

## 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_020		
Extension?	N	DPEL Ref.	N/A
Business Area	Marine and Fisheries		
Programme / Project	Marine NCEA		
Senior Responsible Officer	<div></div>		
Supplier	Methods Business and Digital Technology Ltd		
Title	Marine NCEA Programme Management Services		
Short description	Expansion of the scope and duration of programme management delivery and communications delivery for the Marine NCEA programme.		
Engagement start / end date	Proposed start date 07/02/22		Proposed end date 30/06/2022
Funding source	Current in year funding. FY 22/23 Funding.		
Expected costs 21/22	£123,590		
Expected costs 22/23	£26,110		
Expected costs 23/24	£0		
Dept. PO reference	To be confirmed by the business		
Lot #	Lot 3		
Version #	V0.3 <i>Start at 0.1, 1.0 when approved, increment from 1.0 for Change requests</i>		



## Approval of Project Engagement Letter

By signing and returning this cover note, the Portfolio Directorate accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 3 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
or and on behalf of Methods Digital and Business Technology 	For and on behalf of Marine NCEA 	Defra Group Commercial  Senior Commercial Officer
04-02-2022   16:30 GMT	31/01/2022	04 <sup>th</sup> February 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:

Business Area contact:

## 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 Marine Natural Capital and Ecosystem Assessment (mNCEA) programme will provide a single source of up-to-date and open information regarding the status of the UK's marine environment, to support the delivery of key Ministerial priorities, including the 25-year environment plan, the Fisheries Act and the Environment Bill. For the UK to achieve these ambitions, rapid changes are required. The current evidence monitoring approaches are not fit for purpose as they are unable to: i) match the pace at which policy needs to deliver interventions; and ii) evaluate the environmental, societal, and economic impacts that these interventions will deliver.

With a range of mNCEA foundational projects to support in reaching their conclusion and the commencement of further evidence collection and innovation projects, a combination of a continuation of existing programme management support arrangements and additional PMO services are required to deliver day-1 readiness for evidence collection projects.

Additionally a PMO communications planning and delivery service is required to take the growing bank of natural capital messages and evidence to raise awareness among key stakeholder groups of the work that has been done to date and the value of Natural Capital in decision making. The communications service will need to bring structure to engagement and communications activity and establish a clear plan from which the programme can coordinate, monitor the effectiveness of its engagement and communication, and adjust its approach accordingly.

This package of support will build upon existing good work taking learning from recent GIAA review recommendations for mNCEA to adopt lessons from Terrestrial NCEA's scale-up by growing (and establishing further) robust and clear PPM disciplines across the programme in order to optimise mNCEAs prospects of delivering on its vision and objectives.

## 2. Statement of services

### Objectives and outcomes to be achieved

The objectives of Programme Delivery Service are to:

- Successfully 'close-down' proof of concept year projects, with effective and robust governance, managing delivery against success criteria ensuring lessons are learned.
- Learn lessons from foundation project delivery and inform new delivery accordingly
- Maintain a focus on benefits for the programme and facilitate programme activity to track and deliver them. Oversee the execution and, where appropriate, refinement of the benefits realisation plan
- Establish and run 11 new 'evidence collection' and 'application and innovation' projects with effective governance and risk management

- Further mature reporting and risk management practices across the programme, establishing consistency among newly onboarded projects

Additionally, the objectives of the PMO communications planning and delivery service is to:

- Ensure proportionate, planned, and effective communications and engagement planning
- Establish a forward-look
- Standardise mechanisms for communication to ensure quality beyond the delivery timescale
- Establish a single, recognisable identity for mNCEA that key stakeholders will recognise and engage with
- Commence the execution of communications planning
- Ensure key knowledge is shared with relevant programme stakeholders to enhance the delivery of communications planning, artefacts, and activity for the wider programme team.

## Scope

The delivery scope of the Programme Delivery Service is to:

- Further mature and embed effective reporting, governance, risk management and planning support for ALBs alongside their delivery of newly onboarded projects
- Provide support and oversight of project delivery with ALBs to meet the necessary standards to provide a suitable foundation for delivery tracking and assurance.
- Provide a broad programme delivery service to support the successful delivery of the mNCEA programme including:
  - Assurance and reviews
  - Programme financial management
  - Reflective practices that take lessons from previous delivery
  - Benefits oversight
  - Delivery set-up, review and close down
  - Information management
  - Risk management

The delivery scope of the communications planning and delivery service is to:

- Engage the core mNCEA programme team and produce a programme communications plan to deliver its objectives, that includes considerations such as:
  - Re-establishing the programme's brand for use across all programme artefacts
  - Procuring delivery of digital products e.g. infographics, promotional videos etc.
  - Delivering a programme event to raise profile of mNCEA among key stakeholders
- Establish a section of core communications artefacts including:
  - A reusable programme newsletter template, distribution list and relevant content
  - Project summary products e.g. slides, posters that communicate the value and strategic intent of mNCEA
- Refine programme branding for use on all programme documents (internal and external)
- Procure the delivery of digital products such as infographics, promotional videos and others as needed
- Provision of support for the delivery of a programme event as required and in line with the content of the communications plan.

### Assumptions and dependencies

- Defra will provide access to relevant key personnel
- Methods will have access to all available relevant Defra documentation, information, and communications artefacts for mNCEA to date.
- Defra equipment will be provided where necessary.
- All work is likely to be undertaken remotely during the assignment timeline.

### Risk management

Failure to invest appropriately in capability to provide delivery and knowledge transfer in embedding effective governance and wider programme delivery processes for mNCEA as a programme including its newly onboarded projects will place successful delivery and ability to articulate and demonstrate benefits at risk. Under-resourcing the core programme team would limit capability to hold ALBs to account effectively for delivery and manage known delivery risks.

### Deliverables

All deliverables are set out in the table below:

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Programme Management and PMO Delivery</b>			
Delivery Reviews, Assurance and Sign Off	<p>Revisited all the proof of projects' (foundation) scope, requirements, deliverables and reports, assured the extent to which success criteria were met and documented review outcomes.</p> <p>Ensured effective governance is in place to secure sign-off for projects – developed clear action plans for any remedial work.</p>	31/04/22	Programme Manager
Programme Financial Management	Closed all outstanding contracts and agreements with internal partners or third-party vendors. Settled payments linked to final project milestones.	31/05/22	Programme Manager
Lessons Learned Report	Identified and documented lessons learned. Conducted a thorough review process for delivery to date. Gathered feedback from all stakeholders. Highlighted important issues and lessons learned to support improvements e.g. quality, value, workflow, speed of completion, cost-efficiency, and broader delivery maturity for future projects.	30/06/22	Programme Manager
Implement Benefit realisation plan	Overseen and directed responsibilities detailed within the benefits realisation plan (BRP). Enhanced the benefits-led nature of the mNCEA programme by ensuring mNCEA is using leading and lagging indicators to monitor the effectiveness of project and programme delivery and its impact on measures outlined in the BRP.	Iterative delivery until 30/06/22	Programme Manager
Delivery set-up, iterative review and project close down service	<p>Set up and provided senior delivery assurance for Year 1 projects in a consistent and controlled manner.</p> <p>Chaired and provided effective administration of mNCEA Delivery Board. Maintained project governance including weekly project checkpoint meetings per ALB, reviewed and challenged highlight reports, administered and reported on programme risks and issues providing risk action and mitigation where appropriate.</p> <p>Supported project finance processes - managed quarterly payments agreed and linked to delivery.</p> <p>Ensured projects are closed appropriately with proportionate governance and controls e.g. close down reviews assuring progress against deliverables.</p>	Iterative delivery until 30/06/22	<p>Programme Manager</p> <p>Project Manager</p>

PMO Information and Document Management Service	Indexed/archived project documentation. Archived relevant documents used in project delivery, including business requirements, project plans, reporting, meeting minutes, financial documents, contracts, agreements, and other materials.  Clear and ordered archiving of project documentation for reference. Process for document management clearly articulated and in scope of knowledge transfer activity.	31/05/22	Project Manager
Risk Management Service	Further embedded consistent and effective risk management processes for newly onboarded projects. Managed escalation of risks and issues between project and programme levels. Used risk management tools and governance effectively: RAID log, RAID management reviews. Enhanced capability across ALB landscape in managing, communicating and actioning risks to project and the mNCEA programme.	Iterative delivery until 30/06/22	Project Manager
<b>PMO Communications Planning and Delivery</b>			
Programme communications plan	Clearly articulated and executable plan that enables proportionate, planned, and effective communications and engagement and supports the delivery of mNCEA's core objectives.	28/02/22	Communications Consultant
Programme newsletter template	Reusable, simple, and elegant programme newsletter template that can be deployed by the programme team to share regular key mNCEA messaging.	28/02/22	Communications Consultant
Programme branding	Revised mNCEA branding that is approved by senior mNCEA stakeholder as appropriate. Takes into account and delivers on engagement with programme stakeholders in relation to the objectives of the rebranding activity.	31/03/22	Communications Consultant
Project summary product package	A proportionate package of communications material for mNCEA that conveys complex messages simply and supports awareness raising in relation to mNCEA value.	30/04/22	Communications Consultant





Execution and iteration of Programme Communications plan	Delivery of communications and engagement in scope of Programme communications plan, likely to include but not limited to: <ul style="list-style-type: none"> <li>- Successful articulation and communication of quick win outcomes</li> <li>- Clearly articulated and communicated case studies spanning FY21/22 delivery</li> <li>- Communications tools for internal use to support awareness raising and engagement in 10-year visioning outcomes.</li> <li>- Targeted surveys e.g about comms and engagement to the project partners and</li> <li>- Commissioning and deployment of social media assets that engage readers in mNCEA value</li> </ul>	Iterative development to 30/06/22	Communications Consultant
<b>Internal Capability Development Outcomes</b>			
Knowledge transfer log	Completed log that demonstrates effective knowledge sharing activity within the core mNCEA programme in relation to the interpretation and operation of core deliverables set out above including but not limited to the communications plan, risk management practices, project delivery assurance.	Iterative development to 30/06/22	All roles
Enhanced suite of PMO products	Building upon the existing suite of PMO products developed. Broadened the awareness and capability among team members to operate products, understand their purpose and can update/enhance them.	Iterative development to 30/06/22	Programme Manager
<b>Social Value Outcomes</b>			

### 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.

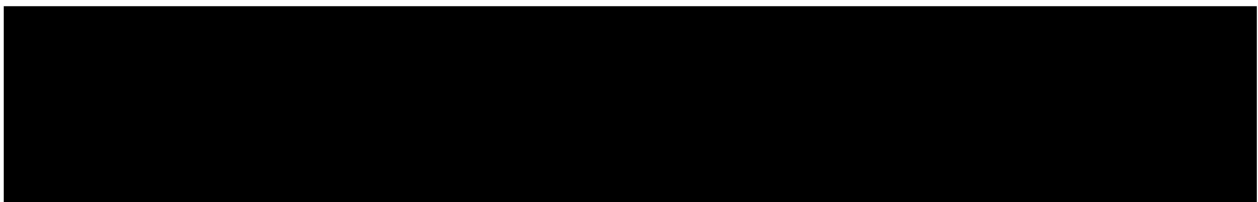




### 3. Delivery team

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
Programme Manager	Managing Consultant / G6	■	■	■
Communications Consultant	Senior Consultant/ SEO	■	■	■
Project Manager	Senior Consultant/ SEO	■	■	■
Delivery Assurance	Managing Consultant /G6	■	■	■
Total				£149,700



#### Business Area's team

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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 £149,700 inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Phase	Cost	Due (link to milestone dates)
<b>End February 2022</b>		<b>DD/MM/YY</b>
End February 2022 – Delivery progress in line with DPEL schedule		28/02/2022
<b>End March 2022</b>		
End March 2022 – Delivery progress in line with DPEL schedule		31/03/2022
<b>End June 2022</b>		
End June 2022 – Delivery progress in line with DPEL schedule		30/06/2022
<b>Grand total</b>	<b>£149,700</b>	

## 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;
- Weekly Project Reporting in line with existing programme governance arrangements – to be reported during mNCEA team meetings.

## 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

### 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. 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:

Completion of knowledge transfer to identified mNCEA programme team colleagues and completion of all defined deliverables.
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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:  
[consultancy2@defra.gov.uk](mailto:consultancy2@defra.gov.uk)
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
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Department  
for Environment  
Food & Rural Affairs

<b>Full approval</b>	<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>
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