

## 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 #	DPEL_61539_014		
Extension?	N	DPEL Ref.	Previous DPEL reference number
Business Area	NETL		
Programme / Project	Nature Recovery Green Paper Consultation Analysis		
Senior Responsible Officer	[REDACTED]		
Supplier	Deloitte LLP ("Deloitte")		
Title	Nature Recovery Green Paper Consultation Analysis		
Short description	Analysis of responses received to the Nature Recovery Green Paper Consultation, and producing report on the responses for the Customer's use.		
Engagement start / end date	Proposed start date 16/03/2022	Proposed end date 27/05/2022	
Funding source	10022216		
Expected costs 21/22	£0		
Expected costs 22/23	£83,100 excl VAT / £99,720 incl VAT		
Expected costs 23/24	£0		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 1		
Version #	V 0.1		

## Approval of Project Engagement Letter

By signing and returning this cover note, the Business Area and Customer 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
16/03/2022	16/03/2022	16/03/2022
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

Supplier contact: [REDACTED]

Business Area contact: [REDACTED]

## 1. Background

This Green Paper sets out Defra's initial approach to driving nature recovery in England and provides the primary vehicle for developing and engaging on the department's future plans and proposals.

The paper will set out the Government's vision for how it will achieve our nature recovery ambitions in two specific areas – protected sites and species. It looks across a number of key policy areas, on land and at sea, including 30x30, protected sites, HRA, and species abundance and wildlife reform.

The Green Paper's purpose is to publicly consult on initial policy proposals in these areas. Combined with feedback from related consultations, it will allow the Government to consider how best to put tangible changes in place that will deliver on its goals of nature restoration.

The work on analysis is required to produce a summary of responses to inform a Government response. Due to the size of the Defra team, the department is unable to complete all relevant analysis and recording given the timeline and potential scale of responses.

## 2. Statement of services

### Objectives and outcomes to be achieved

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

- Receipt, structuring and pre-processing of the responses received in preparation for further analysis.
- Utilising data analytics methods to capture information/insights on key themes from responses received.
- Performing manual review of 100 responses, based on pre-analysis of questions and weighting criteria pre-agreed with the Business Area, and covering a sample of responses from each respondent category.
- Providing a written interim update mid-way through the project reporting on the main themes for the responses received at that point.
- Producing a final report reporting on responses from the consultation. The report will be targeted to support both policy leads (responsible for subsequent policy development at pace) and ministers (less close to the detail) and therefore is likely to include both a high-level summary of responses as well as more detailed breakdown/data.

This approach, and specifically the limited manual review component, has been agreed with the Green Paper team on the basis that the policies being consulted on are at an early stage of development and further detailed consultation on specific areas is expected.

### Scope

The Deloitte delivery team will work with the Green Paper team, and with other relevant teams identified during mobilisation, to:

- At mobilisation stage determine the major stakeholders Defra expect to respond and agree upfront the set of weighting criteria and other search parameters which will be used for the analytics tools, noting that once agreed these will be coded into the tools. Coordinate with Defra policy teams during mobilisation stage to understand their needs and expectations from analysis.
- Receive, structure and pre-process the responses received in preparation for further analysis.
- Utilise data analytics methods to capture information/insights on key themes from responses received.
- Use analytics tool to group responses by respondent category.
- Perform a manual review of 100 responses, based on weighting criteria pre-agreed with the Defra team and a sample of responses from each respond category.
- Provide a written interim update mid-way through the project reporting on the main themes for the responses received at that point, supplemented by weekly update meetings with the Green Paper team throughout the project.
- Produce a final report that will include an overview of responses, a breakdown of responses to each question, a list of respondents (where they have not asked to remain confidential), and methodology. This will be a Word document around 50 pages in length. This will be supplemented by a working session with Defra policy teams specifically to discuss the development of the draft report.

## Assumptions and dependencies

The Customer will be responsible for facilitating timely access for Deloitte to all responses received during the period of the Nature Recovery Green Paper public consultation including those received via letter or email. Where these are not already in electronic/typed form (e.g. handwritten submissions), the Customer will be responsible for putting these into electronic/typed form. The Customer will not supply the Supplier with any Personal Data unless otherwise agreed in writing between the Parties.

The Customer will provide access to relevant personnel and timely sign off at mobilisation stage to agree the weighting criteria, key themes and other search parameters for the analytics tool.

### Other

Unless otherwise agreed at the weekly progress meetings, all work will be performed remotely.

## Deliverables

1. Short interim update of 1-2 pages, provided at the mid-point of the project, 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.

2. Final report. The supplier will work with the Green Paper team to agree the structure and key themes for the final report, but this is expected to be a word document of up to around 50 pages, including:

- Overview of responses (volume, breakdown by respondent category, key themes)
- A breakdown of responses to each question, including number of responses, insights into key themes from 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
- The report will be written in a coherent manner in clear English.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project Stage A</b>			
Interim written update and discussion with relevant Defra teams	Interim update of 1-2 pages in clear, coherent style provided reporting on key themes for responses received at that point, and opportunity to discuss	Mid-point of project (exact timing to be agreed with Green Paper team based on pace at which responses are received)	



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Final report	Final report that meets the requirements outlined above under "Deliverables"	Project close	████████
<b>Project Stage B</b> (additional stages can be added)			
<b>Internal Capability Development Outcomes</b>			
Knowledge and skills transfer from consultant team to Green Paper team	Green Paper team members involved in the work to have acquired knowledge skills transfer from the consultant team.	Throughout the contract	████████
<b>Social Value Outcomes</b>			
Supporting Defra to deliver on its objective to consult on Nature Recovery	Work supports Defra to reach a clearer view on public and stakeholder priorities for Nature Recovery to inform future policy development	Throughout the contract	████████

### 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 Business Area.

The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

### 3. Delivery team

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
████████	Partner	Partner	██████	█	████████ ████████
████████	Project Director	Director	██████	█	██████ ████████ ██████ ██████



Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
	Project Manager	Director			
	Analytics	Managing Consultant			
	Analysis report and	Senior Consultant			
	Analysis report and	Consultant			
	Analysis report and	Consultant			

<b>Total resource</b> <b>Total days*</b> <b>Engagement Length**</b>  <small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	
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#### Business Area's team

first points of contact, Nature Recovery Green Paper Team Nature Recovery Green Paper Team Senior Responsible Officer
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## 4. Fees

Defra Group 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 £83,100, inclusive of expenses and excluding VAT.

#### 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. For purposes of this Project Engagement Letter the base office/location will be London. Only expenses for travel at the Business Area's request from this base can 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:

- Completion of the time tracker on a monthly basis, to track days worked by Supplier personnel;
- 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 suppliers, and maintenance of notes and actions

### Feedback and satisfaction

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

N/A

## 6. Exit management

The agreed actions and deliverables by the Supplier for when the contract ends are as follows:



n/a

### 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	<ul style="list-style-type: none"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</li> <li>▪ Purchase Order number</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work can start</li> <li>▪ Supplier can invoice for work</li> </ul>



