

Defra Group Management Consultancy Framework: Project Engagement Letter

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

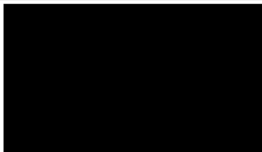



[REDACTED]



Engagement details					
Engagement ref #	DgC to provide when initial Request Form received				
Extension?	N	DPEL Ref.	N/a		
Business Area	Marine and Fisheries				
Programme / Project	Marine NCEA				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods Consulting Ltd				
Title	Marine NCEA				
Short description	Programme management of a series of Marine NCEA 'quick win' and 'foundation' projects				
Engagement start / end date	Proposed start date 01/10/2021	Proposed end date 31/03/2022			
Funding source	Current in year funding				
Expected costs 21/22	£187,900 [REDACTED]				
Expected costs 22/23					
Expected costs 23/24					
Dept. PO reference					
Lot #	Lot 3				
Version #	V0.2 Start at 0.1, 1.0 when approved, increment from 1.0 for Change requests				



Approval of Project Engagement Letter

By signing and returning this cover note, Marine NCEA accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods Consulting 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	Business Area	Defra Group Commercial
By:  <i>Signature</i>	By:  <i>Signature</i>	By: 
or and on behalf of Methods Business Development Director	For and on behalf of Marine NCEA Head of Marine Evidence and Marine NCEA Programme	Defra Group Commercial  Insert role: Commercial Manager for Professional Services.
29 th September 2021	29 th September 2021	30/09/21
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:  Account Manager: 

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.

The mNCEA programme was provided with £3m for the financial year 2021/22 to establish its proof of concept to partially remedy these gaps, with the view of establishing a 3-year £43m programme from 2022/23 to 2025/26.

For the remainder of this financial year, the programme needs to deliver:

- a portfolio of 15 foundation projects by March 2022
- develop, review and sign-off over £7m of evidence collection project initiation documents by March 2022
- ensure the mNCA team and its delivery partners have the required PPM disciplines in to meet the proposed 2022/23 scale-up.
- A roadmap and transition plan allowing the proof of concept phase to move seamlessly into Programme delivery readiness for April 2022

A recent GIAA review recommended mNCEA adopts lessons from Terrestrial NCEA's scale-up and establish robust and clear PPM disciplines across the programme. There is therefore an urgent need to deploy consultancy support to meet this need along with sufficient lead in time to prepare the Programme team and delivery partners in readiness for April 2022.

2. Statement of services

Objectives and outcomes to be achieved

This engagement aims are to deliver a series of Marine NCEA 'foundation' projects and deliver a discrete set of programme outcomes including: i) the development and project management of the



mNCEA Business Case through to Investment Committee sign-off ii) the development of the 3 year business case and operating model for mNCEA; and iii) prepare the initial proof of concept outputs to transition in readiness for the 3-year Programme by March 2022

Scope

The scope of this service is:

- Programme management of a series of foundation projects
- Refining and project management of the mNCEA 3-year business case to Investment Committee
- Development of the revised programme operating model for proof-of-concept year, and the 3-year delivery programme
- Refining and delivering ongoing governance of the Programme e.g. introducing new implementation working groups.

Assumptions and dependencies

It is assumed that the service will commence from 1st October and run for 6 months (end date Thursday 31st March 2022)

Risk management

Risks and mitigation

- **HMT reject or reduce SR21 bid**

Mitigation: regular updates between CSAO and HMT will help keep us updated on likelihood of SR bid being accepted. If SR Bid reduced, we can look to BEIS' £1bm Net Zero Innovation Portfolio for top-ups.

- **Late confirmation of SR21 bid – delaying recruitment and scaling-up**

Mitigation: full PIDs will be worked up with ALBs (at risk). Once SR bid is confirmed, the PIDs can be amended to reflect any late changes. ALBs will be encouraged to start some recruitment at risk.

- **Delivery Partners don't deliver the foundation projects**

Mitigation: Project Manager will hold weekly discussions with delivery partners, as well escalating any risks/ issues to the fortnightly delivery board.

Unable to prove benefits of NCEA approaches to policy colleagues and impact lessons.

Mitigations: extracting outcomes of quick win and foundation projects to promote positive outcomes and messaging. Developing a benefits realisation monitoring plan for the life of the programme and beyond.

Deliverables



1. Project manage the development of the three-year business case for marine NCEA to be signed-off by the Defra's Investment Committee by March 2022.
2. Project manage 2nd round of Foundation Projects providing additional support to ALBs where there is a technical skills gap
3. Project manage roll-out of a series of quick win projects that use innovative means to collect marine data e.g. underwater autonomous vehicles
4. Draft ToR for DDTS Discovery start date in October
5. Project manage delivery of mNCEA data integration project
6. Provide procurement tactical advice relating to any external support needed for Quick Win or project work package delivery for the wider programme
7. Support establishment of a benefits realisation model and establish a reporting monitoring system to report cashable and non-cashable benefits to the mNCEA Programme Board over the next 3 years
8. Create a roadmap model to transition the Year 21/22 Proof of Concept into a scaled up 3 year delivery programme
9. Delivery of a knowledge transfer framework and plan to the internal team.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Programme management of the portfolio of Foundation projects e.g. controls, key documentation, and approvals	Projects set up to PD Profession standards with appropriate approvals in place	30 October 2021 all documents in place. 30 th March 2022 all project completed.	
Manage delivery risks and issues to minimise impact to delivery, developing and implementing mitigations in agreement with stakeholders and escalating as necessary within existing governance	Delivery risks are quickly identified and resolved, or quickly escalated to relevant decision point.	Revised programme RIAD log updated by 30th October	
Define and implement appropriate governance and reporting for the programme	Revised Governance for proof of concept year agreed by 30 October, with governance and reporting for 22/23 programme agreed.	30/10/22	
Project Stage B			
mNCEA proof of concept and the 3-year programme operating models developed	New mission statement, KPIs, governance, resource model and benefit management tools in place	Proof of concept operating model completed by 31 st October	



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
		3-year programme Op Model completed by 04/01/22	
Deliver programme plan on page for proof-of-concept year and RAID, which is updated and agreed at mNCEA's Programme Board (the programme plan and RAID should be under-pinned by a specific project plan on page and RAID log)	SRO and Programme approve and use the plans and RAID to drive delivery	30 October 2021	
3 Year programme business case developed and approved by Investment Committee.	Full HMT FBC taken through internal and external governance and approvals	1/02/22	
Marine evidence PIDs for 2022/23 developed, monitored and signed off by the SRO	Tracking and monitoring of their development 25% of PIDs commented on 75% of the marine evidence monitoring PIDs for 22/23 signed off, along with 50% of the 22/23 Foundation Projects	30/11/21 1/01/22 30/03/22	
Knowledge Transfer (KT) framework applied and robust definition and reporting in place	KT work packages approved by programme leadership team and signed off by internal Defra staff to confirm KT has been fully carried out as defined	30/03/22	All
Internal Capability Development Outcomes			
Full suite of PMO products developed, with team members who understand their purpose and are able to use and update the products.	Internal capability raised to level where team can take the longer term delivery forward	31/03/22	
Social Value Outcomes			

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

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

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Programme Manager	Managing Consultant	G6	■	■	■
Project Manager	Consultant	HEO	■	■	■
Assurance	Managing Consultant	G6	■	■	■

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

Dependencies on:
provision of data and access to key stakeholders

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 £[187,800], inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.



Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
<ul style="list-style-type: none"> Foundation projects initiation, controls, key documentation and approvals in place, with regular highlight reports to track progress. Programme definition documentation (PDD document); programme controls documentation; RAID; Governance; reporting; comms; benefits management Programme level Plan, RAID, updated governance and reporting in place following relevant work shops with stakeholders Successful running of Delivery Board and Programme Board 	£	15 th October 2021
B		
3 Year programme business case developed and approved by Investment Committee.	£	30/03/22
Development of 3-year programme operating model: All programme structure and outcomes defined – Vision; Blueprint; roadmap for delivery; Services; Interim op model staging and definition; Overarching governance model (design authority etc.)		04/01/22
Marine Evidence and Monitoring PIDs for 2022/23 approved by SRO		30/03/22
Completion of knowledge transfer – all PPM training workshops, processes, templates, frameworks completed.		
Expenses		
Not Applicable	£	
Grand total	£	187,800

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.
- Other Business Area reporting requirements to be agreed

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:

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

3-year programme operating model

Supported by a defined set of delivery projects

Approved business case for funding approval

Undepinned by robust programme management and controls

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"> ▪ 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

