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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 #	project_ DPEL_61539_020		
Extension?	N	**DPEL Ref.**	DPEL_61539_020
Business Area	Defra Natural Environment, Trees and Landscape		
Programme / Project	Government Response to the Landscapes Review		
Senior Responsible Officer	[redacted]		
Supplier	Deloitte LLP ("Deloitte")		
Title	Landscapes Consultation Analysis		
Short description	The government response to the Landscapes Review was published on Saturday 15th January. The response is accompanied by a consultation that will run for 12 weeks until Saturday 9th April. Based on the initial number of responses to the consultation (~5000 at the halfway mark) the Business Area expects to need to analyse a significantly larger dataset than it is resourced to do. The Engagement will require the Supplier to conduct an analysis of the responses to the consultation so that the Business Area can publish its response to the consultation within the 12-week expected deadline and inform drafting of measures for a draft bill. The response to the consultation published by the Business Area does not form part of this Engagement in themselves. The deliverables will inform the Business Area's response.		
Engagement start / end date	31/03/2022		01/06/2022
Funding source (CDEL/RDEL)	[redacted]		
Consultancy Spend approval reference	Not required as confirmed by IC secretariat		
Expected costs 21/22	[redacted]		
Expected costs 22/23			

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Expected costs 23/24	£0
Dept. PO reference	To be generated once DPEL is finalised
Lot #	Lot 1
Version #	0.1

Approval of Project Engagement Letter

By signing and returning this cover note, the Business Area 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**
[redacted]		
31/03/2022	31/03/2022	**01/04/2022**
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

DgC Signed on 1 April, with confrmation there has been no work undertaken at risk and work will commence 4 April.

[redacted]

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1. Background

The government response to the Landscapes Review sets out Defra's proposals to improve the management of England's National Parks and Areas of Outstanding Natural Beauty. It sets out an ambitious vision for how these protected landscapes can deliver more for nature, climate, people and place. It is accompanied by a public consultation on potential legislative changes to deliver this vision and address the Landscapes Review's 27 wide ranging recommendations.

Technical support is needed to analyse the consultation responses and produce a summary of responses to inform a government response to the consultation. Due to the size of the Business Area, the scale of the response, and required timescales, the Business Area is unable to complete this work in-house. It is therefore necessary to outsource the analysis so that the Business Area can publish its response to the consultation within the 12-week expected deadline.

2. Statement of services

Objectives and outcomes to be achieved

To support the Business Area to understand respondents' policy preferences and their drivers, the Supplier shall:

- Receive, structure and process the consultation responses received in preparation for further analysis.
- Utilise data analytics methods to identify duplicates and near-duplicates from responses received, which will be used to reduce and prioritise the population for manual review. Responses that are exact duplicates of other responses will be automatically categorised based on the categorisation of the duplicate response that was read by a team member.
- Use automated methods to categorise all responses to closed-ended questions received through Citizen Space.
- Perform a manual review and categorisation of all responses to closed-ended questions received through channels other than Citizen Space.
- In accordance with the Business Area's instructions, perform a manual review of the majority (at least 75%) of responses to six fully open questions (Q7, Q9, Q12, Q17, Q18 and Q25) and a significant sample (at least 33.3%) of responses to the remaining 14 questions with open components. Sampling will be based on pre-analysis of questions and weighting criteria pre-agreed with the Business Area and will cover a sample of responses from each respondent category. Any additional review of the remaining responses is not within the scope of this engagement.

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- Provide a written, high-level, and quantitative interim update mid-way through Phase 3 reporting on the categorisations for the responses reviewed and automatically categorised at that point.
- Provide a final quantitative summary of the categorisations for all responses reviewed and automatically categorised.

Fortnightly check-ins with relevant members of the Business Area 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.

- Start-up meeting – [redacted], [redacted] relevant Business Areas teams will also be required.
- Fortnightly commercial review meetings to be held with the Business Area 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:

Consultation launch	15th January 2022
Engagement start	31st March 2022
Weekly update reports	Throughout project
Close of consultation	9th April 2022
Interim quantitative update	6th May 2022
Final quantitative summary	27th May 2022
Engagement Period	31st March 2022 – 1st June 2022
Project lead check-ins with the Business Area	Recommended daily or weekly as appropriate throughout duration

Publication
The final report will inform a government response to the Landscapes public consultation to be published on Gov.uk, alongside a summary of consultation responses. Defra will always reserve the right to determine if and how results should be published.

In addition, Defra seeks opportunities to publish findings more widely and disseminate project findings amongst key stakeholders.

Scope

Phase 1 (Estimated duration - 2 weeks and subject to dependencies):

- Initial scoping, technology and resource setup, playbook creation, and approval of the playbook by 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, QC/QA framework, interim quantitative update methodology and format, and final quantitative summary methodology and format.

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- Determine the major stakeholders the Business Area expects to respond and agree upfront the set of weighting criteria and other search parameters which will be used to determine the population of responses for manual review.
- Coordinate with the Business Area to understand their needs and expectations from analysis.

Phase 2 (Estimated duration - 2 weeks and subject to completion of Phase 1):

- Analysis of initial consultation responses to organise workflows and deploy analytics to identify duplicates/near-duplicates, training of document review team, initial pilot phase of response review to validate approach and resolve any issues (including quality control and assurance) [redacted]
- Receive, structure and process the responses received in preparation for further analysis.
- Utilise data analytics methods to identify duplicates and near-duplicates of the responses received, which will be used to reduce and prioritise the population for manual review. Responses that are exact duplicates of other responses will be automatically categorised based on the categorisation of the duplicate response that was read by a team member.

Phase 3 (Estimated duration - 4 weeks):

- Full-scale review of the remaining consultation responses that require review as determined by the Business Area (including quality control and assurance).
- Use automated methods to categorise all responses to closed-ended questions received through Citizen Space.
- Perform a manual review and categorisation of all responses to closed-ended questions received through channels other than Citizen Space.
- In accordance with the Business Area's instructions, perform a manual review of the majority (at least 75%) of responses to six fully open questions (Q7, Q9, Q12, Q17, Q18 and Q25) and a significant (at least 33.3%) sample of responses to the remaining 14 questions with open components. Sampling will be based on pre-analysis of questions and weighting criteria pre-agreed with the Business Area and will cover a sample of responses from each respondent category. Any additional review of the remaining responses is not within the scope of this engagement.
- Provide a written, high-level, and quantitative interim update mid-way through Phase 3 reporting on the categorisations for the responses reviewed and automatically categorised at that point.
- Provide a final quantitative summary of the categorisations for all responses reviewed and automatically categorised. The Business Area and the Supplier will agree during Phases 1 & 2 the contents and format of the report, including any quantitative analysis the report should contain regarding response breakdown across specific respondents or respondent groups.

[redacted]

Response Retrieval

The Supplier and the Business Area will agree in Phase 1 whether the Supplier or the Business Area will be responsible for the retrieval of responses from Defra systems. If it is determined the

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Supplier will hold this responsibility, the Supplier will use a Defra-supplied laptop and email account to access the systems that hold the responses to retrieve the responses on a periodical basis. If the Business Area holds this responsibility, they will transfer the responses to the Supplier per the schedule in the Deliverables section below.

Quality Assurance

The Supplier will produce a quality plan 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. The Supplier will also include in the quality plan the quality assurance process for the interim and final quantitative summaries, 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
- Provide the Supplier's teams with access to a Teams site for project documentation
- [redacted]
- Agree and finalise data protection schedule
- Agree on a data delivery schedule
- Review the survey forms, confirm data formats and train relativity to process them
- [redacted]
- Design and format of the interim quantitative update and final quantitative summary
- Design and format 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 para-legals
- 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

1. [redacted]
2.
3.

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4. [redacted]
5.
6.
7.
8.
9.
10.
11.

Dependencies

1. The Business Area must provide the initial categories to be used in the response review prior to the Supplier finalising the playbook.
2. The Business Area must provide approval of the playbook within appropriate 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, 3, and 4.
3. The Business Area must either: (1) deliver the consultation responses to the Supplier via the dates specified in the Deliverables chart below, or (2) provide the Supplier access to a Defra laptop and email account, along with any necessary support and training to access the consultation responses, by the date specified in the Deliverables section below.

Risk management

1. Any delays with analysis could mean the response is not published within the expected 12-weeks. We will mitigate this through frequent communication with the Supplier to monitor progress. We will update stakeholders to manage expectations around timelines.
2. A larger than expected number of responses could risk the analysis going over budget. If the number of responses is higher than expected, we could top up consultant analysis with policy lead time and/or reduce the proportion of open responses manually analysed.
3. [redacted]
4. Assumptions relating to average time taken to read responses may be inaccurate and fees / costs may vary from the estimates provided.
5. There is an extension to the consultation period which impacts the dates for the key milestones and deliverables.
6. 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.

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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 categories to be used by the Supplier during the response review.

If required, the Business Area will provide the Supplier with a Defra-issued laptop and email account, along with any necessary support and training, to enable direct access to responses for retrieval.

Quantitative interim update, provided by the Supplier by the 29th of April 2022, reporting on the main themes from responses received at that point.

- The report will be written in a coherent manner in clear English.
- The report will give due consideration to the weighting of key stakeholders as discussed in weekly meetings.

Final quantitative summary provided by the Supplier by the 27th of May 2022. The Supplier will work with the Business Area to agree the structure and key themes for the final summary, but this is expected to be a word document including:

- Overview of responses (volume, breakdown by respondent category, categorisations)
- A breakdown of responses to each question, including number of responses, categorisations of responses to each question, relevant charts – this is expected to be approximately 1 page per question but will vary based on volume and extent of responses
- List of respondents (where they have not asked to remain confidential). The report will give due consideration to the weighting of key stakeholders as discussed in weekly meetings.
- Methodology used to identify population for manual review and categorisation review

The final summary will be written in a coherent manner in clear English and will inform the published summary of responses and government response.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
project Phase 1			
Response categories	Delivery to Supplier of categories to be used when analysing the responses	1st April 2022	Business Area (Defra)
Initial delivery of consultation responses to Supplier	Delivery of initial consultation responses to Supplier	1st April 2022	Business Area (Defra)
Draft final playbook delivered to the Business Area	Delivery of draft final playbook by Supplier to the Business Area	6th April 2022	Document Review Lead
Draft interim report format delivered to the Business Area	Delivery of draft interim report format by Supplier to the Business Area	6th April 2022	Reporting Lead

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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Draft final report format delivered to the Business Area	Delivery of draft final report format by Supplier to the Business Area	6th April 2022	Reporting Lead
Defra-issued laptop and email account	Delivery of Defra-issued laptop and email account to Supplier	6th April 2022	Business Area (Defra)
Playbook approved	Playbook approved by the Business Area	8th April 2022	Business Area (Defra)
Interim report format approved	Interim report format approved by the Business Area	8th April 2022	Business Area (Defra)
Final report format approved	Final report format approved by the Business Area	8th April 2022	Business Area (Defra)
Project Phase 2			
Final delivery of consultation responses to Supplier	Delivery of second set of consultation responses to Supplier	22nd April 2022	Business Area (Defra)
Interim written update and discussion with relevant Business Area teams	Quantitative interim update in clear, coherent style provided by the Supplier, reporting on key themes for responses received at that point, and opportunity to discuss.	29th April 2022	Document Review Lead
Project Phase 3			
Final summary	Final summary that meets the requirements outlined above under "Deliverables"	27th May 2022	Document Review Lead
Internal Capability Development Outcomes			
Knowledge and skills transfer from consultant team to the Business Area	Business Area team members involved in the work to have acquired analysis and document review skills transfer from the Supplier's team, which will be accomplished through sharing and explaining the playbook and methodology used.	Throughout the project engagement period	
Social Value Outcomes			
Supporting Defra to deliver on its objective to respond to and deliver recommendations made by the independent Landscapes Review	Work supports Defra to reach a clearer view on public and stakeholder priorities for protected landscapes to inform future policy development	Throughout the project engagement period	

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[redacted]	[redacted]	[redacted]	[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

4. Fees

Defra Group will reimburse the Supplier for approved work done according to the table below.

[redacted]

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The estimated fees (based on actual time and materials incurred) for the scope of work detailed in this Project Engagement Letter will be between [redacted] and other expenses and excluding VAT assuming a scenario where there are between [redacted]

The estimated costs in the table below are based on scenarios with [redacted] in accordance with the assumptions stated above.

Stage	Estimated Costs [redacted]	Estimated Costs - [redacted]	Estimated Deliverable Due Date (link to milestone dates)
Phase 1			**DD/MM/YY**
Playbook completion Interim update format Final summary format	[redacted]		8th April 2022
Phases 2 and 3			
Interim update delivered Final summary delivered	[redacted]		27th May 2022
Technology			
	[redacted]		**N/A**
Expenses			
General expenses including travel	Expenses as agreed with DgC	Expenses as agreed with DgC	
Grand total	[redacted]		

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:

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- Completion of the time tracker on a monthly basis, to track days worked by our consultants;
- Weekly progress update meeting.

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
Progress	Weekly progress meeting	Weekly meeting with project team to discuss progress, seek input/guidance and raise concerns/risks. Plus sharing early indications of trends and other notable findings.	Weekly	Project Team	Verbal Assessment	Participation of any necessary Supplier's team members, and maintenance of notes and actions

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 MCF2 framework include NDAs.

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.

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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	▪ DPEL agreed ▪ DPEL signed: Supplier, Dept and CO ▪ Purchase Order number	▪ Work can start ▪ Supplier can invoice for work

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7. Breakdown of estimated time and costs by phase and role

Phase 1	
Resource Type	[redacted]
Director/Partner	
Managing Consultant	
Senior Consultant	
Phase 1 Total	

Phase 2	
Resource Type	[redacted]
Director/Partner	
Managing Consultant	
Principal Consultant	

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Document Reviewer	[redacted]
Phase 2 Total	

Phase 3	
Resource Type	[redacted]
Director/Partner	
Managing Consultant	
Principal Consultant	
Document Reviewer	
Phase 3 Total	

Technology (All Phases)	
Resource Type	[redacted]

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Director/Partner		[redacted]
Managing Consultant		
Principal Consultant		
Senior Consultant		
Relativity Hosting		
Technology Total		

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7. Data protection schedule

1. This Schedule shall be completed by the Business Area, who may take account of the view of the Supplier, however the final decision as to the content of this Schedule shall be with the Business Area at its absolute discretion.

2. The contact details of the Business Area Data Protection Officer are:

[redacted]

3. The contact details of the Supplier Data Protection Officer are:

[redacted]

4. The Supplier shall comply with any further written instructions with respect to processing by the Business Area.

5. Any such further instructions shall be incorporated into this Schedule.

Data Processing descriptor	Narrative
Identity of the Controller and Processor	The Parties acknowledge that for the purposes of the Data Protection Legislation, the Business Area is the Controller and the Supplier is the Processor.
Subject matter of the processing	The processing is needed in order to ensure that the Processor can effectively deliver the analysis of environmental targets consultation responses on behalf of the Controller.

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Duration of the processing	The duration of the processing is for the anticipated project duration of 30th March – 1st June 2022.
Nature and purposes of the processing	The nature of the processing includes the following operations: • Collection of data [redacted] • Transfer / input of data [redacted] • Sorting of data for analysis. • Reporting to Defra of the analysed data. • Storage of data [redacted] The purpose of the processing is to enable analysis of environmental targets consultation responses. There is a statutory responsibility on the Business Area to consult on proposed targets and to produce a summary of responses and a government response. Responses will be analysed through a range of lenses, including sector and individual interests, across each proposed target area. The Processor must keep the personal data secure so that no unauthorized persons can access the data and they must share it with only those colleagues in the company who need to receive the data to undertake the work necessary to fulfil the processing. Therefore, the data must not be 'overshared'; i.e. shared with any employees who do not need it to fulfil the processing.
Type of Personal Data	Personal data could include names, postal addresses, email addresses, phone numbers, job titles, qualifications and any other personal data that the respondent wishes to provide.

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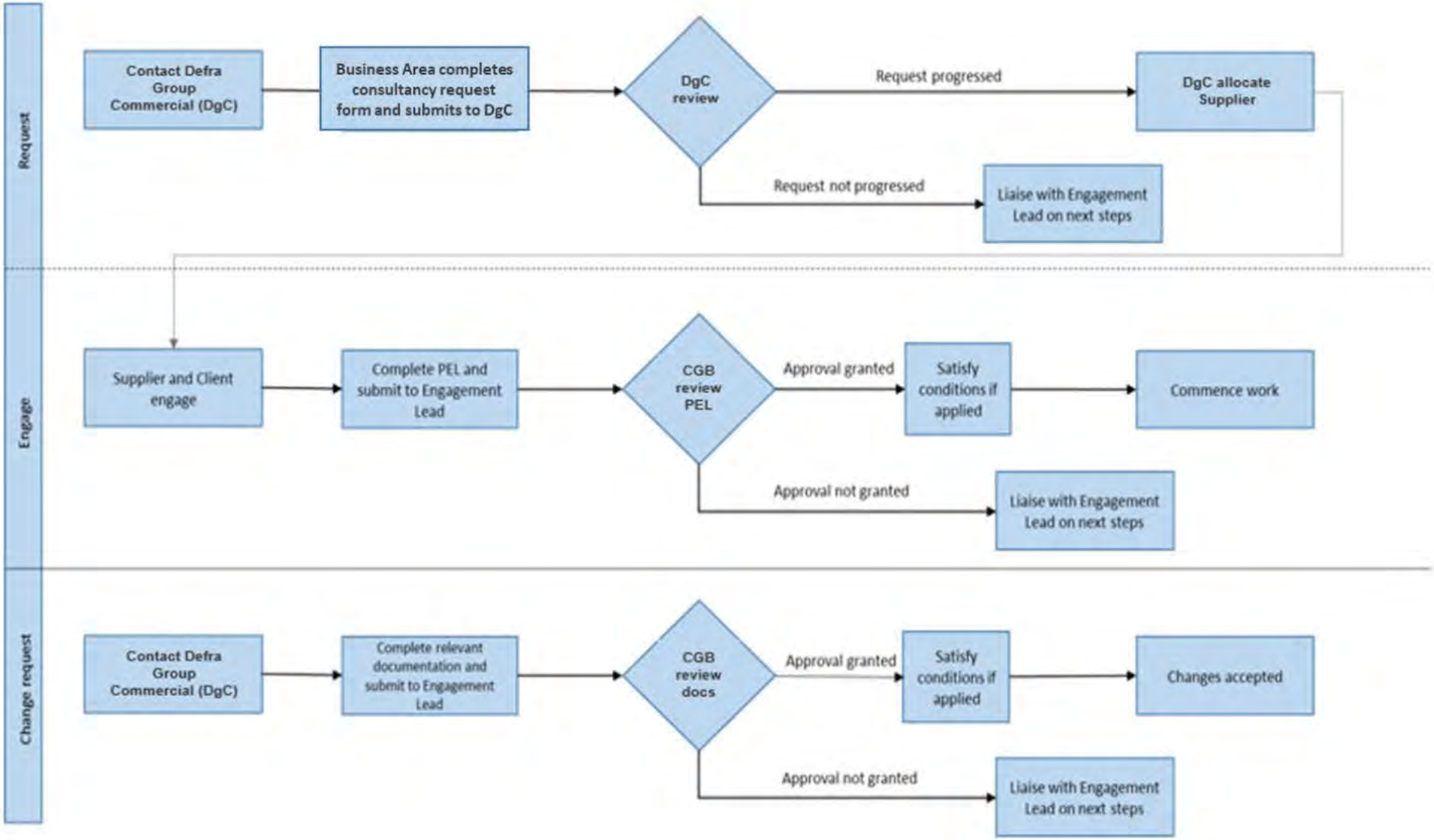
Categories of Data Subject	This is a public consultation so data may be provided by all of society, including members of the public, businesses and stakeholder organisations.
Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	On completion of the processing the Processor should return all data to the Controller for storage, and then destroy all data held.

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