



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

[REDACTED]

Engagement details			
Engagement ref #	DPEL_61541_065		
Extension?	N	DPEL Ref.	N/A
Business Area	Business Management		
Programme / Project	Business Analyst and Change Management		
Senior Responsible Officer	Chief Officer Business Management		
Supplier	Methods Consulting Ltd		
Title	Natural England Committee MI		
Short description	A deep-dive discovery piece into committee decision-making and supporting management information for Natural England's NExCo, DelCo and PortCo committees.		
Engagement start / end date	16/01/23		31/03/23
Funding source	Business Management		
Expected costs 21/22	£ 0		
Expected costs 22/23	£87,403		
Expected costs 23/24	£ 0		
Dept. PO reference	N/A		
Lot #	Lot 3		
Version #	V1.0		

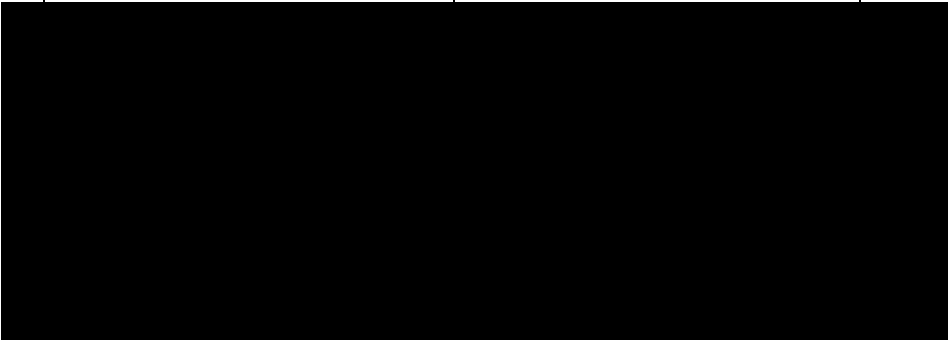


Approval of Project Engagement Letter

By signing and returning this cover note, Natural England 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.



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





1. Background

Briefly justify why support is required:

Natural England (NE) has made significant changes to its governance arrangements in response to external factors, future business needs and its changing role in Defra group. The next step is better understand and improve the decision support framework that enables its major committees to function effectively. There is therefore a requirement for an objective and comprehensive review to be undertaken to analyse how the decision support framework operates and in particular to look at the Management Information processes and reports that form a key part of it

NE does not have the skills, expertise or experience to undertake this review nor the ability to draw on best practice from across both public and private sectors. NE recognises the benefits to be gained from bringing in the external, professional challenge and independent scrutiny that is the basis of this contract, which will be essential if the necessary improvements are to be identified and achieved within an optimal timeframe.

2. Statement of services

Objectives and outcomes to be achieved

Outcomes

At the end of this piece of work, Natural England will:

- Have a clearer understanding of what committee members in the 3 major committees of NExCo, PortCo and DelCo believe they should be making decisions on
- Have a clearer understanding on how those decisions interconnect with the other senior committees (to primarily include NexCo, PortCo, DelCo, but also to proactively check for any interconnections with NEIC too – see key below*)
- Have a clearer understanding on how the management information (MI) in reports to the 3 committees (NExCo, PortCo and DelCo) informs and supports decision making
- Be able to identify what works well, any gaps and improvements to be made to:
 - the purpose of each committee,
 - what decisions they make,
 - how MI informs the required decisions for each committee
 - the interactions between the committees (NexCo, PortCo, DelCo and NEIC but also NEPC* and C&CC* if these come up during discovery).

Objectives

- To carry out interviews with relevant committee members to better understand their view on:
 - what they should be making decisions on,
 - how the committees interact with each other,
 - how Management Information in committee reports supports decision-making.
- To attend committee meetings to observe how committees make decisions and use Management Information in meetings to inform decisions. Notably, one of the early requirements would be to hold a workshop with NExCo to determine the optimal level of reporting to enable NExCo to make informed, confident decisions.
- To review any relevant reports and documentation for each committee to identify:
 - What Management Information is provided for each committee
 - How the Management Information informs decisions



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- If there are any gaps where Management Information does not inform decision-making
- How regularly core reports and the Management Information within them are changed (to help identify how effective the reports are)
- How much Management Information in reports is not used to inform decisions (to gain a general indication)
- Any duplication across reports for each committee and across committees
- To analyse the findings on committee decision-making and the reports to outline:
 - o How well reports support committee decision-making
 - o How well committees focus on their purpose and key decisions within committee meetings
 - o How effective committees are at interacting and sharing information
 - o Where there are gaps in Management Information to inform committee decision-making
 - o Where there are duplications in Management Information to inform committee decision-making
 - o Where there are duplications across committees in terms of decision-making
 - o Identify potential improvements that could be made in the short, medium and long term.
- To feedback the analysis and findings to the key stakeholders across NexCo, DelCo and PortCo, and work with them to identify opportunities for improvement across decision-making, interactions across committees and Management Information in reports.
- Create a summary of improvement recommendations based on the findings and collaboration above, identifying quick win solutions and long-term improvement requirements.
- Provide coaching to committee members to support them to identify improvements to their decision-making (as appropriate)
- Provide coaching to those generating and using Management Information reports to identify improvements to report structure and content to support the required decision-making (as appropriate)

Scope

- This piece of work will only do a deep dive into three of Natural England's committees - NExCo, DelCo and PortCo
- If any thoughts/information on the remaining 3 main committees (NEIC, NEPC, C&CC) is discussed, this information will be captured to be included in the summary report.
- This piece of work will only review core Management Information reports for NExCo, DelCo and PortCo
- This piece of work will not review or investigate data inputting for Management Information reports for committees



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- This piece of work is a deep dive discovery and recommendations only – it is not delivering improvements (but will highlight any quick win improvements which may become evident)
- The recommendations on improvements to Management Information reports should focus on the content of the reports (the quality of the MI) and should not focus on the design of the reports.

Assumptions and dependencies

- No constraints on who Methods speak to within Natural England.
- Natural England will make recommendations on who to engage with within each committee but Methods can engage wider if needed
- Methods can attend at least 1 of each committee (NExCo DelCo, PortCo) meetings to observe as researchers and make connections.
- Workshops will be possible if required
- Natural England will indicate who are the key stakeholders for Methods to engage with and support with introductions.
- NexCo attendees support the need for a workshop and can attend (providing it is booked in early)

Risk management

- Stakeholder availability – Methods and NE to get meetings in the diary asap and Natural England leaders to emphasise importance at senior levels.
- Obtaining reports – NE to clarify early who has ability to share reporting information and support with understanding on how reports are used.
- [REDACTED]
- During Business Planning cycle which may limit availability of stakeholders – Methods and NE to book dates in early with key contacts and Methods to ensure thorough planning in advance to ensure clarity with key stakeholders and make effective use of time.

Deliverables

- Interviews, observations and summarised discovery report / visuals to analyse committee decision-making for the 3 committees
- Interviews, observations and summarised discovery report / visuals to analyse management information within reports for decision-making for the 3 committees (can be combined with the above).
- A workshop with NExCo to determine the optimal level of reporting to enable NExCo to make informed, confident decisions
- A visual to show decision-making and reporting interactions between the 3 committees
- A visual to show the interactions between committee purpose, the decisions they make and Management Information (MI)



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- Recommendation document on how to improve committee decision-making and the supporting management information reporting (focus quick wins)
- Knowledge transfer / coaching activities to support key stakeholders to identify improvements (as required)

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Service Delivery Document	Clearly define deliverables with product descriptions; timeline and governance	20/01/23	Delivery Manager
Discovery Report	To produce the Discovery Report the following is required: <ul style="list-style-type: none"> Interviews with key stakeholders NExCo workshop Observations of committees Review of Report MI Visuals to indicate interactions between committees, decision-making and MI 	27/03/23	Business Analyst User Researcher and Managing Consultant to contribute
Recommendations Report	To produce the recommendations report, key stakeholders to be involved in supporting some of the shaping of these. To contain: <ul style="list-style-type: none"> Quick win solutions to address identified challenges in Discovery Report Long term solutions to address identified challenges in Discovery Report 	27/03/23	Managing Consultant User Researcher and Business Analyst to contribute
Knowledge Transfer Log	A log of any knowledge transfer activities. Engagement and sign-off by recipients	27/03/23	Delivery Manager
Service Closure Document	Deliverable summary, recommendations and lessons learned	27/03/23	Delivery Manager

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.

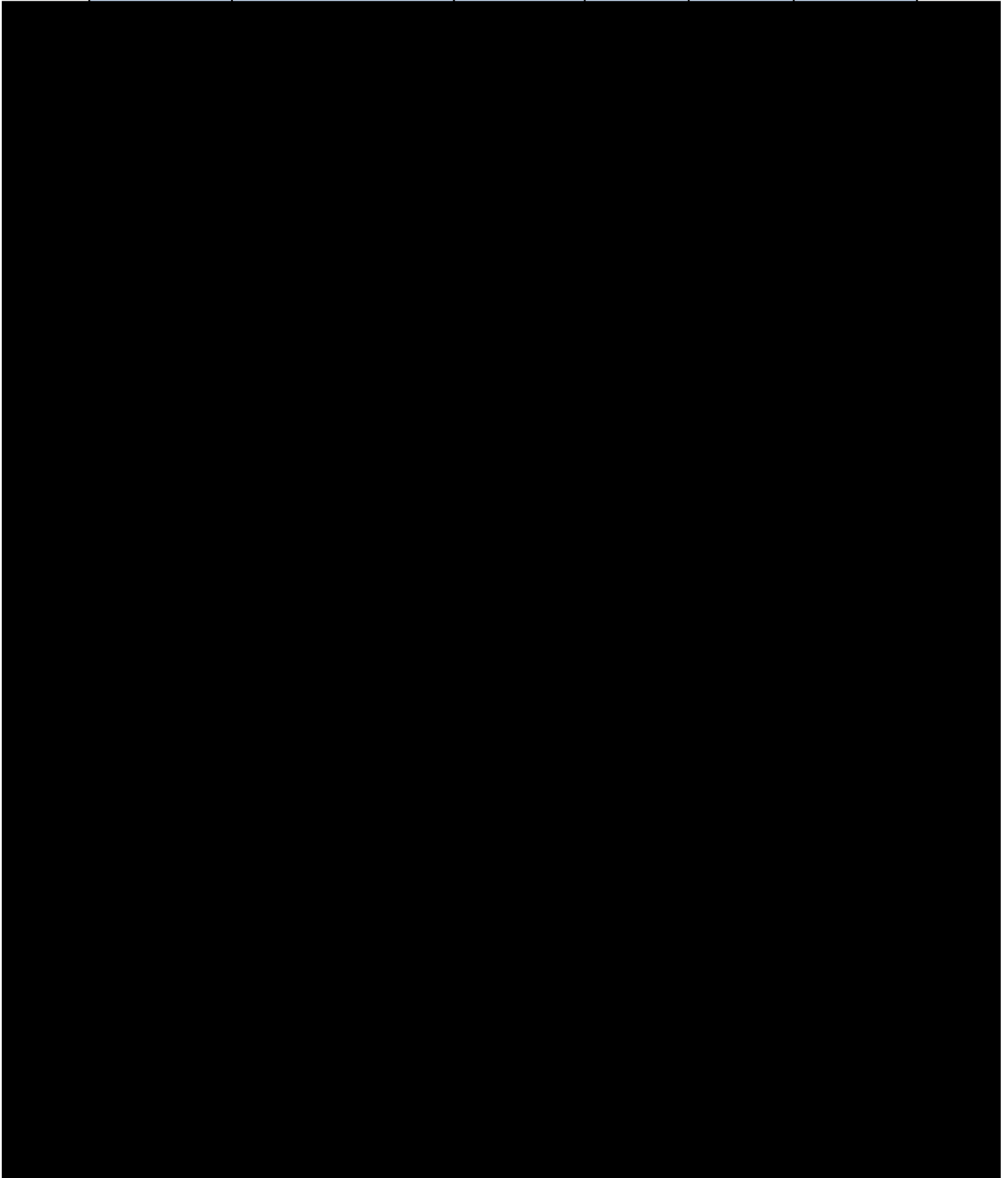
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The Project Engagement Letter is the agreed contract of work between the Defra Group Business Area and the Supplier and can be varied under the change control process. Any changes to timescales, scope and costs will require approval by DgC.

3. Delivery team





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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 will be £87,403 inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
Completion of project with all delivered signed and delivered by client	£87,403	31/03/23
Expenses		
None expected (by exception and prior agreement only)	£0	
Grand total	£87,403	

Business Area considerations:

- Are the costs and fees appropriate (costs linked to deliverables, rates and drive value for money)?





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6. Exit management

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

Completed deliverables as detailed above. Any Official Sensitive or Confidential documents received during the course of this assignment.

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. [REDACTED] 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 ▪ Purchase Order number 	<ul style="list-style-type: none"> ▪ Work can start ▪ Supplier can invoice for work

