

Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at

[REDACTED]

Engagement details			
Engagement ref #	61539_036		
Extension?	N	DPEL Ref.	N/A
Business Area	Exotic and Endemic Disease Control		
Programme / Project	Registration requirements for all bird keepers		
Senior Responsible Officer	[REDACTED]		
Supplier	Deloitte		
Title	Consultation on proposed registration requirements for all bird keepers in Great Britain – Response Analysis		
Short description	<p>This Engagement shall require the Supplier to conduct an analysis of the public responses received to the Consultation on proposed registration requirements for all bird keepers in Great Britain and summaries the findings in draft and final reports.</p> <p>Analysis of the consultation responses will be provided to Defra to facilitate considerations as Defra, Scottish Government & Welsh Government finalise policy proposals and prepares a government response to consultation. Those policies and governmental response do not form part of this Engagement in themselves. The Deliverables will inform the government response.</p>		
Engagement start / end date	Proposed start date 21/07/2023		Proposed end date 24/08/2023
Funding source (CDEL/RDEL)	RDEL		
Consultancy Spend approval reference	N/A		
Expected costs 22/23	N/A		
Expected costs 23/24	£83,884 (maximum)		
Expected costs 24/25	£0		
Dept. PO reference	To follow		
Lot #	Lot 1		
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 the Supplier 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
B [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>	By [REDACTED] <i>Signature</i>
or and on behalf of Supplier [REDACTED] [REDACTED]	For and on behalf of Defra [REDACTED] [REDACTED]	Defra Group Commercial [REDACTED] [REDACTED]
20 July 2023	26 July 2023	26 July 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: [REDACTED]

E-mail: [REDACTED]

Mobile: [REDACTED]

Business Area contact: [REDACTED]

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

This Engagement requires the Supplier to analyse public responses received to the "Consultation on proposed registration requirements for all bird keepers in Great Britain" public consultation and summarise the findings in draft and final reports.

Defra have identified that c. 3,400 responses have been received through Citizen Space, which will require support to review and analyse. This rapid analysis is required to enable government to meet best practice guidelines to publish their response to the consultation within 12 weeks from the close of the consultation period, being 23 August 2023.

2. Statement of services

Objectives and outcomes to be achieved

The Supplier shall assess each consultation response in line with the process, approach and categorisations as agreed in the playbook for the agreed number of responses. Responses may be received via Citizen Space only via CSV file from the Defra team in a mutually agreed format.

A minimum of weekly check-ins with Defra project lead and relevant members of the Defra, Welsh Government & Scottish Government team will be required throughout. This should include discussions at the start of the project around how responses are categorised and designated, with flexibility for ongoing discussions during the consultation period in case these need to alter.

Supplier / client touchpoints

- Start-up meeting
- Regular conversations with the government team will also be required (twice weekly and more frequently if required)
- Fortnightly commercial review meetings to be held with Defra Group Commercial to review and track ongoing costs, review and forecast anticipated costs for the next phases of the work and highlight efficiencies that could result in cost reduction
- Project steering group, frequency of meetings, attendees and governance to be agreed in Phase 1.

Anticipated project timeline:

Weekly update reports	Throughout project
Commencement of engagement (Engagement Start)	21 July 2023
Submission of Citizen Space data to Supplier	21 July 2023
Commencement of review	27 July 2023
Draft report	18 August 2023
Final report	24 August 2023

Engagement Period	From the Engagement Start up until and including the Final Report date.
Project lead check-ins with Defra	Recommended twice weekly and more frequently if required, throughout duration

Publication

The final DEFRA branded report will inform a government response to the consultation to be published on Gov.uk, alongside a summary of consultation responses. This report and summary will conform to the Gov.uk accessibility regulations. Defra will always reserve the right to determine if and how results should be published.

In addition, Defra and devolved administrations may seek an opportunities to publish findings more widely and disseminate project findings amongst key stakeholders.

Scope

Phase 1 (Estimated duration – up to 1 week and subject to dependencies): Initial scoping, technology and resource setup, and playbook creation and approval from the Business Area. The purpose of the playbook is to provide a documented process for consultation response review that can be referred to throughout the engagement. The playbook will cover review analysis design, technology setup and analytics approach, quality control/quality assurance (QC/QA) framework, initial review results reporting methodology and format, approach for consultation response review and final report methodology and format. The Supplier will prepare the playbook, which will require approval from the Business Area before proceeding. Whilst the Supplier does not hold itself to have subject matter expertise in the Business Area or the Programme / Project, the Supplier will review samples of responses to each open question and use their experience of previous consultations to identify 4-5 potential themes per question to be shared with Defra, Scottish & Welsh Governments. The Supplier will lead a joint workshop with the Business Area to identify a final list of initial categories to be used by the Supplier during the response review that will be agreed by the Business Area. These initial themes will be reviewed and adjusted throughout the project as responses are analysed, with agreement with the Business Area.

Phase 2 (Estimated duration – 2 weeks): A sample of responses will be used to organise workflows and train the review team, followed by a full-scale review of all remaining consultation responses (including quality control and assurance). Following the first week, the results will be reviewed to calibrate the timing and resourcing of the review and the response themes.

Phase 3 (Estimated duration – 2 week): Shall encompass any remaining wrap-up of response review, as well as production of the draft and final consultation report by the Supplier's SMEs. This final consultation report will be used to facilitate and inform the Business Area's official response, and it will not be Deloitte branded. The report will provide an analysis of responses by question, including a breakdown of responses by region as defined in Question 6 of the consultation.

Response Retrieval

The Business Area will transfer the responses to the Supplier per the schedule in the Deliverables section below.

Quality Assurance

The Supplier will produce a high-level quality plan at the start of the project that will include training and accrediting document reviewers and quality checkers. Once a document reviewer is accredited a sample of their work will be quality checked. The sample size will be agreed with the Business Area in Phase 1 and subject to the change management process thereafter on agreement with the

Defra Commercial team. The Supplier will also include in the quality plan the quality assurance process for the initial and final reports, which will be agreed with the Business area in Phase 1 and subject to the change management process thereafter.

Mobilisation

Phase 1

Deploy the Supplier's leadership and delivery teams.

Agree objectives and a project plan with the Business Area.

Establish and implement the governance framework and project management including a RAID log, meeting cadence and reporting.

Deploy document and workflow management tool (Relativity) to host up to 4,000 documents for the Engagement Period.

Agree on a data delivery schedule.

Create a data repository for Relativity and agree how the survey data will be accessed securely.

Design of the draft and final report format.

Design of the draft and final playbook.

Develop document review workflows, analytics and reporting.

Phase 2

Onboard and oversee the document review and quality teams who will be experienced in consultation review analysis

Implement document review workflows, analytics and reporting.

Review and categorise responses according to the playbook.

Data Handling

Please see Data Protection Schedule in Section 8, to be refined during Phase 1.

Exit Plan

The Exit Plan will be agreed between the Supplier and the Business Area during Phase 1.

Assumptions and dependencies

Project Assumptions

1. Estimated costs are based on 3,390 unique responses received.
2. Costs are based on estimates provided by the Business Area of 9 closed questions and 11 open questions within the consultation. The Supplier has made the following assumptions regarding the open questions, which the Supplier has relied on for the cost and effort estimates provided: 20% of open-ended questions will not be answered, with 75% having short-length/medium-length responses and 5% having long-length responses. Short/medium, and long defined respectively as: 2 minutes review time per question on average; 4 minutes review time per question on average.
3. Timelines are based on and subject to the completion of the responsibilities of both the Supplier and the Business Area without undue delay.
4. 100% of responses will be submitted through Citizen Space, allowing automatic aggregation of closed-ended questions.
5. Currently, there are no indications of campaign responses. No manual review will be required on duplicate or near duplicate responses.
6. The open-ended questions will have between 5 and 10 themes/categories per question for the reviewer to assign based on the response. Initially, up to 5 themes per question will be identified by the Supplier and Business Area and confirmed by the Business Area. To the extent subcategories are being used, each of these will count towards the total number of buckets/categories.
7. Unless otherwise agreed at the weekly progress meetings, all work will be performed remotely.

8. Any associates used to deliver to work associates will not be considered subcontractors.

Dependencies

1. The Business Area will provide feedback and input into the initial themes / categories to be used in the response review and confirm agreement to those themes / categories prior to the Supplier finalising the playbook. The Supplier will make suggestions of these categories based on receipt of the data on the first day on mobilisation. Approval of the initial themes / categories is required by 20/07/23 to complete the review and reporting within the proposed timescales.
2. The Business Area must provide approval of the playbook within timescales, including the review analysis design, initial review results methodology and format, and final report methodology and format, prior to the Supplier commencing services outlined in Phases 2 and 3.
3. The Business Area must deliver the consultation responses to the Supplier via the dates specified in the Deliverables chart below.
4. The Business Area must make available sufficient time from the policy and project team, to enable the Supplier to complete the review and reporting of the responses within the proposed timescales.

Risk management

Below are the key risks that may have an impact on Supplier's ability to satisfy its obligations under the timeframes and estimates set out within this Engagement Letter. The Supplier will monitor and notify the Business Area within a reasonable time if any of the below occur during the course of the engagement.

1. The proportions of non-campaign, campaign-influence and campaign-identical responses may differ to that assumed.
2. Assumptions relating to average time taken to read responses may be inaccurate and fees / costs may vary from the estimates provided. The Supplier will provide regular MI to Defra and the devolved authorities on how the responses compare to the assumptions outlined and escalate accordingly, with suggested mitigation plans outlined.
3. Defra and the devolved authorities the Department is working with are unable to collectively approve the required deliverables within the required timescales.
4. The response data transferred by the Business Area to the authority may be corrupted or not available in suitable formats to be agreed between the Supplier and the Business Area for processing by the Supplier or may not arrive in time for the Supplier to meet the key milestones.

Deliverables

Creation of playbook containing detail of framework to be used to analyse responses. The Supplier will prepare the playbook, which will require approval from the Business Area before proceeding with the response analysis. The Business Area will provide the initial categories to be used by the Supplier during the response review, and these will be reviewed throughout the project as responses are received.

To produce a draft final and final report summarising the main points and themes raised in responses to the whole consultation, as well as a summary in relation to each consultation question. Reports will also confirm the number of respondents and provide a breakdown of their interests and the sectors

- The final report will inform the published summary of responses and government response.
- Agree report structure with the Business Area, to include executive summary; introduction; number of responses; relevant statistics on responses; and detailed analysis of questions (groupings to be agreed).



- A breakdown of the response to each question by geography whether the response to question 6 is England, Scotland, Wales, Northern Ireland or Other.
- As an annex to the report, supply the final agreed code frames per question and datasets created for the qualitative responses.

The precise content of the playbooks and reports will be agreed by the Supplier and the Business Area in Phase 1 and subject to change control thereafter.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Phase 1			
Initial delivery of consultation responses to Supplier	Delivery of initial consultation responses to Supplier	21 July 2023	Business Area (Defra)
Response categories	Supplier to propose 4-5 initial themes /categories per open question to be agreed with the Business Area used when analysing the responses	24 July 2023	Review Team Oversight & Report Oversight
Response categories – confirmation	Supplier to hold meeting with Business Area to confirm the categories proposed	26 July 2023	Business Area (Defra)
Draft final playbook delivered to the Business Area	Delivery of draft final playbook by Supplier to the Business Area	26 July 2023	Review Team Oversight & Report Oversight
Playbook approved	Playbook approved by the Business Area	27 July 2023	Business Area (Defra)
Draft final report format delivered to the Business Area	Delivery of draft final report format by Supplier to the Business Area	3 August 2023	Review Team Oversight & Report Oversight
Final report format approved	Final report format approved by the Business Area	7 August 2023	Business Area (Defra)
Project Phase 2			
Daily update reports	Delivery of report	Daily	Review Team Oversight & Report Oversight
Project Phase 3			
Draft Final Report	Delivery of draft final report (approved by the Business Area (Defra))	18 August 2023	Review Team Oversight &



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
			Report Oversight
Final Report	Delivery of final report (approved by the Business Area (Defra))	24 August 2023	Review Team Oversight & Report Oversight
Internal Capability Development Outcomes			
N/A			
Social Value Outcomes			
N/A			

Limitations on scope and change control

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

Fee calculations will be based on time and materials using the below daily rates.

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
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Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Total					£83,884

Total resource <div style="text-align: center;"> <u>Total days*</u> Engagement Length** </div> <p>*Total days worked across all resources **Total working days in engagement</p>	
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Business Area's team

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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 £83,884, inclusive of expenses and excluding VAT.

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

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 weekly basis, to track days worked by our consultants;

- Daily update reports
- Weekly resourcing session with project lead and commercial lead to update cost forecasts

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific project engagement in Phase 1.

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
1	Draft & Final report format	Format approved and agreed	N/A	Business Area	<i>Business Area approval</i>	3 August 2023
2	Draft final report	Report approved and agreed	N/A	Business Area	<i>Business Area approval</i>	18 August 2023
3	Final report	Report approved and agreed	N/A	Business Area	<i>Business Area approval</i>	24 August 2023

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.

Non-disclosure agreements

The overarching [REDACTED] framework include NDAs. No additional NDA requirements are required.

6. Exit management

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

The contract will be concluded following receipt of all deliverables detailed above.
An Exit Plan will be agreed between both parties during Phase 1. This will include the data handling requirements and timeframes for return of all Defra owned Data and Outputs created through the duration of the Contract.

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

