

Defra Group Management Consultancy Call Off Contract: Project Engagement Letter

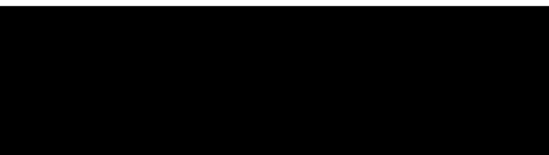
Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access Consultancies within and subsequent reference number.

Engagement details					
Engagement ref #	DPEL_ 61539_046				
Extension?	No. However, the scope of Services under this DPEL is related to previous work under separate DPEL Engagement	DPEL Ref.	DPEL_61539_043		
Business Area	Portfolio Delivery DG				
Programme / Project	Enabling Programmes				
Senior Responsible Officer	[REDACTED]				
Supplier	Deloitte				
Title	Supporting Enabling Programmes Establishment				
Short description	Support, building on previous work, in delivering Enabling Programmes				
Summary of Change					
Engagement start/end date	Proposed start date 01 May 2024	Proposed end date 31 July 2024			
Consultancy Spend approval reference					
Expected costs 24/25	£200,000				
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 (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
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



1. Background

Briefly justify why support is required:

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 our jobs done, with greater flexibility and seamless working across the group; and (c) is a destination organisation, investing in our people so that they can enjoy their jobs and feel valued.

Following the recent changes to Defra's DG structures, and the agreement of an approach to deliver a small number of 'enabling programmes' that cut across Defra group at the Future Defra Summit held in September 2023, further support is required from Deloitte that will allow them to partner with Defra group and drive forward the next phase of work to ensure that our long-term strategic change ambitions are set up for success.

This work package will take forward the work supporting Defra's enabling programmes. In the next phase, this work will continue to focus on customer, geospatial and grants. This work is a continuation of work currently 'in-flight' as part of [REDACTED] under DPEL 61539_043,

2. Statement of services

Objectives and outcomes to be achieved.

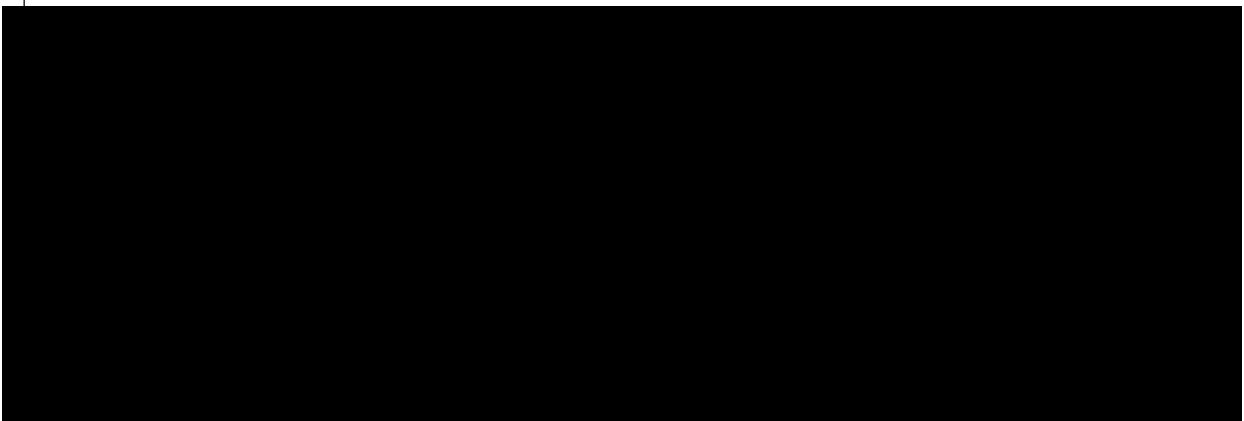
- Defra recognises the need to build a Future Defra that (a) prioritises delivery of an improved environment, more resilient world and great services; (b) makes it easier to get our jobs done, with greater flexibility and seamless working across the group; and (c) is a destination organisation, investing in our people so that they can enjoy their jobs and feel valued
- In pursuit of this vision, Defra recently made changes to DG structures and agreed to invest in a small number of "Enabling Programmes" that cut across Defra Group.
- This engagement builds upon a review of Defra's transformation Programme as well as work to design Core Defra DG portfolios.
- Specialist time-limited support, building on previous work, is required to:

- Please note that individual PIDs (format agreed with commercial colleagues) will be created for each individual piece of work providing a greater level of detail on deliverables. These will be approved by Sarah Homer, shared with relevant commercial colleagues, and monitored by Enabling Programmes.

Finally, depending on budget headroom, there may be a need for support on PMO and Change / Communications – further detail is provided below.

Scope

The scope of this DPEL is for the Supplier to broadly support Defra in the ongoing development of the Enabling Programmes and more specifically the Customer Enabling and Geospatial Enabling Programmes. The detailed scope of Services will be outlined in each PID, following further discussions with each deliverable owner and their respective teams. The budget envelope for the DPEL also gives flexibility around the nature and scope of each PID created under the DPEL. However, at a high-level, the scope of each PID will encompass the following core areas:



There is also a need for additional support for 'PMO' and Change Management / Communications. Defra shall detail the specific requirements in the relevant PID, however:

'PMO support' is likely to consist of support to identify and proactively manage interdependencies across each of the PIDs outlined above, as well as advice on the following areas-

- architecture of governance/processes/work required to deliver transformational change needed to deliver Defra's agreed outcomes and 'Future Defra' aspirations; and
- Change Management / Communications support is likely to include support to review Defra's current communication and engagement approach and strategy and recommendations on how best to 'join-up' and improve communications and engagement support across the breadth of the work in the PIDs described above with other ongoing change management activity.

Assumptions and dependencies

Deloitte are expected initially to:

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- Agree the scope of PIDs and associated resourcing within 5 days of Defra confirming their requirements.
- Delivery will be managed against the scope of the PIDs.

Risk management.

- Risks will be managed through Weekly status reports, Programme Boards and the CEO Forum.

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?)
Inputs for delivery phase for each Enabling Programme (as appropriate), which might include user research, short-term outcomes, problem statement definition, stakeholder plans, roadmaps, funding requirements etc. Recognising that each enabling programme is in a different place.	[REDACTED]	[REDACTED] [REDACTED]	

Integrating enabling Programmes into wider thinking on Defra Group Outcomes, Operating Model and Governance	[REDACTED]	[REDACTED]	
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3. Delivery team

The contract is based on a time and materials approach, with specific work packages being agreed via a PID based upon the rates outlined within the table below. There will be a capped total Charge of £200,000 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
[REDACTED]				TBC in applicable PID	£TBC in applicable PID
[REDACTED]				TBC in applicable PID	£TBC in applicable PID
[REDACTED]				TBC in applicable PID	£TBC in applicable PID
[REDACTED]				TBC in applicable PID	£TBC in applicable PID
				TBC in applicable PID	£TBC in applicable PID



Department
for Environment
Food & Rural Affairs

	Totals		Total value of all call- off's not to exceed. £200,000
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Total resource <u>Total days*</u> Engagement Length** *Total days worked across all resources **Total working days in engagement	As per PIDs* (excl. bank holidays) **
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Business Area's team

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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 £200,000, 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)



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for Environment
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No specific stages defined for this DPEL – to be managed through PIDs which will be aligned with key milestones		
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 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
	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 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.
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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.



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:
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

