



Cabinet Office

OFFICIAL SENSITIVE - COMMERCIAL
EU Exit Implementation Capability Unit
External support
Project Engagement Letter – Lot 1, 2 and 3

Completed forms and any queries should be directed to fst-consultancy@cabinetoffice.gov.uk

COVID 19 Response – Project Engagement Letter			
Engagement ref #	[REDACTED]		
CCS Salesforce ref#	[REDACTED]		
Extension?	N	Ref	N/A
Department / Area	DEFRA		
Supplier	BCG		
Title	Support for Defra COVID NSV programme		
Engagement start / end date	6 April 2020	22 May 2020	
Funding source	Department for Environment, Food and Rural Affairs		
Expected costs 20/21	£427,040		
Dept. PO reference	[REDACTED]		
Lot #	Lot 1		
Version #	0.2, 1.0 when approved		

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]



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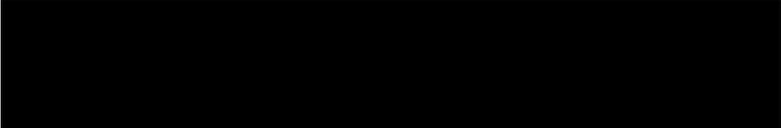
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Supplier engages with Department to complete. Once agreed, Supplier signs front page and sends to Department	Department signs front page and sends to EUEICU	On approval, EUEICU signs and returns copy to Department and Supplier
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General 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

Over the coming weeks, the Non-Shielded Vulnerable (NSV) Programme will be focused on

- Standing up and executing the delivery proposition to address the needs of the NSV population who can afford but may not be able to access food.
- Developing and seeking agreement to a proposition to address the needs of those who can access but cannot afford food (economically vulnerable)

During this time, it is imperative to maintain a strategic focus on

- Monitoring the impact of the interventions, in the context of an evolving NSV population and changes to the food supply; and
- Ensuring a robust evaluation framework and approach is in place; Developing scenario-based options for forward looking strategies (incl. exit timing) for the NSV and the Shielded food programmes

2. Statement of services

Objectives and outcomes to be achieved

Focus area 1 - Developing a monitoring capability and evaluation framework
Objective: Consolidated and analysed information to help decision-making and resource allocation related to the NSV food programme built into a set of dashboards which are systematically updated. A framework for evaluating the impact of the programme which can be leveraged during and after the programme.

Focus area 2 – Scenario-based strategies for NSV and Shielded food programmes
Objective: Provide a structured set of options for how to proceed in the medium-term with the NSV and Shielded food programmes under various forward-looking scenarios

Scope

Defra requires external support in two main areas to ensure it is able to maintain strategic focus while delivering interventions to the Non-Shielded Vulnerable at pace

- Focus area 1 - Developing a monitoring capability and evaluation framework
- Focus area 2 – Scenario-based strategies for NSV and Shielded food programmes



Focus areas 3 – Developing a proposition to address the needs of the economically vulnerable

Objective: Develop a policy proposition to address the needs of the economically vulnerable, including identifying and sizing the problem and rationale for government intervention, evaluating the options to address it and recommending steps to take the proposition forward to delivery

Focus area 1 - Developing a monitoring capability and evaluation framework

[Redacted text block]

Focus area 2 – Scenario-based strategies for NSV and Shielded food programmes

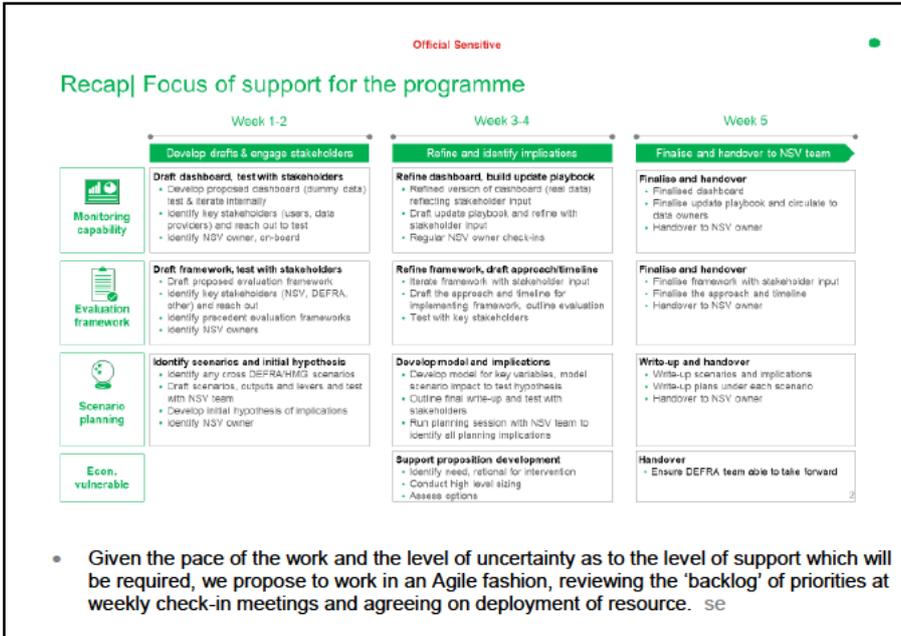
[Redacted text block]

Focus areas 3 – Developing a proposition to address the needs of the economically vulnerable

[Redacted text block]

The table below describes the timeline and approach for Focus areas 1,2 and 3.

The approach below excludes the 2-weeks of support from 6-17 April provided on a pro-bono basis. This support included rapidly sizing the food vulnerable population, refining it with key cross government stakeholders and helping to socialise it with key decision makers. The work also involved the development of the food access proposition and discovery materials within that timeframe.



Assumptions and dependencies

The assumptions are that we will continue to develop and deliver our propositions on food for shielded and non-shielded vulnerable people, and that we will be able to access the data we need.

There are dependencies in relation to wider government policy and delivery on shielded and non-shielded vulnerable people and on social distancing / lockdown more broadly. We are managing these through our cross-gov governance including GPSMIG and a Ministerial Task Force at ministerial level and a senior officials group.

We also have regular bilateral contact with the relevant departments to coordinate and align our work.

Finally there are dependencies with the wider Defra work on monitoring and evaluation, which this team will be plugged into through Defra's data and insights cell (which BCG are also supporting).

Deliverables

Deliverable	Milestone / Date
Monitoring capability and evaluation framework: Dashboard, Update playbook and handover to DEFRA	
Scenario planning: Scenarios, underlying scenario model and implications for NSV planning	
Economically vulnerable proposition: Proposition and supporting materials	
Review and handover	



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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 text block]

The supplier proposes starting with team members below.

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



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Name	Role	Grade	Daily rate	# of days	Cost
	Analysis and Delivery				
	Analysis and Delivery				

Department's team

The Investment Committee of the Department has authorized expenditure in relation to this brief (#033C). The budget holder for these activities is [REDACTED]. The contract has been delegated to [REDACTED] and [REDACTED] to manage on behalf of the department

The activity and delivery management of the contract is assigned to [REDACTED] and [REDACTED] Deputy Directors responsible for the food for vulnerable people programme. They may sub delegate the management of elements of this work as appropriate

4. Fees

[REDACTED]

Deliverable	Cost FY2020/21
[REDACTED]	[REDACTED]
Grand total	£427,040

[REDACTED]

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.



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Payment

The Supplier should invoice fees monthly in arrears. VAT will be added to fees at the prevailing rate. The Department for Environment, Food and Rural Affairs 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 – Janet Hughes 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.

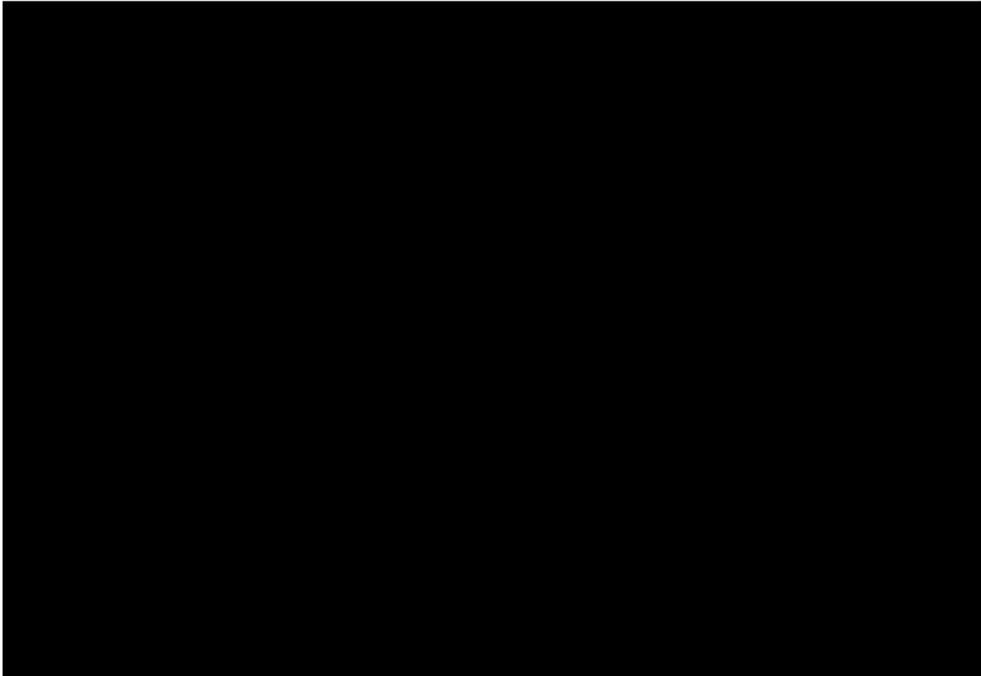
The minimum notice period for termination is 5 working days regardless of engagement duration.

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

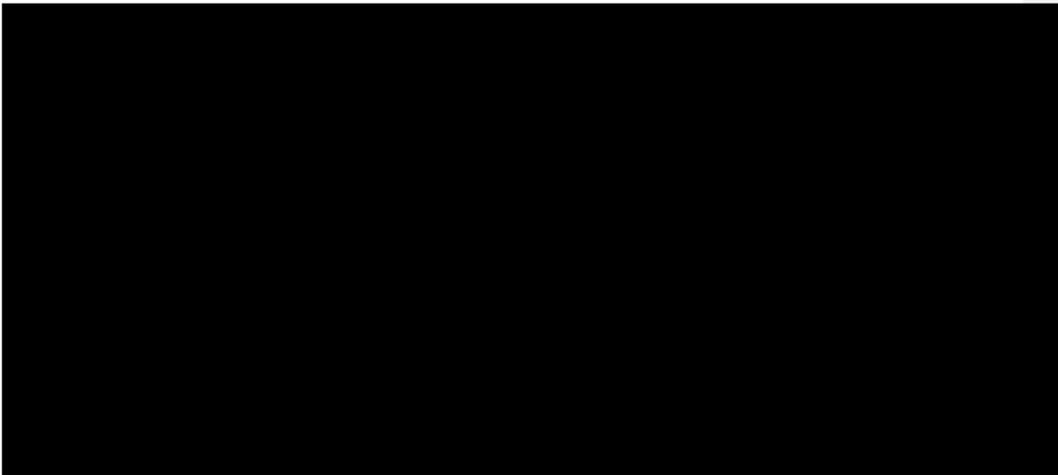


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COVID-19 Consultancy Request Process





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EUEICU Commissioning Process

