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## Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at  
[DgCConsultancy@defra.gov.uk](mailto:DgCConsultancy@defra.gov.uk)

Engagement details			
Engagement ref #	DPEL_61451_039		
Extension?	N	DPEL Ref.	N/A
Business Area	Marine and Fisheries		
Programme / Project	Marine NCEA		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods Business and Digital Technology Ltd		
Title	Marine NCEA Programme Management Services		
Short description	Delivery and communications delivery for the Marine NCEA programme.		
Engagement start / end date	Proposed start date 01/07/2022		Proposed end date 30/09/2022
Funding source	Current in year funding. FY 22/23 Funding.		
Expected costs 22/23	£134,118		
Dept. PO reference			
Lot #	Lot 3		
Version #	V1.0 <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
<div></div>		
	Signature	
<div></div>		
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

BST

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 transformative data regarding the status of the UK’s marine environment, to support the delivery of key Ministerial priorities, including the 25-year environment plan, the UK Marine Strategy, 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



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for Environment  
Food & Rural Affairs

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.

Investment Committee approved mNCEA's budget of £5.5m for 2022/23 with 25 work streams being taking forwarded by five ALBs, industry, DDTs and academia. mNCEA are also required to develop a £12.5m business case for Y2 of the programme.

Additional PMO services are required to deliver mNCEA's Year 1 Programme, develop and agree the business case for Year 2, and to ensure "change" is delivered through clear internal and external communication of successes and case studies.

## 2. Statement of services

### Objectives and outcomes to be achieved

The objectives of Programme Delivery Service are to:

- Provide programme management for 25 work streams ensuring they remain on track, with risks and issues resolved or escalated
- Knowledge Transfer: Defra mNCEA team members have the skills, tools and products available to take over the programme management from 30<sup>th</sup> September
- Project manage the overall delivery of mNCEA's Y2 Business Case, drafting the commercial, financial and management sections
- Provide specific project management to mNCEA's digital and innovative (autonomous underwater vehicles) projects
- Provide join up between projects which deliver for both Marine and Terrestrial programmes such as digital and coastal zone projects
- Provide specific project management support to MMO and Natural England projects – ensuring their projects are on track or have a clear "path to green"
- Support and develop MMO and Natural England's project managers development
- Ensure key knowledge is shared with relevant programme stakeholders to enhance the delivery of PPM activity for the wider programme team

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

- Continued work on cross-programme branding (NCEA)
- Finalising POC year case studies
- Continued development and delivery of programme comms plan
- Internal stakeholder engagement
- Ensure key knowledge is shared with relevant programme stakeholders to enhance the delivery of comms activity for the wider programme team



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## 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 dedicated and support project management upskilling and support to ALBs
- Provide support and oversight of ALBs in delivery of projects and managing dependencies between Defra's DASH and tNCEA at Programme
- Oversee delivery of external agencies who deliver for the Programme, identifying risks/ issues that require escalation
- 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

☐ Develop a robust business case for mNCEA's Y2 spend

☐ Provide a comms package that drives the required "cultural" change and benefits

## 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 as required.
- ☐ 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?)
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Food & Rural Affairs

Programme Management and PMO Delivery			
Provide programme management for 25 work streams ensuring they remain on track, with risks and issues resolved or escalated	<ul style="list-style-type: none"> <li>• Provide updates to Programme Board, Ocean Sustainability, MOSC and NCEA Board, on progress of projects – ensure updates (packs) show clear progress/ risk for each project</li> <li>• Attend weekly meetings with mNCEA Team lead and provide update projects/ recommended interventions</li> <li>• Support weekly meetings with Project Managers</li> </ul>	07/07/22 25/08/22 29/ 09/22  Weekly – 30/09/22 Weekly – 30/09/22	Programme Manager
Project manage the overall delivery of mNCEA's Y2 Business Case, drafting the commercial, financial and management sections.	<ul style="list-style-type: none"> <li>• Y2 Proposal collaboration meetings</li> <li>• Decision on what projects to progress</li> <li>• Finance, Commercial, Management Sections of BC agreed</li> <li>• BC finalised</li> <li>• Red Team clears BC 28th September</li> </ul>	30/07/22 08/08/22 22/08/22  30/08/22 28/09/22	Programme Manager
Provide specific project management support to mNCEA's digital and innovative (autonomous underwater vehicles) projects.	<ul style="list-style-type: none"> <li>□ Innovate UK competition goes live by end of July</li> <li>□ Innovate UK – Knowledge Transfer workshop goes live end of July</li> <li>□ Digital Discoveries go live by end of July, with weekly updates received</li> </ul>	30/07/22  30/07/22  30/07/22	Project Manager





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for Environment  
Food & Rural Affairs

Provide specific project management support to MMO and Natural England projects – ensuring their projects are on track or have a clear “path to green	Provide PPM support to MMO and NE for their Y1 projects, providing a clear path to green for any Red/ Amber projects  Upskill MMO and NE project managers so they can successfully take over the running of the projects	30/09/22  30/09/22	Project Manager
Overview of RAID and Programme Plans	Maintain oversight over mNCEA's RAID, OP Model, Plans, Opportunities and Benefit Realisation Plan – providing challenge and updates at monthly intervals	30/07/22 30/08/22 30/09/22	Programme Manager & Project Manager
Strengthen links with tNCEA and DASH	Establish formal governance and relationship management methods between DASH, tNCEA and mNCEA, to ensure Programme objectives	30/08/09	Programme Manager & Project Manager
Financial Management	Monitor Programme/ project spend and liaise with finance to provide accurate weekly update forecasts – recommending where underspend can be diverted.	Ongoing to 30/09/22	Programme Manager & Project Manager
PMO Information and Document Management Service	Indexed/archived project documentation. Archived relevant documents used in project delivery, project plans, reporting, meeting minutes, financial documents, contracts, agreements, and other materials.  Development of Defra mNCEA PMO Handbook  Clear and ordered archiving of project documentation for reference. Process for document management clearly articulated and in scope of knowledge transfer activity.	30/09/22	Project Manager
<b>PMO Communications Planning and Delivery</b>			
<b>Finalising POC year case studies</b>	Finalise, brand and publish the proof-of-concept year case studies, including: <ul style="list-style-type: none"> <li>liaison and seeking approval from ALB contacts, programme team and senior programme leads</li> <li>seeking templates from branding team following revised branding delivery</li> <li>identifying appropriate publication location/s</li> </ul>	Content delivered 30/07/22, Branding and publishing by 30/09/22	Communications Consultant



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<b>Progress work on crossprogramme branding (NCEA)</b>	<ul style="list-style-type: none"> <li>Progress the review of the mNCEA branding approach and plan, including liaising with the Defra strategic communications and branding teams and programme stakeholders.</li> <li>Seek approval from senior mNCEA stakeholders for final branding approach, as appropriate.</li> </ul>	30/09/22  15/09/22	Communication Consultant
<b>Development and delivery of programme comms plan</b>	<p>Continue to develop and deliver the iterative programme communications plan, including forward planning for communications activities</p> <p>Liaise with ALB contacts, programme team and senior programme stakeholders to identify, agree and progress comms opportunities</p>	30/07/22 (Delivery ongoing as live doc)  30/08/22	Communication 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 30/09/22	All roles
Enhanced suite of PMO products	Building upon the existing suite of PMO products developed. Broaden the awareness and capability among team members to operate products, understand their purpose and update/enhance them.	Iterative development to 30/09/22	Programme Manager & Project Manager
<b>Social Value Outcomes</b>			

### Limitations on scope and change control

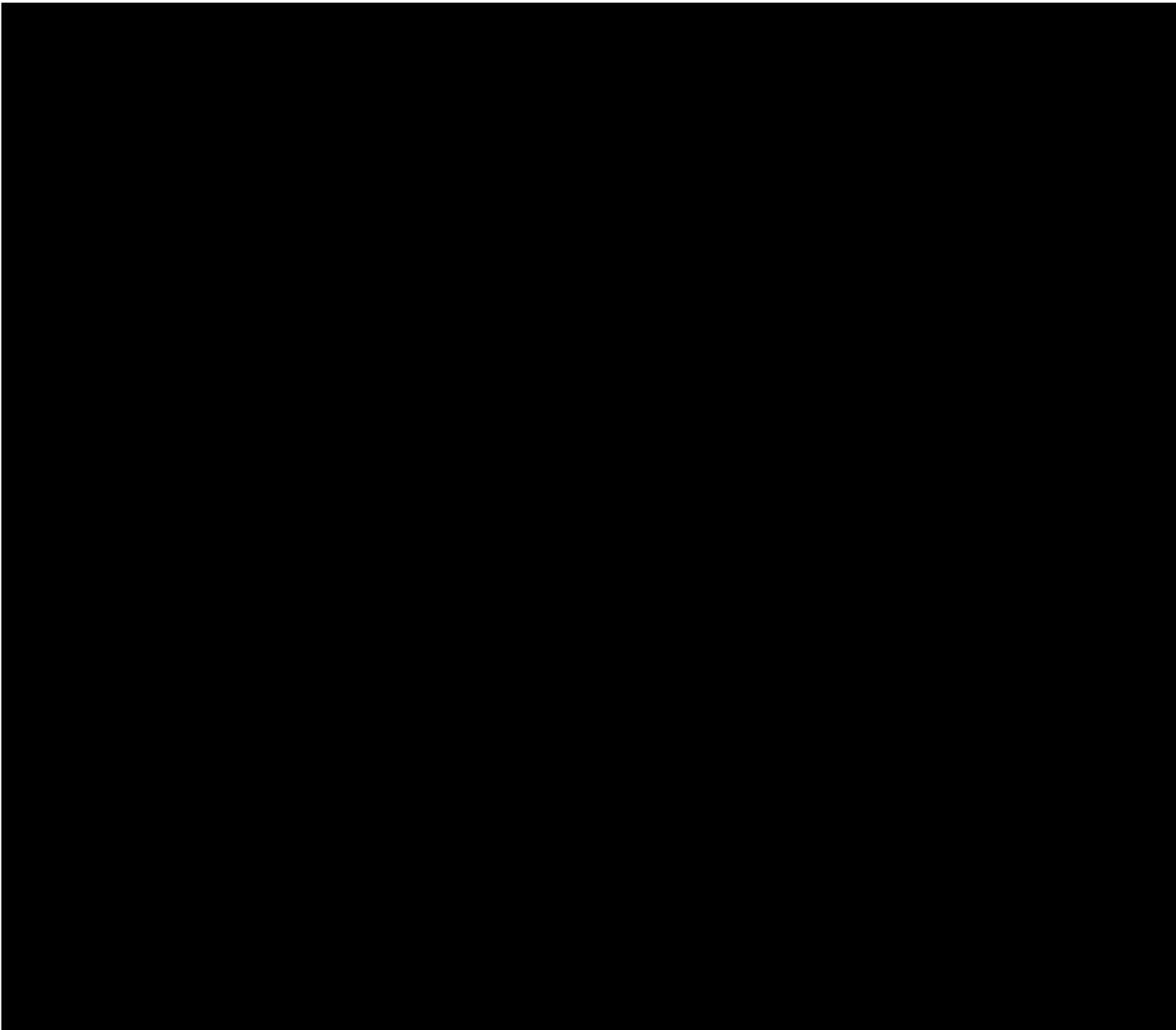
Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

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.

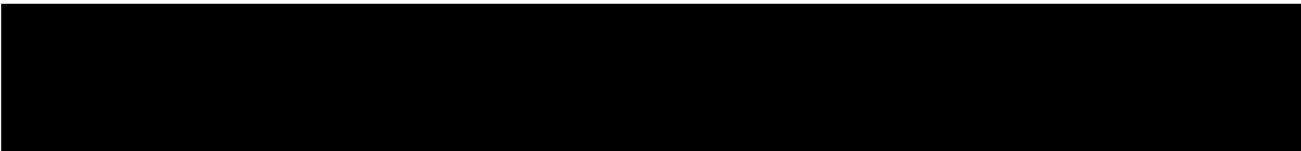
The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.



3. Delivery team



Business Area's team



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 are excluding VAT.

Provide costs for any particular stages to the engagement.

Phase	Cost	Due (link to milestone dates)
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Department  
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Food & Rural Affairs

<b>End July 2022</b>		<b>DD/MM/YY</b>
<b>Phase</b>	<b>Cost</b>	<b>Due</b> (link to milestone dates)
Delivery progress in line with DPEL schedule for July	£43, 693	28/07/2022
Comms – video expense	£ 2,540	01/07/2022
<b>End Aug 2022</b>		
Delivery progress in line with DPEL schedule for August	£43,693	31/08/2022
<b>End Sept 2022</b>		
Delivery progress in line with DPEL schedule for September	£43,694	30/09/2022
<b>Expenses</b>		
Travel	£498	TBC
<b>Grand total</b>	<b>£134,118</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
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## 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.

## 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>

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Food & Rural Affairs

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