



Cabinet Office

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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 Defend – Project Engagement Letter			
Engagement ref #	082C		
CCS Salesforce ref#	586974		
Extension?	Y	Ref	027C
Department / Area	Department for International Trade		
Supplier	Boston Consulting Group		
Title	Project Defend Phase 2 - Supply chain resilience for non-food critical goods		
Engagement start/end date	04/06/2020	03/08/2020	
Funding source	Department for International Trade		
Expected costs 19/20	£0		
Expected costs 20/21	£2,358,104		
Dept. PO reference	423000021509		
Lot #	Lot 1		
Version #	0.1		

By signing and returning this cover note, the Department for International Trade 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 / 2 - Ref CCCC18A29, Lot 3 - Ref CCCC18B08) with the Cabinet Office and confirms the availability of funding to support recharge for the services

Signatures		
Supplier	Department	Cabinet Office / EUEICU
For and on behalf of Boston Consulting Group 	For and on behalf of DIT 	Cabinet Office / EUEICU
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

Supplier contact:



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Department 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 *departmental considerations* are guidance notes for the customer to support their evaluation of the Engagement Letter.

1. Background

COVID-19 poses a threat to public health, the economy and government operations and every department and major public body is mobilising at unprecedented pace and scale and DIT is looking to develop a strategy for ensuring the continued supply of priority critical goods (excluding food) in light of the Covid-19 pandemic

The overall objective for completed Phase 1 of Project Defend was to diagnose and interrogate short and medium-term vulnerabilities to UK overseas supply chains for all category one goods and products critical to tackling Covid-19 (excluding food) and develop strategies to mitigate those vulnerabilities, with three key deliverables:

- Undertook a vulnerability assessment for 31 priority supply chains, out of which 12 were identified as most vulnerable based on four criteria: likelihood (*of supply disruption*), severity (*of impact of a supply shortage*), time horizon (*of disruption occurring*) and impact on public confidence (*of a shortage occurring*)
- Developed a clear set of principles to underpin actions to strengthen resilience, across four main pillars: 1) Leverage market mechanisms, 2) Deploy trade and international collaboration and activity, 3) Increase domestic supply chain resilience, 4) Identify, strengthen and protect existing UK supply
- Recommended action planning to increase resilience for the 31 priority supply chains, 10 cross-cutting interdependencies and 6 concentration countries and handed these over to the relevant government departments to verify, evaluate and implement

As outlined below, the objective of this phase is to build on Phase 1 outcomes and expand an updated methodology to a further set of supply chains.

2. Statement of services

Objectives and outcomes to be achieved

The principal objectives of this project are to:

- Build an enduring capability within HMG to monitor and address supply chain resilience across critical good/services, within a central 'Resilience Hub', which:
 - Tracks progress in implementing actions to enhance resilience for Phase 1 supply chains
 - Reports with a dynamic, forward-looking view of resilience for Phase 1 supply chains
 - Facilitates decision-making on further necessary actions to enhance resilience
- Provide support and challenge to OGDs in their prioritisation and implementation of actions to enhance resilience, with expert input and preparation for industry engagement, where needed



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- Perform vulnerability assessments and identify strategies to enhance resilience for the next set of 30-45 supply chains, incorporating lessons learned from Phase 1
- Ensure a Cross HMG interlock on Policy and Strategy between Project Defend and other strategic programmes, policies and Cross Whitehall governance groups

Scope

BCG are supporting four out of the five work streams established for Phase 2 of project Defend, working alongside a central DIT team:

- Workstream 1: Central Governance
- Workstream 2: Supply Chain 'Resilience Hub'
- Workstream 3: Centre-out challenge for Phase 1 Supply Chains
- Workstream 4: Deep-dives on the next set of priority workstreams

BCG will not be supporting Workstream 5: Cross Whitehall Strategy and Policy

On Workstream 1, BCG will support and advise DIT in establishing Central Governance for Project Defend and providing specific analysis and content for cross-Whitehall meeting slide packs and briefing notes.

On Workstream 2, BCG will support DIT in the tracking of actions to enhance resilience in supply chains assessed in Phase 1 and will design and handover to DIT a dynamic & forward-looking tool for supply chain resilience.

On Workstream 3, BCG will work alongside DIT to provide support and challenge to OGDs in developing actions to enhance resilience in Phase 1 supply chains and will identify early warning indicators for these supply chains, handing over capability to DIT.

On Workstream 4, working alongside DIT to handover capability, BCG will refine the supply chain assessment methodology and prioritisation framework for Phase 2, undertake an assessment of 30-45 supply chain deep-dive, and update cross-cutting country and product lens analysis for these deep-dives.

Assumptions and dependencies

Steering Group guidance and rapid decision making around scope and areas of focus will be essential to meet deadlines and maintain the momentum that made Phase 1 possible, as agreed in the defined project approach; including weekly Steering Groups and daily "stand-ups" with the DIT team. BCG's support in producing appropriate documentation ahead of Steering Groups will be essential to ensure appropriate decisions are made in a timely manner to avoid project delays.

Deliverables

See the detailed list of deliverables by stage below. Note that all deliverables (with the exception of that of Workstream 5) will be jointly delivered by BCG and DIT, with BCG playing a leading role on some deliverables but a supporting role on others. *Appendix 1* provides a more detailed breakdown of DIT-led vs. BCG-led activities. *Appendix 2* provides the deliverable acceptance criteria, with AC1,2,4,5 applying to all deliverables, and AC3 & 6 applying to the specific deliverables noted below.

Deliverable	Date	Owner (who in the delivery team?)
Workstream 1: Central Governance		



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Deliverable	Date	Owner (who in the delivery team?)
a. Support and advise DIT in designing and launching of project governance, including roles and responsibilities and meeting cadence	12 June	SQ/JT
b. Support and advise DIT in delivering a cross-Whitehall governance structure, ensuring the same quality of materials and depth of analysis for both senior official and ministerial engagement as for Phase 1, by providing specific analysis and content for meeting slide packs and briefing notes, and presenting analysis at meetings where required	Ongoing to 3 August	SQ/JT
c. Support and advise DIT in defining and standing up central team governance, structure, resourcing, and capabilities required beyond Phase 2	3 August	SQ/JT
Workstream 2: Supply chain 'resilience hub'		
a. Support and advise DIT in the delivery of Cross-Whitehall implementation tracking of actions to enhance resilience in Phase 1 supply chains, including by supporting the development of a tracking architecture and reporting system, as well as a reporting workflow process	3 August	SQ/JT
b. Deliver a dynamic & forward-looking tool for supply chain resilience, incorporating early warning indicators on vulnerability and information on the realisation of actions to enhance resilience <ul style="list-style-type: none"> To be focused on Phase 1 supply chains, and handed over to DIT by end of Phase 2 Supply chains assessed in Phase 2 will be added to the resilience tool after Phase 2 (i.e. out of scope for this engagement / PEL) <p><i>Note: deliverable subject to Acceptance Criterion AC6, in addition to AC1,2,4,5</i></p>	3 August	SQ/JT
c. Based on relevant supply chain risks identified by DIT beyond Covid-19, provide recommendations on how the 'resilience hub' could be extended in future	3 August	SQ/JT
Workstream 3: Centre-out challenge for Phase 1 supply chains		
a. Lead on the management of complex queries from OGDs which require global supply chain analysis and expertise, including follow-up content queries and targeted additional analyses where appropriate	Ongoing to 3 Aug	SQ/JT
b. Alongside DIT, provide support and challenge to OGDs/Ministers to strengthen and prioritise	Ongoing to 3 Aug	SQ/JT



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Deliverable	Date	Owner (who in the delivery team?)
<p>actions to enhance resilience, providing advice on risks, trade-offs etc, including by providing supporting analyses and expert views on the effectiveness of actions in reducing supply chain vulnerability, and supporting OGDs in assessing the balance of resilience and efficiency</p> <p><i>Note: deliverable subject to Acceptance Criterion AC3, in addition to AC1,2,4,5</i></p>		
c. Determine early warning indicators of supply chain vulnerability for Phase 1 supply chains, to be embedded in the resilience tool (<i>deliverable 2b</i>), including by assessing data availability and reporting frequency and handing over lead indicator identification capability to DIT	9 July	SQ/JT
d. Support and advise DIT on the impact of strategies to enhance resilience on cross-cutting vulnerabilities, including with targeted analyses where appropriate	3 August	SQ/JT
Workstream 4: Deep-dives on the next set of priority supply chains		
a. Deliver, with DIT and OGD input, a refined supply chain vulnerability and risk mitigation methodology, building on feedback and to be applied to the additional 30-45 supply chain deep-dives in this phase of work	18 June	SQ/JT
b. Deliver, with DIT and OGD input, a prioritisation framework to determine the additional 30-45 supply chain deep-dives for this phase of work, including updating the taxonomy for new supply chains and handing over supply chain selection and prioritisation capability to DIT	18 June	SQ/JT
<p><i>Note: deliverable subject to Acceptance Criterion AC3, in addition to AC1,2,4,5</i></p>		
c. Deliver, with DIT and OGD input, vulnerability assessment and risk mitigation strategies for next set of 30-45 supply chain deep-dives, including handing over analysis capability to DIT	23 July	SQ/JT
<p><i>Note: deliverable subject to Acceptance Criterion AC3, in addition to AC1,2,4,5</i></p>		
d. Deliver, with DIT and OGD input, updates to cross-cutting product and country lens analysis for the next set of 30-45 supply chain deep-dives, including handing over analysis capability to DIT	3 August	SQ/JT



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Deliverable	Date	Owner (who in the delivery team?)
<i>Note: deliverable subject to Acceptance Criterion AC3, in addition to AC1,2,4,5</i>		
Workstream 5: Cross Whitehall Policy and Strategy		
a. <i>[Fully DIT owned and led: Cross Whitehall interlock with strategic programmes, policies and Cross Whitehall governance groups]</i>	<i>Ongoing</i>	<i>N/A: DIT-owned deliverable</i>

Limitations on scope and change control

BCG will conduct regular review sessions ([REDACTED]) to explicitly discuss progress against the project plan and deliverables, and agree any adjustments to the deliverables, scope, team size and duration of support (within the agreed resource envelope). Any changes will be confirmed in writing.

Specifically, we will jointly review workload and progress on Workstream 3 and if comfortable with progress (and moving to more DIT support and less BCG support), we can move all or part of the BCG team to Workstream 4 to take on and deliver deep dives on more additional supply chains (from the 45 identified). The first review should be after ~2 weeks of work.

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 outside of the envelope outlined in this PEL will require approval by EUEICU.

3. Delivery team

Project delivery is overseen by a core leadership team of four BCG (Senior) Partners and Managing Directors who led BCG's input in Phase 1 of this work. [REDACTED] will continue to be the day-to-day leaders of the work. [REDACTED] will maintain their Public Sector and Supply Chain expertise roles contributing to content development. A broader set of expert Partners and Managing Directors will also be brought in to provide insight on individual supply chains, as appropriate.

[REDACTED] is the [REDACTED] UK and a member of the firm's executive committee. He will share overall responsibility for the project and assist with engaging senior stakeholders, within DIT and beyond. [REDACTED] will also provide quality assurance to the work produced by the team and provide guidance on approach and analysis.

[REDACTED] is a [REDACTED] at BCG. He is a core member of the Health Care practice area and is a member of our Medical Technologies leadership team. He will provide his industry experience to the project team, as well as day-to-day quality assurance on the overall approach, analysis and outputs.

[REDACTED] 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, while day-to-day project execution will be led by the remaining BCG Partner group.



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[REDACTED]. He leads BCG's Operations Practice in Western Europe and South America and has significant experience in supply chain operations in health care and other industries. He will provide this supply chain expertise to the project team.

[REDACTED] and Resilience Hub (Workstream 2). A squad of 2 consultants would support them, balancing activities across workstreams 1 and 2. [REDACTED] would be the day to day contact for all Steering Committee and senior level reporting (with close support from [REDACTED]). [REDACTED] will also dedicate some of his time to supporting Workstream 3.

[REDACTED] ([REDACTED]) will lead Workstream 3 (Centre-out challenge for Phase 1 Supply Chains) and Workstream 4 (Deep-dives on the next set of priority supply chains). For Workstream 3, Sudeep will be supported by [Resource TBC] from weeks 4-8 and 3 consultants. For Workstream 4, [REDACTED] will be supported by [REDACTED] and 2 consultants in weeks 1-2, expanding to 6 consultants for weeks 3-6 once prioritisation is agreed. We assume this team's work would conclude at the 6 week point, but should review at that point.

We will run this structure for 8.4 weeks (from Thursday June 4th to Friday 31st July), but welcome flexibility as we continue to assess the priorities and workload across our shared teams, recognising that a reprioritisation of resourcing and deliverables may be necessary. We propose a formal joint review of BCG and DIT resourcing every 2 weeks to assess resourcing levels and changes we may want to make (e.g. a shift in resourcing from Workstream 3 to 4, as described in the 'Limitations in scope and change control' section above). We ask that these resourcing discussions are limited to once every two weeks to enable us all to focus on output; and also that we assess those areas where BCG and DIT teams are overloaded to address how we need to adjust process, resourcing, scope management etc.

Name	Role (link to stage/s resource will work on)	Grade	Daily rate*	# of days	Cost (pre-investment)
Phase 1 and 2: (4 weeks)					
[REDACTED] [REDACTED] [REDACTED] [REDACTED]	Day-to-day project responsibility, leadership and execution oversight	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED] [REDACTED]	Operational leadership, industry and supply chain expertise	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED] [REDACTED] TBC	Day-to-day project management responsibility for Workstreams 1-4	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Dedicated Managing Consultants (3 in weeks 1-2; 5 in weeks 3-6; 2 in weeks 7-8)	Full time senior project team members managing complex supply chains and conducting day-to-day analysis against defined deliverables	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

¹ Rounded to the nearest day (no cost impact)



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Name	Role (link to stage/s resource will work on)	Grade	Daily rate*	# of days	Cost (pre-investment)
Phase 1 and 2: (4 weeks)					
Dedicated Principal Consultants (4 in weeks 1-2; 6 in weeks 3-6; 3 in weeks 7-8)	Full time project team members conducting day-to-day analysis against defined deliverables	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

* COVID rate card applied: [REDACTED]

Total resource	623 / 42
Total days* Engagement Length**	
*Total days worked across all resources **Total working days in engagement	

Department's team

[REDACTED]

4. Fees

The Department will reimburse the Supplier for approved work done according to the table below. [REDACTED]

On this basis, the total fees payable for the work detailed in this Project Engagement Letter are £2,358,104, inclusive of expenses and excluding VAT.

Stage	Gross fees (£)	Investment* (£)	Net fees (£)	Date Due
Phase 2 – 8.4 weeks				
See deliverables above	2,774,240	(416,136)	2,358,104	
Grand total				
	2,774,240	(416,136)	2,358,104	

*including Discount

As above, we welcome as much flexibility as we can as we assess the priorities and workload across our shared teams and propose a formal joint review of BCG and DIT resourcing every 2 weeks to assess resourcing levels and changes we may want to make. We ask that these resourcing



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discussions are limited to once every two weeks to enable us all to focus on output; and also that we assess those areas where BCG and DIT teams are overloaded to address how we need to adjust process, resourcing, scope management etc.

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, subject to sign-off against the acceptance criteria outlined in *Appendix 2*, with the first invoice at the end of Week 4 (2 July) and the second and final invoice on conclusion of the project (3 August). VAT will be added to fees at the prevailing rate. The Department will reimburse fees monthly on confirmation of approval of work. 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

The project will hold weekly Steering Group meetings.

Feedback and satisfaction

Several interim feedback meetings will take place throughout the engagement to check that everything is progressing as expected.

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

The HMG Project Team 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 client departments rate the services provided.

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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Appendix 1: Deliverables summary, DIT and BCG activities

1

Workstream 1: Central Governance
 Activities and roles

Key Deliverables	DIT-led activities	BCG-led activities
	<p>a Design and launch of project governance, including roles and responsibilities, meeting cadence, etc.</p>	<ul style="list-style-type: none"> Jointly determine governance structure, key project meeting objectives and cadence (e.g. Steer Co, OGD check-ins etc.) Define responsibility matrix and reporting requirements for key roles Identify and onboard stakeholders to key roles (e.g. OGD leads)
<p>b Deliver cross-Whitehall governance structure ensuring the same quality of materials and depth of analysis for both senior official and ministerial engagement as for Phase 1</p>	<ul style="list-style-type: none"> Coordinate scheduling, attendees and agendas for key cross-Whitehall and Ministerial meetings Construct meeting slide packs and briefing notes (e.g. FSS note; Chair's note), leveraging BCG input Minute and log meeting actions, where necessary 	<ul style="list-style-type: none"> Based on DIT requests, provide specific analysis and content for meeting slide packs and briefing notes Present analysis at meetings where required
<p>c Define and stand-up central team governance, structure, resourcing, and capabilities required beyond Phase 2</p>	<ul style="list-style-type: none"> Define central team structure given required resourcing and capabilities Recruit personnel for steady-state structure 	<ul style="list-style-type: none"> Recommend resourcing and capabilities necessary to meet objectives beyond Phase 2

SC = Supply chain

2

Workstream 2: Supply chain 'resilience hub'
 Activities and roles

Key Deliverables	DIT-led activities	BCG-led activities
	<p>a Cross-Whitehall implementation tracking of actions to enhance resilience in Phase 1 supply chains</p>	<ul style="list-style-type: none"> Design the architecture of the strategic action tracking and reporting system with templates Define the workflow process for completing, collecting and collating the action tracking Run and refine the action tracking process
<p>b Dynamic & forward-looking tool for supply chain resilience, incorporating early warning indicators and information on the realisation of actions to enhance resilience</p> <ul style="list-style-type: none"> To be focused on Phase 1 SC, and handed over to DIT by end of Phase 2 Phase 2 SC to be added after Phase 2 	<ul style="list-style-type: none"> Research other dynamic resilience approaches used in government (e.g. DEFRA food programme) Identify potential data sources within OGDs Test the design with OGD teams 	<ul style="list-style-type: none"> Design dynamic resilience tool, workflow process and data inputs Pilot simple, practical solution Refine the design and identify future improvements
<p>c Recommendations on how the 'resilience hub' could be extended in future, based on relevant supply chain risks identified by DIT beyond Covid-19,</p>	<ul style="list-style-type: none"> Research other relevant risks facing critical supply chains and feed into the design Pick up the design beyond phase 2 	<ul style="list-style-type: none"> Define high-level approach for extending resilience tool to other relevant supply chain risks

SC = Supply chain



3

Workstream 3: 'Centre-out' challenge for Phase 1 supply chains
 Activities and roles

Key Deliverables	DIT-led activities	BCG-led activities
a Management of complex queries from OGDs which require global SC analysis and expertise	<ul style="list-style-type: none"> Interface with OGDs (e.g., FCO, DFT, etc) on cross-cutting vulnerabilities and actions to enhance resilience from other lead OGDs Engage DIT Sector teams 	<ul style="list-style-type: none"> Follow-up content queries and additional questions in areas where phase 1/ BCG expertise is required Targeted additional analyses on global supply chains (e.g., sourcing options, work with OEMs on supply chain analysis, etc)
b Support and challenge to OGDs/Ministers to strengthen and prioritise actions to enhance resilience, providing advice on risks, trade-offs etc.	<ul style="list-style-type: none"> Challenge OGDs on selection of the resilience-enhancing actions from Phase 1 Support OGDs in strengthening and updating plans to enhance resilience Provide challenge to assess tradeoffs from resilience enhancements 	<ul style="list-style-type: none"> Provide supporting analyses and BCG expert view on effectiveness of actions on reducing SC vulnerability Support OGDs in assessing the balance of resilience and efficiency
c Determination of leading indicators of supply chain vulnerability for Phase 1 SCs, to be embedded in the resilience tool		<ul style="list-style-type: none"> Work with OGDs and BCG experts to analyse each supply chain to determine appropriate lead indicators for vulnerability Assess data availability and reporting frequency for impact on prioritisation Handover capabilities for lead indicator identification to DIT team
d Input on impact of strategies to enhance resilience on cross-cutting vulnerabilities	<ul style="list-style-type: none"> Map actions to enhance resilience against cross-cutting vulnerabilities (e.g., actions that impact multiple SCs) 	<ul style="list-style-type: none"> Support with targeted analyses on the impact of cross-cutting actions on vulnerability reduction

SC = Supply chain

4

Workstream 4: Deep-dives on next set of priority supply chains
 Activities and roles

Key Deliverables	DIT-led activities	BCG-led activities
a Refined supply chain vulnerability and risk mitigation methodology	<ul style="list-style-type: none"> Collate feedback from DIT and OGDs on suggestions to incorporate in methodology Recommend methodology changes for end of transition period, international considerations and data on past stresses 	<ul style="list-style-type: none"> Update methodology based on feedback esp to incorporate early industry engagement, diversification options, lead times and transportation modes. Define consistent definitions for prioritisation (severity, likelihood, time horizon and impact on public confidence)
b Prioritisation framework to determine additional 30-45 supply chain deep-dives for Phase 2	<ul style="list-style-type: none"> Collate inputs from Steering Committee and OGDs to identify long list of additional SCs 	<ul style="list-style-type: none"> Define methodology to prioritise and select additional supply chain for deep dives Update taxonomy for new supply chains Handover SC selection and prioritisation capability to DIT
c Vulnerability assessment and risk mitigation strategies for next set of 30-45 supply chain deep-dives	<ul style="list-style-type: none"> Interface with OGDs for the SC Vulnerability and Mitigation deep dives Provide DIT and other ODG inputs and data into deep dives 	<ul style="list-style-type: none"> Develop the deep dives for the additional SCs working closely with OGDs, BCG experts and industry Handover SC Vulnerability and Mitigation analysis capability to DIT
d Updates to cross-cutting product and country lens analysis for the next set of 30-45 supply chain deep-dives	<ul style="list-style-type: none"> Work with OGDs (e.g., FCO, HO, DFID) to feed into the country lens updates 	<ul style="list-style-type: none"> Update the overall country and product lens (and additions) Handover Country Lens and Product Lens analysis capability to DIT

SC = Supply chain



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Appendix 2: Deliverable Acceptance Criteria

Acceptance Criteria	Title	Definition	Measurement Methodology	Period
AC1	Delivery of Outcomes	Expected outcomes of the Work Package/activity achieved; including robust plans; comprehensive strategies based on robust evidence and qualitative research	DIT acceptance of Supplier delivering outcomes of Work Package/ activity	Monthly
AC2	Responsiveness	Timely provision of all reports / outputs and deliverables to required standard on the dates agreed including compliance with DIT policy/process and HMG best practice	DIT acceptance of report / deliverable	Monthly
AC3	Knowledge Transfer	Knowledge Transfer to DIT staff, where required for a specific deliverable (<i>i.e. deliverables 3c; 4b-d</i>)	DIT Group confirms Supplier knowledge transfer plan is in place and Supplier delivering on that plan;	Monthly
AC4	Client Satisfaction	Client satisfied with Supplier behaviours Quality of Supplier staff put forward meets requirements Supplier collaborating effectively with DIT.	DIT confirms Supplier staff performance meets quality and behaviour expectations; DIT. Supplier collaborating effectively	Monthly



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AC5	Cost	Supplier manages costs within agreed budget; Supplier proposals for Work Packages are within Authority Budget and demonstrate Value for Money	DIT confirms Supplier costs are within agreed budget; C-19 Project Defend agrees costs are within budget and demonstrate value for money	Monthly
AC6	Transferability of Resilience Tool	The resilience tool (<i>deliverable 2b</i>) is handed over to DIT and can be run on DIT systems and with DIT resource capability	DIT confirms the resilience tool has been handed over and the department is ready to use	Monthly