availability within the department, where appropriate

making recommendations for recruitment or procurement of services. The plan should show how the dashboard could be developed through a series of small expansions in content or scope, and how these stages could be used to build user appetite and an increasing use case. The plan should be expressed in an easy to digest fashion and achievable within the current operational constraints of the department.

- 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.

### Assumptions and dependencies

- Any products created must align with existing Defra stylistic templates and standards.
- 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?)
EIP Dashboard & Supporting documentation	[REDACTED]	24/11/23	KPMG [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Delivery Plan for Master Dashboard	[REDACTED]	09/12/23	KPMG: [REDACTED] [REDACTED] [REDACTED] [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] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

(\*) Investment time – Already accounted in previous DPEL to support OF

<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]  [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 - EIP Dashboard & Supporting Documentation	£139,867	24/11/2023
Outcomes Framework - Delivery Plan for Master Dashboard	£59,943	09/12/2023
<b>Expenses</b>		
None expected and only in accordance with expenses statement below		
<b>Grand total</b>	<b>£199,810</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

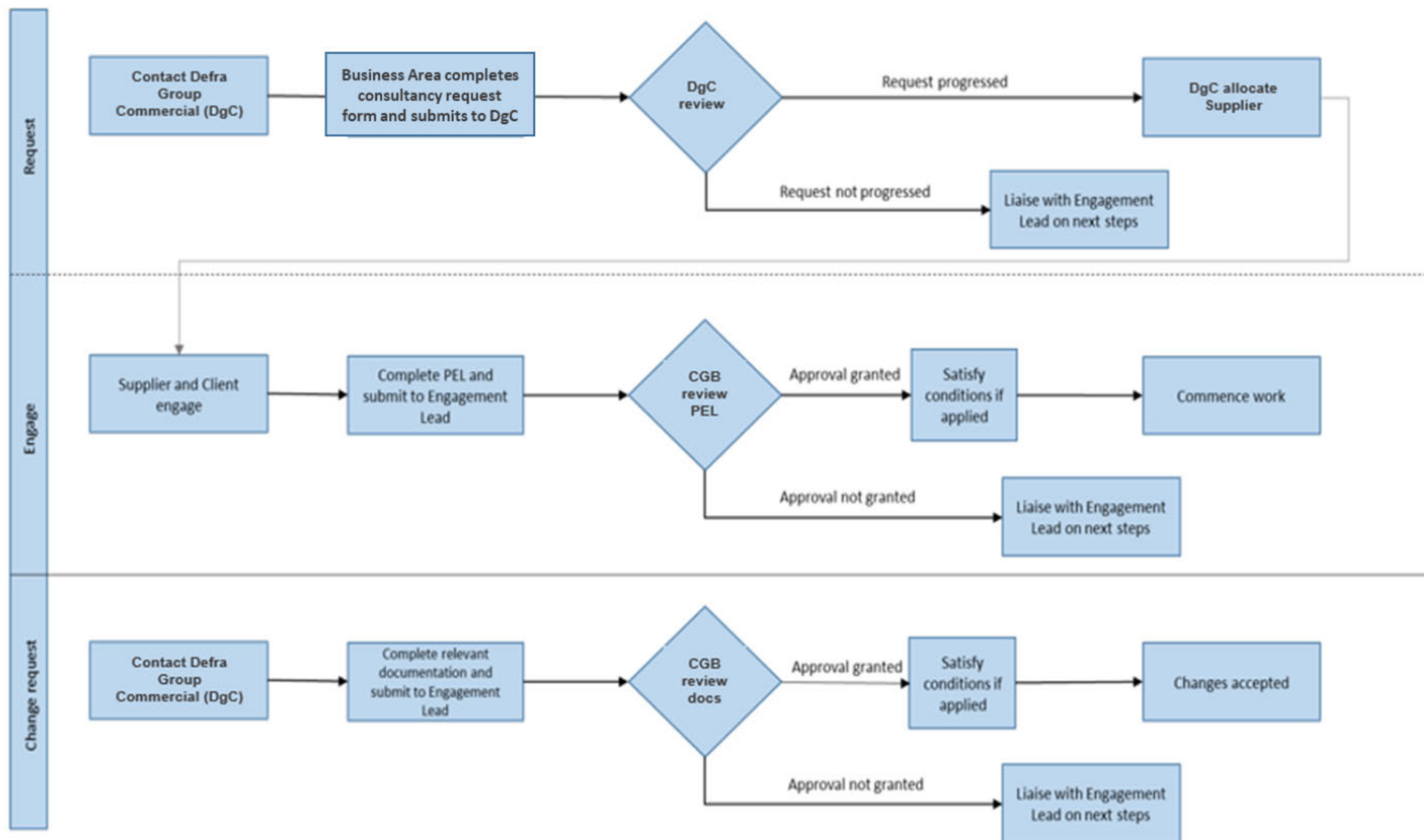
### Notice period

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>





Department  
for Environment  
Food & Rural Affairs