



Completed forms and any queries should be directed to [fst-consultancy@cabinetoffice.gov.uk](mailto:fst-consultancy@cabinetoffice.gov.uk)

COVID 19 Response – Project Engagement Letter			
Engagement ref #	#006C		
CCS Salesforce ref#	[REDACTED]		
Extension?	N	Ref	N/A
Department / Area	DEFRA		
Supplier	BCG		
Title	Support for the Defra COVID data assimilation and reporting		
Engagement start / end date	6 April 2020	22 May 2020	
Funding source	Department		
Expected costs 20/21	£458,320		
Dept. PO reference	[REDACTED]		
Lot #	Lot 1		
Version #	1.0		

By signing and returning this cover note, DEFRA accepts the contents of this Engagement Letter as being the services required and agrees for Boston Consulting Group to provide the services in accordance with the Statement of Work under the overarching contract (Lot 1 - Ref CCCC18A29) with the Cabinet Office and confirms the availability of funding to support recharge for the services

Signatures		
Supplier	Department	Cabinet Office / EUEICU
[REDACTED]	[REDACTED]	[REDACTED]
or and on behalf of Boston Consulting Group	For and on behalf of Defra	Cabinet Office / EUEICU
[REDACTED]	[REDACTED]	[REDACTED]



Supplier engages with Department to complete. Once agreed, Supplier signs front page and sends to Department	Department signs front page and sends to EUEICU	On approval, EUEICU signs and returns copy to Department and Supplier
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### 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 *departmental considerations* are guidance notes for the customer to support their evaluation of the Engagement Letter.

## 1. Background

The COVID-19 crisis impacts many areas of Defra’s business and is rapidly changing, highly complex, ambiguous and high-pressure. In response to this challenge, Defra are implementing an operating model which enables it to respond, including setting up a national Emergency Operations Centre and cells dedicated to specific priorities. These cells will focus on fast identification, response and resolution of the most pressing issues in their scope.

Defra are not yet set up to ingest, understand and respond to the huge influx of data as will be required to successfully respond to the crisis. It does not have a process for identifying the key risks Defra faces as a result of COVID-19. Therefore, it is establishing a ‘Data cell’ with scope to establish at pace an approach to monitoring, reporting on and deriving insight from key indicators of the health of the sectors/response areas for which Defra is responsible.

In the short-term this cell will be responsible for developing a single-page top-level dashboard that displays indicators on a small number of key impact areas (e.g., food supply, water supply, border operations) and supporting the development of a subset of the next level down, response-cell dashboards

In the longer term, the Data cell will be responsible for designing and implementing a more data-driven approach to Defra’s COVID response and the ongoing operations of the organisation. This will include implementing effective ways to track, synthesise and present data and insights on an ongoing basis to enable cells to make the necessary interventions and raise issues further to senior government officials. This will also include automating data collection and reporting wherever possible, allowing the organisation to focus on decision making developing responses.

## 2. Statement of services

### Objectives and outcomes to be achieved

Officials seek clarity on the COVID-19 situation across the Defra portfolio, and seek to put in place effective ways to track, synthesise and present data and insights on an ongoing basis to enable cells to make the necessary interventions and raise issues further to senior government officials.

This requires the supplier to rapidly stand up data gathering and reporting and then transfer those processes to Defra officials to handle ongoing execution.

Outputs will include support for the Data cell in developing:

- A single-page, top-level dashboard for key indicators



- Insightful, efficient and embedded reports for each of the ~12-15 other COVID response cells
- Supporting the development of a subset of the next level down, response-cell dashboards
- Deployment of tools and technologies required to support the data aggregation and reporting process
- Robust handover, including clear next steps and upskilling where required

Delivery of these outputs is highly dependent on Defra providing rapid access to the COVID response cell teams, their existing data and analyses, and reporting processes. The project is also highly reliant on these teams being aware of the function of the external support, and the requirement to rapidly align and provide the necessary insights to Defra leadership. Where issues emerge these will be surfaced and addressed at bi-weekly project calls so they can be rapidly unblocked by the client.

## Scope

Defra requires external support to stand up the Data cell, rapidly identify the types of analyses required within the other cells, and develop the required reports and analyses. This will allow each cell to generate a clear picture of the COVID-19 situation and the required government response.

For the central Data cell, this will include

- Supporting the definition of an overall operating model for data flow
- Developing a cross-departmental dashboard and reporting process
- Setting up the right arrangements to escalate, cascade and laterally share information
- Providing an external perspective to identify the key risks Defra faces as a result of COVID, including challenging existing thinking

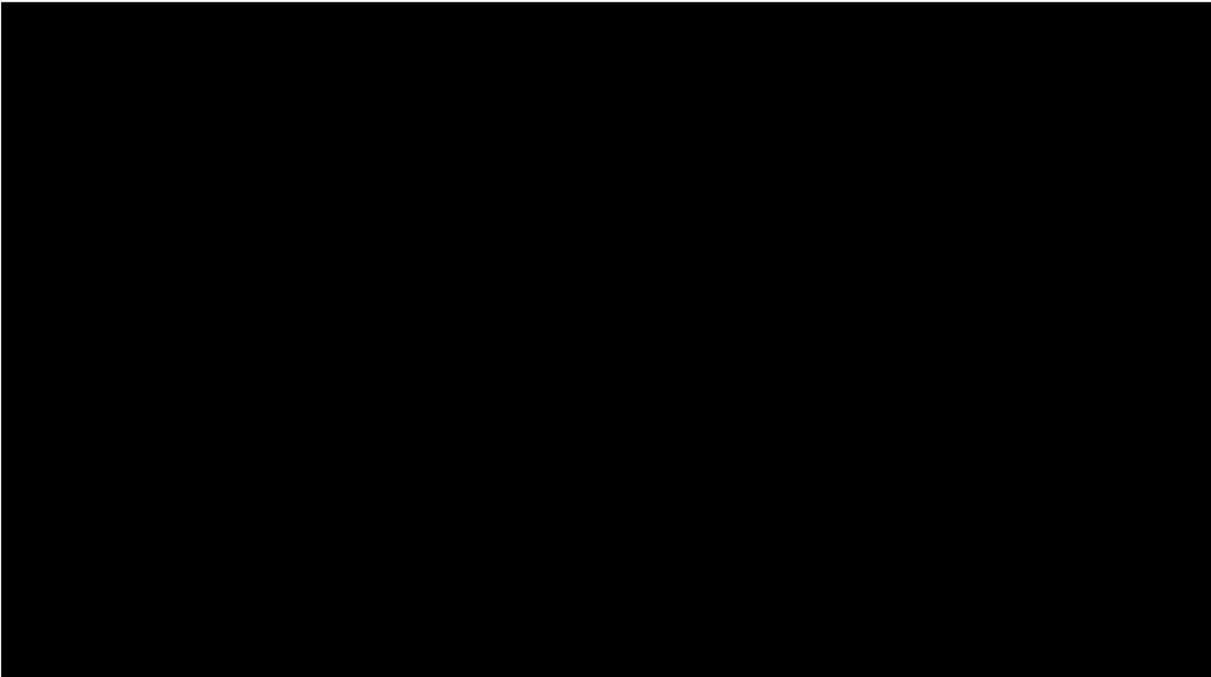
This will also include engagement with and support for the other cells in Defra's COVID response. Depending on the needs of the cell, this will include support for:

- Identifying the key data required to inform decision-making
- Identifying data sources and creating the most effective means of reporting/visualising them
- Identifying the right tools and technologies to use to capture and analyse information
- Building insightful, efficient and embedded reporting tools and processes
- Providing coaching to build skills where required execute the reports

Effectively supporting the Data cell requires that the supplier quickly and robustly hand over completed work to the Data cell team (and possibly other COVID response cells). This includes working side-by-side with members of the Data cell while the work is being completed and upskilling where required after the work has been completed.

The focus of the supplier's support is on rapidly developing reporting and data gathering, handing over execution of this reporting once developed. This may involve collaboration with other suppliers or teams across Defra (e.g., ██████████, etc.).

Our proposed approach is outlined below. This will be further refined before project kick-off and throughout based on input from the Defra team



Given the pace of the work and the level of uncertainty as to the level of support which will be required across each of the ~12-15 COVID response cells, we propose to work in an Agile fashion, reviewing the 'backlog' of priorities at weekly check-in meetings and agreeing on deployment of resource. The set of response cells to be covered and their prioritisation will be agreed with Defra as part of weekly progress review meetings.

**Assumptions and dependencies**

There is an assumption that Defra will continue wanting to develop its data-driven approach to situation reporting and analysis.

There are dependencies with other areas of the department's work and our ability to access data that you could draw out, but the contract is intended to help manage those dependencies so there are no new issues arising from that I don't think.

**Deliverables**

Deliverable	Milestone / Date
Summary dashboards for COVID response, capturing the breadth of the organisation's activity	
Reporting design and metric identification for each of the ~12-15 other cells in Defra's COVID response, provisionally identified as <ul style="list-style-type: none"> <li>▪ Food supply (retail)</li> <li>▪ Food supply (international import risks)</li> <li>▪ Food supply (domestic production)</li> <li>▪ Agriculture (economic impact)</li> <li>▪ Marine and fishing</li> <li>▪ Water and wastewater</li> </ul>	



<ul style="list-style-type: none"> <li>▪ Waste management</li> <li>▪ Borders and trade</li> <li>▪ Food for vulnerable people</li> <li>▪ Communications/stakeholder engagement</li> <li>▪ Defra business continuity</li> <li>▪ Animal and plant health</li> <li>▪ Environment/rural</li> <li>▪ Others to be added as Defra’s COVID response evolves</li> </ul>	
<p><b>Enablement of each cell to execute data assimilation and reporting independently</b></p>	
<p><b>Review of data and reporting and handover</b></p>	

**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 Department.

The Engagement Letter is the agreed contract of work between the Cabinet Office, Department and Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by EUEICU.

**3. Delivery team**

Given the inherent uncertainty of working on Covid-19, BCG proposes to partner with Defra to flex the team up and down as needed over the life of the contract (all changes agreed in advance up to a maximum budget value). The deployment of the BCG team will be discussed during weekly progress meetings with [REDACTED] to ensure that resources are deployed against the most critical questions. This is a proven model and has been adopted effectively in previous work with Defra and across HMG – deploying additional team members on particular issues with less than a day’s notice, then removing them when a particular issue has been resolved without additional costs. There are no additional costs for this scope of delivery which we are currently aware of or anticipating. Any further work will be delivered under separate PELs.

[REDACTED]

[REDACTED]

[REDACTED]

The supplier proposes starting with team members below. The extent to which the team will take on a coordination function and the level of support required by the cells will change the make-up of the team materially.



Name	Role	Grade	Daily rate	# of days	Cost
	Overall accountability and oversight				
	Day-to-day project management				
	Analysis and delivery				
	Analysis and delivery				
	Analysis and delivery				
	Analysis and delivery				

In line with BCG’s overall support on COVID related work across HMG, we propose to provide the first two weeks of support on this project on a pro bono basis (these are not included in the number of days above). We have additionally capped the total Managing Director time to 0.15 FTE per other team member FTE.

**Department’s team**

The Investment Committee of the Department has authorized expenditure in relation to this brief (#006C). The budget holder for these activities is [REDACTED]. The contract has been delegated to Ryan Doyle to manage on behalf of the department.

The activity and delivery management of the contract is assigned to [REDACTED]. They may sub delegate the management of elements of this work as appropriate.

**4. Fees**

Defra 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 £458,320 inclusive of expenses and excluding VAT.

Deliverable	Cost FY2020/21
Weeks 1-2 (summary reporting, data and reporting design for individual cells)	
Weeks 3-7 (Data and reporting design for individual cells)	
Discounts	



Investment of weeks 1-2	
<b>Expenses</b>	
Included within the cost above	
<b>Grand total</b>	<b>£458,320</b>

**Expenses statement**

The Cabinet Office overarching contract rates include expenses for any travel to/from any UK location defined by the Department as the base office for the work. Only expenses for travel at departmental request from this base can be charged. If appropriate, define permissible expenses to be charged.

**Payment**

The Supplier should invoice fees monthly in arrears. VAT will be added to fees at the prevailing rate. Defra will reimburse fees monthly on confirmation of approval of work delivered by the Department. 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 Department agree to provide reporting on the following:

- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Weekly contract review meetings with the client – [REDACTED] and others as required
- BCG will ensure that all milestones agreed are met. Where this proves unavoidable explanation and mitigations will be outlined

**Feedback and satisfaction**

A number of interim feedback meetings will take place throughout the engagement to check that everything is progressing as expected. We envisage that these will start at least two weeks from the date of this letter.

At the end of the assignment, a 'Post-Assignment Feedback' review will be undertaken with yourself and / or key members of the programme team to discuss what we did well and any opportunities for improvement on future assignments.

The Cabinet Office reserves the right to hold a 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.

**Non-disclosure agreements**

The overarching MCF / MCF2 frameworks and Cabinet Office contracts include NDAs.

**Notice period**

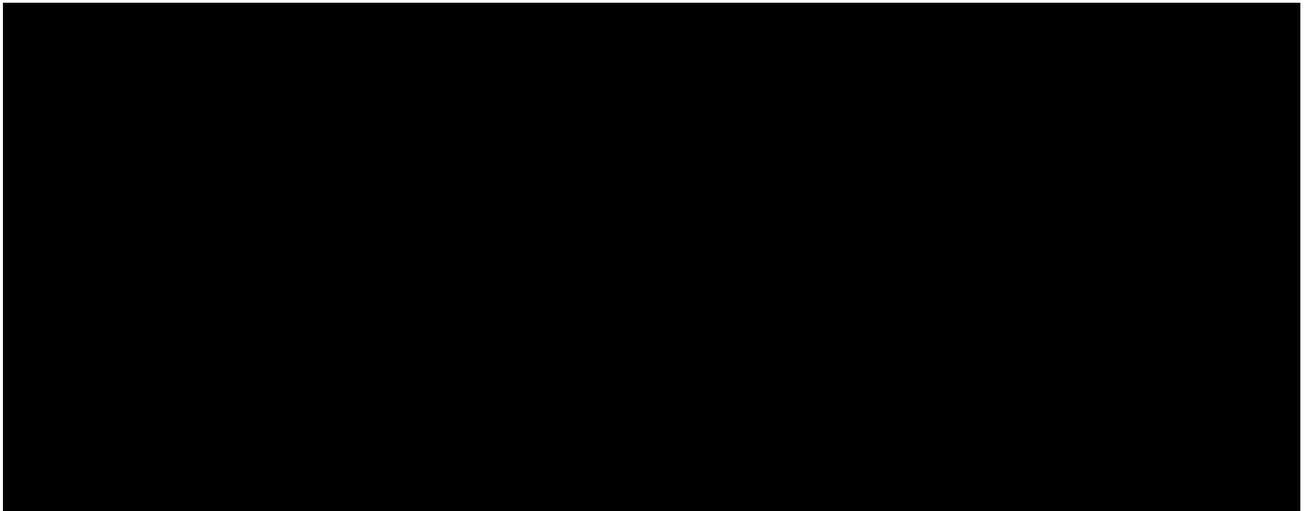
The nature of these engagements require that the Department / Cabinet Office have the ability to terminate an engagement with notice. The Department or the Cabinet Office's termination rights for this engagement are marked below.

The minimum notice period for termination is 5 working days regardless of engagement duration.

Where the Department or the Cabinet Office terminate an engagement, agreed costs incurred to the end of the notice period will be reimbursed.



COVID-19 Consultancy Request Process



EUEICU Commissioning Process

