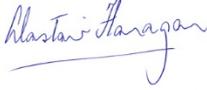
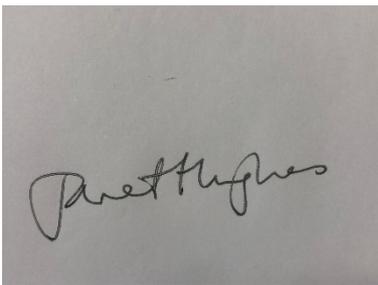




Completed forms and any queries should be directed to fst-consultancy@cabinetoffice.gov.uk

COVID 19 Response – Project Engagement Letter			
Engagement ref #	#006C		
CCS Salesforce ref#	571844		
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	PO 3070041169		
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
 By: _____ <i>Signature</i>	 By: _____ <i>Signature</i>	By: Samantha Heilling <i>Signature</i>
or and on behalf of Boston Consulting Group Alastair Flanagan MD and Senior Partner	For and on behalf of Defra Janet Hughes Director Portfolio Office	Cabinet Office / EUEICU Samantha Heilling Commercial Head of EU Exit External Support Team
11/05/20	12/05/20	13/05/2020



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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Supplier contact: Alastair Flanagan, flanagan.alastair@bcg.com, +44 7785 390003

Department contact: Janet Hughes, janet.hughes@defra.gov.uk, +44 7977 938678

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

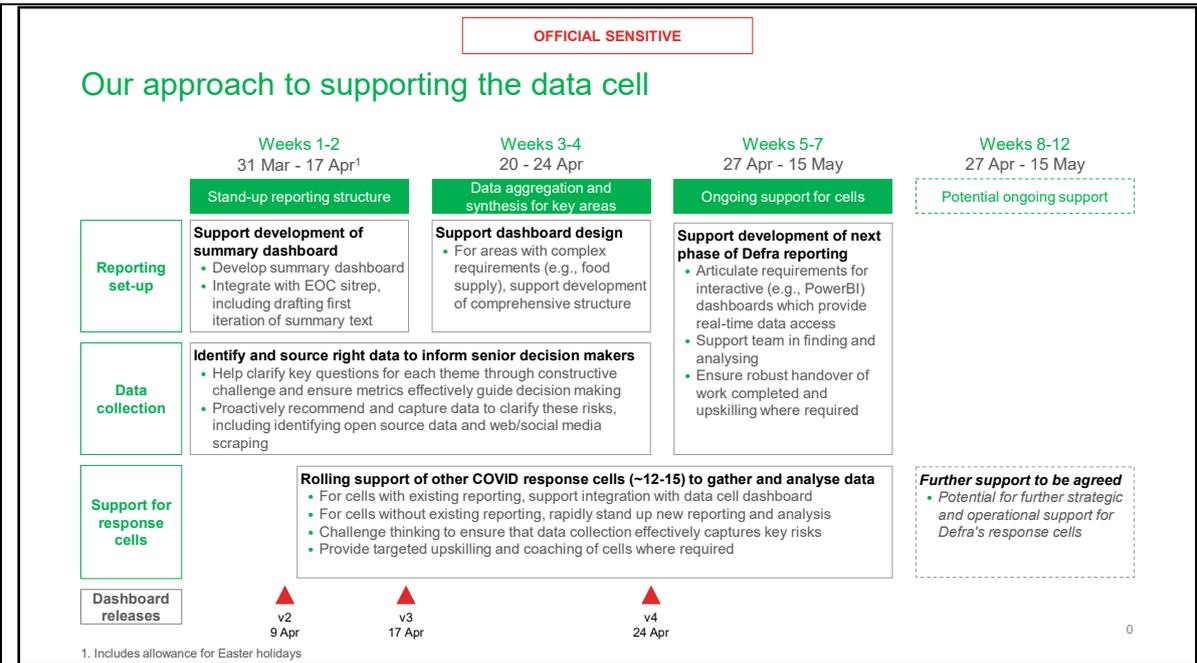
This will also include engagement with and support for the other cells in Defra's COVID response. Depending on the needs of the cell, this will include support for:

- 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., Kainos, DDTS, 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	2 weeks after start (17 April)
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"> ▪ Food supply (retail) ▪ Food supply (international import risks) ▪ Food supply (domestic production) ▪ Agriculture (economic impact) ▪ Marine and fishing ▪ Water and wastewater 	7 weeks after start (22 May)



<ul style="list-style-type: none"> ▪ Waste management ▪ Borders and trade ▪ Food for vulnerable people ▪ Communications/stakeholder engagement ▪ Defra business continuity ▪ Animal and plant health ▪ Environment/rural ▪ Others to be added as Defra’s COVID response evolves 	
Enablement of each cell to execute data assimilation and reporting independently	7 weeks after start (22 May)
Review of data and reporting and handover	7 weeks after start (22 May)

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 Janet Hughes 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.

Alastair Flanagan is a Senior Partner and Managing Director at BCG who leads the firm’s public sector work in the UK. He will take overall responsibility for the project and assist with engaging senior stakeholders, including within Defra and across government. He will also provide quality assurance to the work produced by the team and provide guidance on approach and analysis.

Alastair will be supported by Nadjia Yousef, Partner and Managing Director at BCG and Chris Biggs, Senior Partner and Managing Director at BCG. Nadjia is a member of BCG’s Technology Advantage practice area with experience setting up reporting processes. Chris leads BCG’s retail work globally, with deep experience in food retail and supply chains.

Scott St Marie is a Principal at BCG who will serve as Programme Manager, leading the case team and day-to-day coordination with leadership and stakeholders within Defra. They will be the working-level point of contact with the team and will dedicate 100% of their time to this work.

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
Alastair Flanagan, Nadjia Yousif and Chris Biggs	Overall accountability and oversight	Partner/ Managing Director	£6,256	15	£93,840
Scott St Marie	Day-to-day project management	Partner/ Managing Director (Programme Manager)	£6,256	25	£156,400
Pippa Broadway	Analysis and delivery	Managing Consultant	£3,536	20	£70,720
TBC	Analysis and delivery	Managing Consultant	£3,536	10	£35,360
Thomas Peto	Analysis and delivery	Principal Consultant	£2,040	25	£51,000
Rosanna Sargeant	Analysis and delivery	Principal Consultant	£2,040	25	£51,000

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 Janet Hughes. 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 Dexter Davis and Nigel Campbell, Deputy Directors of the Director of the Portfolio Office. 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)	£176,256
Weeks 3-7 (Data and reporting design for individual cells)	£458,320
Discounts	



Investment of weeks 1-2	-£176,256
Expenses	
Included within the cost above	£N/A
Grand total	£458,320

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 – 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.



1. Department identifies a potential need for delivery support, initiates a conversation with EUEICU, confirms which approvals are required for an engagement to occur
2. Request Form completed by department and submitted to EUEICU at:
fst-consultancy@cabinetoffice.gov.uk
3. The form is reviewed by the EUEICU team re which resource route is most appropriate (e.g. Clearing Hub, Lots 1/2/3), and may request additional information/edits from department if required
4. Lot / Supplier is selected and briefed on the request by EUEICU, then introduced to the requesting department for further discussion and confirmation of work to be delivered
5. An Engagement Letter is completed by the supplier and agreed with department, including evidence of all required approvals either being in place or being progressed (e.g. PO) and forwarded to the EUEICU for review by Approvals Board. Approval states are:

Approval state	Definition	Permissions
Full approval	<ul style="list-style-type: none"> ▪ PEL agreed ▪ PEL signed: Supplier, Dept and CO ▪ Purchase Order number 	<ul style="list-style-type: none"> ▪ Work can start ▪ Supplier can invoice for work
Approval in principle	<ul style="list-style-type: none"> ▪ Confident PEL is on track or PEL agreed ▪ Reliable confirmation from Dept that internal approvals / funding in place as no PO number 	<ul style="list-style-type: none"> ▪ CO gives supplier permission to work at risk if they choose ▪ Dept required to complete Full approval ASAP ▪ Supplier can't invoice until Full approval

COVID-19 Consultancy Request Process

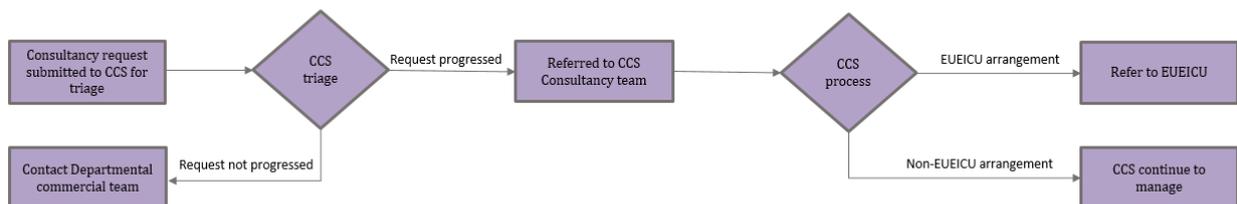
Before progressing a request customer should discuss the available options with their Departmental Commercial team

Requests emailed to info@crownccommercial.gov.uk and title COVID-19 CONSULTANCY REQUEST

Contact EUEICU at fst-consultancy@cabinetoffice.gov.uk

When referring cases to EUEICU, title "COVID-19 – DEPT – SALESFORCE REF"

EUEICU to share weekly tracker updates with CCS





EUEICU Commissioning Process

