



Department
for Environment
Food & Rural Affairs

Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at

████████████████████

Engagement details			
Engagement ref #	DPEL_61541_032		
Extension?	N	DPEL Ref.	TBC
Business Area	Environment Strategy / CSAO		
Programme / Project	Natural Capital and Ecosystem Assessment Programme (tNCEA – Terrestrial)		
Senior Responsible Officer	██████████		
Supplier	Methods Consulting		
Title	PPM Delivery for tNCEA Pilot Closure		
Short description	Provision of a range of PPM services and knowledge transfer to the tNCEA programme		
Engagement start / end date	Proposed start date 12/05/22	Proposed end date 09/08/22	
Funding source	tNCEA budget		
Expected costs 21/22	£N/A		
Expected costs 22/23	£224,725		
Expected costs 23/24	£N/A		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	0.5		

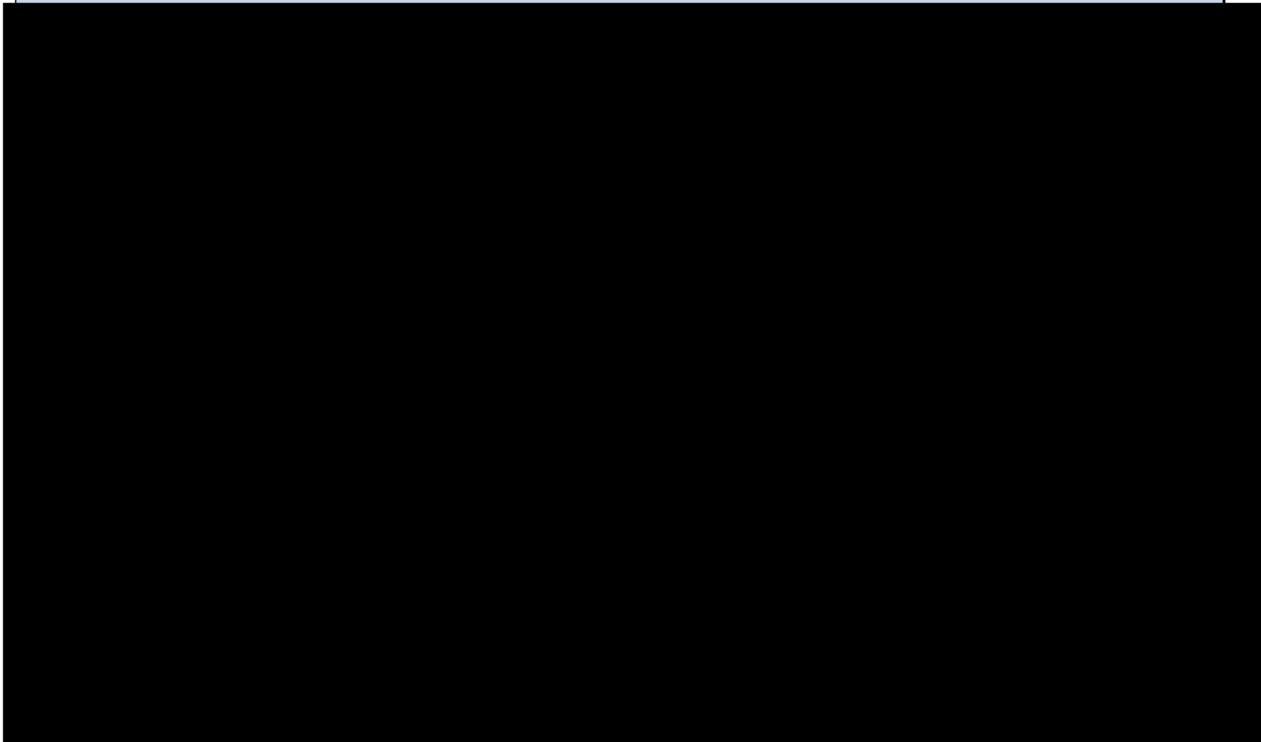


Department
for Environment
Food & Rural Affairs

Approval of Project Engagement Letter

By signing and returning this cover note, the Chief Scientific Advisor's Office accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods Business and Digital Technology Ltd. to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 1 / 2 / 3 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures



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]



Department
for Environment
Food & Rural Affairs

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 Business Area considerations are guidance notes for the customer to support their evaluation of the Engagement Letter.

1. Background

The tNCEA programme started in July 2020 when HMT awarded Defra [REDACTED] for 20/21 to start the Terrestrial pilot of the 'Natural Capital and Ecosystem Assessment Programme' as part of Defra's Project Speed commitment to the Prime Minister. A further one-year funding settlement as part of SR20 was provided to continue pilot work in 21/22 with a budget of [REDACTED].

The 21/22 pilot is concluding, and support is required to facilitate the successful closure of pilot year activity and the setup and facilitation of effective programme delivery (through the provision of a range of PPM services) during 22/23 with a focus on transitioning knowledge and capability to internal resources to be onboarded between May and June 2022.

2. Statement of services

Objectives and outcomes to be achieved

The PPM services provided through this agreement will seek to deliver the following objectives:

- Greater PPM delivery self-sufficiency within the internal programme team as a result of planned and coordinated knowledge transfer.
- Enhanced awareness of tNCEA's wider mission, activity, and successes among its key stakeholder groups as a result of effective communications and engagement planning and delivery.
- Enhanced effectiveness of programme delivery as a result of PPM enhancements that include:
 - Lessons learned during the pilot and pilot closure phases;
 - Effective programme planning and understanding of the tools required to support delivery; And
 - Enhanced maturity of benefits definition and management.
- Enhanced confidence that tNCEA's needs are met from digital data design and assurance perspective through its relationship with DDTS.

Scope

This work supports the NCEA Terrestrial programme only. There may be joint working - e.g. shared approaches with the Marine NCEA (mNCEA) programme - but joint governance / management is not currently planned.



The scope of the engagement is to provide the defined suite of PPM services to continue to extract lessons from the 21/22 pilot phase and to underpin subsequent commissioning and delivery between May and August 2022.

Assumptions and dependencies

Accountability and management of delivery projects remains with delivery partners.

Required capacity and capability can be committed by stakeholders and delivery partners to engage with the PPM service as required.

Defra can recruit the required resources to enable the knowledge transfer, transition and then exit of this support.

Experienced internal Defra resource is available to support the delivery of the benefits management workstream by providing additional capacity to engage tNCEA colleagues, collaboratively author the programme benefits map, map project contributions to programme benefits and support development of subsequent artefacts.

Risk management

The tNCEA Programme is the flagship science programme for Defra with ministerial priority and has the potential to cause ministerial embarrassment if its objectives are not met.

We are working with Investment Committee, Defra Portfolio Directorate and Organisation Design and Development to manage associated risks and escalate where necessary.

Knowledge and capability transfer across the PPM service scope can only be planned and delivered effectively if Defra internal resources are onboarded in a timely manner.

Deliverables

The full scope of PPM service support to tNCEA through this DPEL includes:

- Pilot stage closure including implementation of robust and effective lessons learned processes
- Provision of reporting, RAID management, financial and contract management, programme integration and governance support to the programme
- Recommend appropriate PPM and governance best practice to scale the programme in line with tNCEA's needs.
- Contribute to development of the tNCEA Programme Business case.
- Manage and deliver communications and stakeholder management for the tNCEA Programme.
- Provision of a Programme Planning Service that identifies and maintains sequence of critical programme activity.
- Knowledge transfer and transition to steady state internal team.



Department
for Environment
Food & Rural Affairs

- Provision of a Benefits Management Service that builds upon Benefits Management Review and progresses definition of core Benefits Management artefacts collaboratively.
- Initial Discovery activity to set out scope of requirements for a Planning, Commissioning and Delivery Tool.
- Provision of an expert digital and data service to deliver a programme data strategy and impact assessment of service assessments and consequent user research.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Workstream 1 – Pilot Closure, PMO delivery and Knowledge Transfer			
Successful pilot stage closure	<ul style="list-style-type: none"> ▪ Controlled and robust closure of pilot projects ▪ Extracted lessons learned and summarised the extent to which designed outputs have been achieved ▪ Plans and establishes self-sufficiency and capability in internal Defra team 	11th July 2022	Principal P3M Consultant
tNCEA PMO Delivery Service	<ul style="list-style-type: none"> ▪ Robust and effective reporting, RAID management, financial and contract management in line with tNCEA needs ▪ Plans and establishes self-sufficiency and capability in internal Defra team 	11th July 2022	PMO Analyst
Workstream 2 – Communications Planning, Delivery and Support			
tNCEA programme communications plan	<ul style="list-style-type: none"> ▪ Clear, concise, achievable, time-bound and proportionate programme communications plan ▪ Iteration of communication plan in line with changing needs of tNCEA 	10 th June 2022	Communications Lead
Execution of communications plan including artefact development	<ul style="list-style-type: none"> ▪ Effective delivery of clear and concise communications ▪ Enhanced awareness of tNCEA and key messages across intended stakeholder audiences ▪ Artefacts developed and deployed in line with requirements of the communications plan e.g. newsletters, branding/identity, 	Continuous service/product development from 12th May 2022 – 9th August 2022.	Communications Lead
Workstream 3 – tNCEA Programme Planning Service			
tNCEA Programme Plan	<ul style="list-style-type: none"> ▪ Best practice and sufficiently detailed planning that identifies 	Continuous service/product development	Programme Planning Lead



Department
for Environment
Food & Rural Affairs

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<p>and maintains sequence of critical programme activity.</p> <ul style="list-style-type: none"> ▪ Iteration of programme plan in line with changing needs of tNCEA ▪ Plans and establishes self-sufficiency and capability in internal Defra team 	from 12th May 2022 – 11th July 2022.	
Workstream 4 – Benefits Management Service			
tNCEA Benefits Management Service	<ul style="list-style-type: none"> ▪ Builds upon benefits management review ▪ Enhances tNCEA benefits maturity by establishing and maintaining core benefits management artefacts sequentially and proportionately, including: <ul style="list-style-type: none"> ○ Programme benefits map(s) ○ Benefits profiles for prioritised end benefits ○ Draft benefits realisation plan ▪ Plans and establishes self-sufficiency and capability in internal Defra team 	<p>Programme benefits map 31st May 2022</p> <p>Prioritised end benefits profiled 17th June 2022</p> <p>Draft benefits realisation plan 11th July 2022</p>	Benefits Management Lead
Workstream 5 – tNCEA Planning, Commissioning and Delivery Tool			
Planning, Commissioning and Delivery Tool Discovery	<ul style="list-style-type: none"> ▪ Short discovery exercise that effectively defines requirements for a Planning, Commissioning and Delivery Tool for tNCEA that supports delivery planning for the programme, simplifying the multitude of delivery options and focusing upon designing delivery that optimises value from investment. 	3 rd June 2022	Discovery Lead Senior Business Analyst
Workstream 6 – Digital and Data Support and Knowledge Transfer			
tNCEA Data Strategy	<p>Available in a format that can be:</p> <ol style="list-style-type: none"> 1) used to unite tNCEA projects behind a common data strategy, and; 2) explain to other areas of Defra/Government what the tNCEA approach is. 	9 th August 2022	Digital and Data Lead



Department
for Environment
Food & Rural Affairs

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<p>A clear data strategy that articulates</p> <ul style="list-style-type: none"> ▪ What tNCEA is aiming for (i.e. what should it look like in 3 yrs) ▪ What problems are to be resolved ▪ The path to resolving issues through digital and data ▪ Leverages in flight programmes and existing information including but not limited to tNCEA projects (Data Mobilisation, DDTS journey to programme solution, tNCEA TOM) and in wider Defra (Data exploitation and DASH) ▪ Engages key stakeholders in strategy development e.g. through workshops ▪ Extracts relevant material for other Defra/Government initiatives ▪ Effective communication with partners to either workshop ideas or capture where they can contribute to the strategy ▪ Effective communication with themes to either workshop ideas or capture what they need from the strategy ▪ Identifies and documents decisions or absence of decisions about the tNCEA programme on which the data strategy is dependent 		
Service Assessment Impact Review	<ul style="list-style-type: none"> ▪ Scopes the impact of service assessments on the NCEA programme. Establishes extent to which (i.e. number of) projects affected by service assessments and what is required. ▪ Provides advice on how to run user research activities in order to prepare for service assessments. 	28 th June 2022	Digital and Data Lead
Knowledge and Capability Transfer			



Department
for Environment
Food & Rural Affairs

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Knowledge Transfer Plan, Log and Report	<ul style="list-style-type: none"> ▪ Effective representation of tNCEA's digital and data requirements ▪ Provision of an interface into DDTS on behalf of tNCEA ▪ Digital and data design and assurance 	Draft KT Plan 31 st May 2022 Interim KT Log and Report 11 th July 2022 Final KT Log and Report 9 th August 2022	Assurance Lead

Limitations on scope and change control

Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

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

Provide details of the agreed team members including their roles and responsibilities during the project.

Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Principal P3M Consultant	Principal Consultant/ G7	■	■	■
PMO Analyst	Senior Consultant/ SEO	■	■	■
Communications Lead	Managing Consultant/ G6	■	■	■
Programme Planning Lead	Managing Consultant/ G6	■	■	■
Benefits Management Lead	Principal Consultant/ G7	■	■	■



Department
for Environment
Food & Rural Affairs

Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
	G7			
Discovery Lead	Managing Consultant/ G6	■	■	■
Senior Business Analyst	Senior Consultant/ SEO	■	■	■
Digital and Data Lead	Principal Consultant/ G7	■	■	■
Assurance Lead	Managing Consultant/ G6	■	■	■

Total resource Total days* Engagement Length**	■
<small>*Total days worked across all resources **Total working days in engagement</small>	

Business Area's team

We will be working with the established Defra NCEA programme team, delivery partner leads, Defra Portfolio Directorate and governance primarily Partnership working Group, Delivery Group and Steering Group.

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 £224,725, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
Mid-Point Review		DD/MM/YY
Progress against all PPM service deliverables as set out in DPEL and completion of Planning, Commissioning and Delivery Tool Discovery. Knowledge Transfer Plan available in draft. Programme benefits map with prioritised end benefits defined. Communications plan established.	■	21/06/22



Department
for Environment
Food & Rural Affairs

Stage	Cost	Due (link to milestone dates)
Assignment Completion		
Completion of all deliverables set out in DPEL and finalisation of all knowledge transfer.	████████	09/08/22
Expenses		
Not applicable unless travel outside London is required	£ -	
Grand total	£224,725	

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

Business Area to outline governance and report requirements.

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 our consultants;

Key Performance Indicators

Business Area and Supplier to agree any specific key performance indicators related to this specific project engagement.

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
1.	Delivery Review	Progress review against deliverables	Monthly	SRO with Methods Assurance	Report	Measured against PEL

Feedback and satisfaction

Business Area and Supplier to agree regular reporting intervals for the duration of the engagement.



Department
for Environment
Food & Rural Affairs

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. Insert any additional NDA requirements here.

6. Exit management

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

Describe what the supplier will produce upon existing the project engagement:

- Agreed route map, plan and costs for setting up the future Programme;
- Programme documentation to support the definition and implementation of the future Programme;
- Programme support documentation and controls including reporting, RAID management, financial and contract management, programme integration and governance;
- Communications and stakeholder management documentation for the implementation Programme;
- Documentation for business case support, governance, and Programme Management; Programme designs; project dossier and mobilisation across the delivery stages

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



Department
for Environment
Food & Rural Affairs

	▪ Purchase Order number	

DRAFT

