



Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any [REDACTED]

Engagement details			
Engagement ref #	DPEL_61541_057		
Extension?	N	DPEL Ref.	Next phase of work following on from DPEL DPEL_61541_022
Business Area	Marine Management Organisation (MMO) – Finance and Resources Directorate		
Programme / Project	People Focused Transformation Scoping and Definition		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods		
Title	Engagement & Programme Definition		
Short description	Following delivery of the MMO Culture, Recruitment and Retention Review report, this project will develop the Scope, Approach to Managing Change and Programme Definition to deliver People Focused Transformation for MMO that will support the effective delivery of the MMO corporate strategy moving forward. This work will be led by the MMO Director of Finance and Resources, and will engage the MMO Board, Executive Leadership Team and other key senior stakeholders to build consensus for the Programme Definition.		
Engagement start / end date	28/10/2022	03/03/2023	
Funding source (CDEL/RDEL)	RDEL		
Consultancy Spend approval reference	Director approval for consultancy spend obtained and AO approval obtained for Cabinet Office reporting		
Expected costs 21/22	£0		
Expected costs 22/23	£120,214		
Expected costs 23/24	£0		
Dept. PO reference	TBC		
Lot #	Lot 3		
Version #	1.0		



Approval of Project Engagement Letter

By signing and returning this cover note, MMO 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.

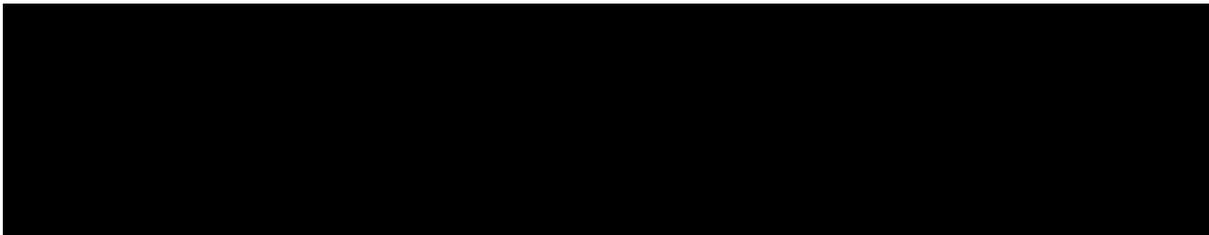


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Supplier engages with Business Area to complete. Once agreed, Supplier signs front page and sends to Business Area	Business Area signs front page and sends to DgC	On approval, DgC signs and returns copy to Business Area and Supplier
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General 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

Following our support to Defra for the end of the EU Transition Period resulting from EU Exit, the MMO ran for a long period with single year funding, utilising temporary structures and new functions, roles and skills which will now need to be baselined into the organisation. Additionally 24 months of Covid 19 impacted ways of working across the MMO. A People Survey, which highlighted some positive progress, also indicated that there remained some key areas for improvement.

Having set strategic ambitions for the next ten years, which will be significantly influenced by our investment in people, MMO commissioned a review by Methods of its culture and recruitment and retention concerns in order to understand how best to build an efficacious People Strategy to enable the delivery of the ten-year strategy.

The outcome of that review has indicated a pressing need for a comprehensive People Focused Transformation to overcome the operational challenges that the MMO is facing and develop the organisational culture. This DPEL sets out the support required to deliver the first phase of that transformation activity – Agreeing the Scope for the People Focused Transformation & Defining a Programme to deliver it.

2. Statement of services

Objectives and outcomes to be achieved

There are three key areas of focus for this work:

- Approach to Managing Organisational Change
- Scoping
- Programme Definition

Approach to Managing Organisational Change

The approach to managing organisational change element of this work should achieve the following objectives:

- Support the MMO to deliver effective ongoing communications and engagement across the organisation during scoping and definition
- Support the MMO to manage any key change activities across the organisation during scoping and definition
- Understand MMO's readiness for change
- Define a Change Management approach to support people focused transformation after scoping and definition
- Develop a draft outline Change Management plan to be refined at future stages of the people focused transformation

Scoping

The scoping element of this work should achieve the following objectives:

- Confirm the key areas of priority from the first piece of Methods work that people focused transformation should focus on



- Consider other strategic priorities, programmes, projects and initiatives and assess whether they should be included in the scope of the people focused transformation
 - Clarify scope of recommendations to be implemented, assessing potential impact on current strategic intent to identify key dependencies and conflicts across all directorates □
 Agree scope of People Focused Transformation with key stakeholders
- Programme Definition**
- The programme definition element of this work should achieve the following objectives:
- Define a programme to deliver people focused transformation based on the agreed scope developed during the scoping phase
 - Develop the following set of key outputs to define the programme ○ Programme Brief and Vision ○ Programme Blueprint ○ Programme Plan
 - Resource Management Plan & Programme Organisation ○ Programme Governance & Controls
 - Project Dossier ○ Benefits Realisation Plan ○ Risk Register and Matrix
 - Develop a case for change to support the programme and feed into the Change Plan
 - Agree PID template and populate with known information
 - Develop reusable templates and tools and transfer knowledge from Managing Organisational Change, Programme Scoping and Programme Definition in order to enable Programme Initiation and Delivery

Scope

Engagement Initiation Activities	Key Outputs
<ul style="list-style-type: none"> ■ Use DPEL to develop high-level engagement PID to guide delivery of the work ■ MMO to review, provide feedback on and sign off High Level PID ■ Agree governance and reporting for engagement ■ Develop and agree engagement RACI to confirm responsibilities and accountabilities throughout the engagement for both Methods and MMO resources 	<ul style="list-style-type: none"> ■ High Level PID ■ Highlight reports and defined governance ■ Engagement RACI
Defining Approach to Managing Organisational Activities	Key Outputs Change



<ul style="list-style-type: none"> ■ Develop communication approach for Scoping and Definition ■ Agree key messages regarding potential change ■ Develop Communication strategy and plan ■ Identify opportunities for wider engagement to feed into scoping and definition ■ Conduct Change Readiness Assessment ■ Develop outline change management plan 	<ul style="list-style-type: none"> ■ High level communication and engagement plan for Methods engagement ■ Key high level messages ■ Communication Strategy & Plan for people focused transformation ■ Change Readiness Assessment for people focused transformation
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	<ul style="list-style-type: none"> ■ Outline Change Management Plan for people focused transformation
Scoping Activities	Key Outputs
<ul style="list-style-type: none"> ■ Engage with MMOB and ELT ■ Agree Findings and build priorities with Board and ELT ■ Analyse other key organisational priorities, such as strategy, key programmes/ projects to identify potential overlap and interdependencies ■ High-Level MMO Transformation Capability Mapping to feed into Change Readiness Assessment ■ Engagement sessions with key stakeholders to identify work beyond that already conducted by Methods that could be part of this scope of work, and that which should be out of scope ■ Pull together outline scope from scoping activities and Methods recommendations from previous phase of work ■ Review and assess potential impact of work packages activities across Directorates to outline dependencies between each and derive potential critical path. ■ Assess potential impact of transformation activities on operations and current strategy delivery plans in order to mitigate/minimise disruption to operational delivery ■ Develop scoping document for review and agreement ■ Finalise Scoping Document 	<ul style="list-style-type: none"> ■ Confirmed high level priorities for people focused transformation ■ High-Level MMO Transformation Capability Mapping ■ Provisional scope from sources outside the previous phase of Methods work ■ Outline scope ■ People Focused Transformation Scoping Document
Programme Definition Activities	Key Outputs



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<p>Develop Programme Brief (Including Vision)</p> <ul style="list-style-type: none"> ■ Confirm Programme Scope ■ Define Programme Vision ■ Define Programme Goals and Objectives ■ Agree success criteria ■ Agree Programme Brief <p>Develop Programme Blueprint</p> <ul style="list-style-type: none"> ■ Develop "As is" blueprint/ problem statements ■ Define "To-be" blueprint/ what will have changed on delivery of the programme <p>Develop Programme Plan</p> <ul style="list-style-type: none"> ■ Review scope to confirm appropriate methodology - e.g. project, programme or portfolio, waterfall or agile ■ Agree transformation delivery approach/methodology ■ Create Programme WBS based on scope ■ Develop critical path for programme 	<ul style="list-style-type: none"> ■ Programme Brief and Vision ■ Programme Blueprint ■ Programme Plan ■ Resource Management Plan & Programme Organisation ■ Programme Governance & Controls ■ Project Dossier ■ Benefits Realisation Plan ■ Risk Register and Matrix ■ PID Template ■ Knowledge Transfer Documentation
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- Identify required projects to deliver programme scope

Develop Resource Management Plan & Programme Organisation

- "Define Programme Organisation requirements including Programme Team roles and responsibilities
- Identify programme delivery resources, capacity and capabilities
- Utilise change readiness assessment to conduct resourcing gap analysis
- Identify appropriate mix of resourcing types (Permanent; Contingent; Fixed Term; Consultant) to address gap analysis
- Develop resourcing plan to deliver transformation activity
- Identify costs associated with resourcing plan
- Resource Plan for Programme delivery

Develop Programme Governance & Controls

- Agree key programme governance groups including Programme Board
- Agree Programme Board composition with SRO
- Confirm roles and responsibilities for Sponsoring Group and SRO based on Programme Organisation
- Develop ToR for Programme Board and Programme Team
- Agree programme processes and controls, including: Reporting Frequency, Risk Management, Issue Escalation, Meeting Cadence, Requests for Change, Programme Communications

Develop Project Dossier

- Develop list of Projects based on scoped activities
- List Sponsor, Project Manager, Risk Assessment, Dates, Governance Group
- Develop high level project briefs
- Agree Project Dossier

Develop Benefits Realisation Plan

- Identify Outcomes
- Identify links to strategic MMO objectives
- Define benefits measures
- Collect existing benefits data
- Agree Benefits Realisation approach
- Plan realisation Activity
- Create Benefits Management Plan
- Agree Benefits Management Plan

Develop Programme Case for Change (Including Risk and Benefits)



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- Identify Programme Risks
- Agree programme risk management approach
- Develop draft Programme Risk register



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- Pull together programme resources, costs, risks, benefits and disbenefits
- Develop narrative case for change and why 'do nothing' is not an option
- Engage with ELT, Board and other agreed stakeholders for buy-in on case for change

Agree PID template and populate with known information

- Agree PID template to be used in Programme Initiation
- Pull together content from Programme Definition into relevant sections of the PID
- Share draft of PID with MMO
- Conduct knowledge transfer including developing any applicable knowledge transfer documentation

Assumptions and dependencies

- Work will be carried out predominantly remotely, other than by exception as agreed by both parties (e.g. for board meetings and other specific activities requiring an onsite presence)
- MMO stakeholders will make themselves available for scoping and programme definition activities as required
- MMO will provide effective project/programme support to co-ordinate stakeholder participation in planning activities.
- MMO will provide administrative and logistical support (scheduling of workshops, etc.).
- If stakeholders are not available during the period allocated for the work then milestones and final delivery of the work may be delayed
- A high level PID will be developed as part of this activity that will confirm the outputs and their acceptance criteria based on the approach set out in this DPEL before significant work is commenced
- Any significant amendments to the time, cost or quality (or number) or deliverables will be subject to change control as per the process agreed in the PID

Risk management

- There is a risk that lack of access to senior key stakeholders within the agreed timescales will delay, either, or both, stages of this work and lead to a need for extension to ensure deliverables are effectively completed
- There is a risk that MMO does not have the capacity set out in this DPEL which may lead to delays to the work
- There is a risk that a lack of project management capacity for MMO leads to insufficient planning of MMO resource engagement and inputs, leading to delays in the completion of the Methods engagement
- There is a risk that there are not sufficient MMO resources to hand over the work to and deliver knowledge transfer



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- There is a risk that directorates will overestimate the capacity within their business areas to support the programme whilst maintaining operational capability leading to undue impact on either the programme or operational activities (Transformation delivery capability of proposed MMO personnel will be assessed by the Methods team)
- There is a risk that allocated resources from the business may be redirected away from the programme without notice to deal with unforeseen/unplanned business requirements

Deliverables

- High level communication and engagement plan for Methods engagement
- Key high level messages
- Confirmed high level priorities for people focused transformation
- High-Level MMO Transformation Capability Mapping
- Provisional scope from sources outside the previous phase of Methods work
- Outline scope
- Change Readiness Assessment for people focused transformation
- People Focused Transformation Scoping Document
- Programme Brief and Vision
- Programme Blueprint
- Programme Plan
- Resource Management Plan & Programme Organisation
- Programme Governance & Controls
- Project Dossier
- Benefits Realisation Plan
- Risk Register and Matrix
- High Level Communication & Engagement Strategy for people focused transformation
- Outline Change Management Plan for people focused transformation
- PID Template
- Identification of MMO resources for future phases of work
- Knowledge Transfer Documentation

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A - Scoping			
Engagement PID	Project Initiation Document covering the engagement agreed and signed off.	09/11/22	Delivery Manager
High level communication and engagement plan for Methods engagement	Agreed plan developed setting out communications and engagement that will take place with key stakeholders and the wider organisation during this engagement to support the management of change	11/11/22	Delivery Manager



Key high level messages	Key high level messages for key stakeholders and the wider organisation during this engagement to support the management of change	11/11/22	Delivery Manager
Confirmed high level priorities for people	List of initial high-level priorities for people focused change agreed with	18/11/22	Delivery Manager

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
focused transformation	MMOB and ELT based on previous phase of Methods work		
High-Level MMO Transformation Capability Mapping	Initial high level assessment of assumed internal capacity and capability completed and documented	18/11/22	Delivery Manager
Provisional scope from sources outside the previous phase of Methods work	List of potential activities beyond those identified in the previous phase of Methods work that could be in scope for people focused transformation from analysis and engagement	09/12/22	Delivery Manager
Outline scope	High level scope of people focused transformation for review with key stakeholders to get feedback before developing the full scoping document	16/12/22	Delivery Manager
Change Readiness Assessment for people focused transformation	Assessment of MMO's current readiness for change and recommendations to address any gaps in readiness to feed into the Programme Definition	16/12/22	Delivery Manager
People Focused Transformation Scoping Document	Document pulling together scope elements developed during this phase of the work to be fed directly into the Programme Brief during the Programme Definition stage of work	23/12/22	Delivery Manager
Project Stage B Programme Definition and approach to Managing Organisational Change			
Programme Brief and Vision	Programme brief document including Programme Scope, Programme Vision, Programme Goals and Objectives and success criteria	13/01/22	Delivery Manager



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Programme Blueprint	Programme blueprint that defines the as-is position, including problem statement and the 'to-be' blueprint outlining what will have changed and been achieved on delivery of the programme. The gap analysis for this will drive the programme plan.	13/01/23	Delivery Manager
Programme Plan	Programme plan to include confirmed methodology and delivery approach, work breakdown structure, critical path identified projects and timelines for delivery	27/01/23	Delivery Manager
Resource Management Plan & Programme Organisation	Plan setting out resourcing and organisation of resources for the programme. To include mix of current in-house resources, new permanent	27/01/23	Delivery Manager



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	and fixed term hires, contingent and consultancy resources and associated costs. A defined resource plan and programme organisation definition setting out structure of PMO and other key programme resources.		
Programme Governance & Controls	Definition of the proposed programme governance groups, relevant terms of reference, processes and controls	27/01/23	Delivery Manager
Project Dossier	List of proposed projects for delivery of the programme with high level project briefs, identified project management and implementation resources and timescales.	27/01/23	Delivery Manager
Benefits Realisation Plan	Benefits realisation plan to include identified outcomes, benefits profiles and plans, related strategic objectives, realisation approach and benefits management plan.	24/02/23	Delivery Manager
Risk Register and Matrix	Risk register based on agreed template, populated with known programme risks, and matrix based on existing or newly defined risk management approach	24/02/23	Delivery Manager
High Level Communication & Engagement Strategy for people focused transformation	Outline document to be developed further during subsequent phases of work setting out who the programme should communicate your improvement with, the communication methods that will be used, how often communication will take place and who will carry out the communication with the audiences identified	24/02/23	Delivery Manager
Outline Change Management Plan for people focused transformation	Document setting out the overarching approach to support MMO employees to move from the current state set out in the blueprint to the future desirable state defined during programme definition using a coordinated and structured approach in collaboration with stakeholders.	24/02/23	Delivery Manager



PID Template	PID template agreed with MMO, prepopulated with known information from the programme definition phase for the MMO to use during Programme Initiation	03/03/23	Delivery Manager
Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Internal Capability Development Outcomes			
Identification of MMO resources for future phases of work	Identified resources for MMO for initiation and delivery phases of work based on programme definition to ensure MMO has capability to deliver the work defined	10/02/23	Delivery Manager
Knowledge Transfer Documentation	Appropriate knowledge transfer documentation to support future phases of the work to ensure MMO is able to deliver future phases	03/03/23	Delivery Manager
Social Value Outcomes			

Limitations on scope and change control

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

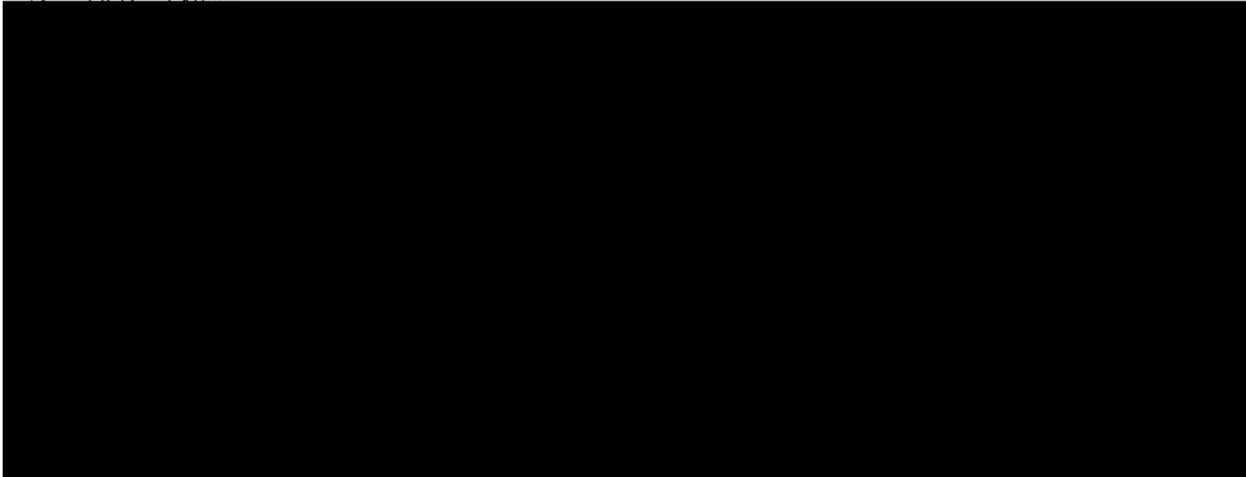
Unless instructions to the Supplier are later amended in writing, the work undertaken will be restricted to that set out above. In providing the services detailed above, the Supplier will be acting in reliance on information provided by the Business Area.

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



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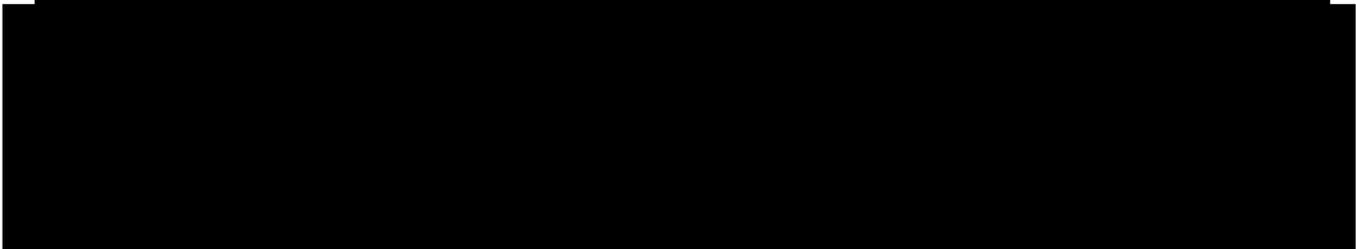
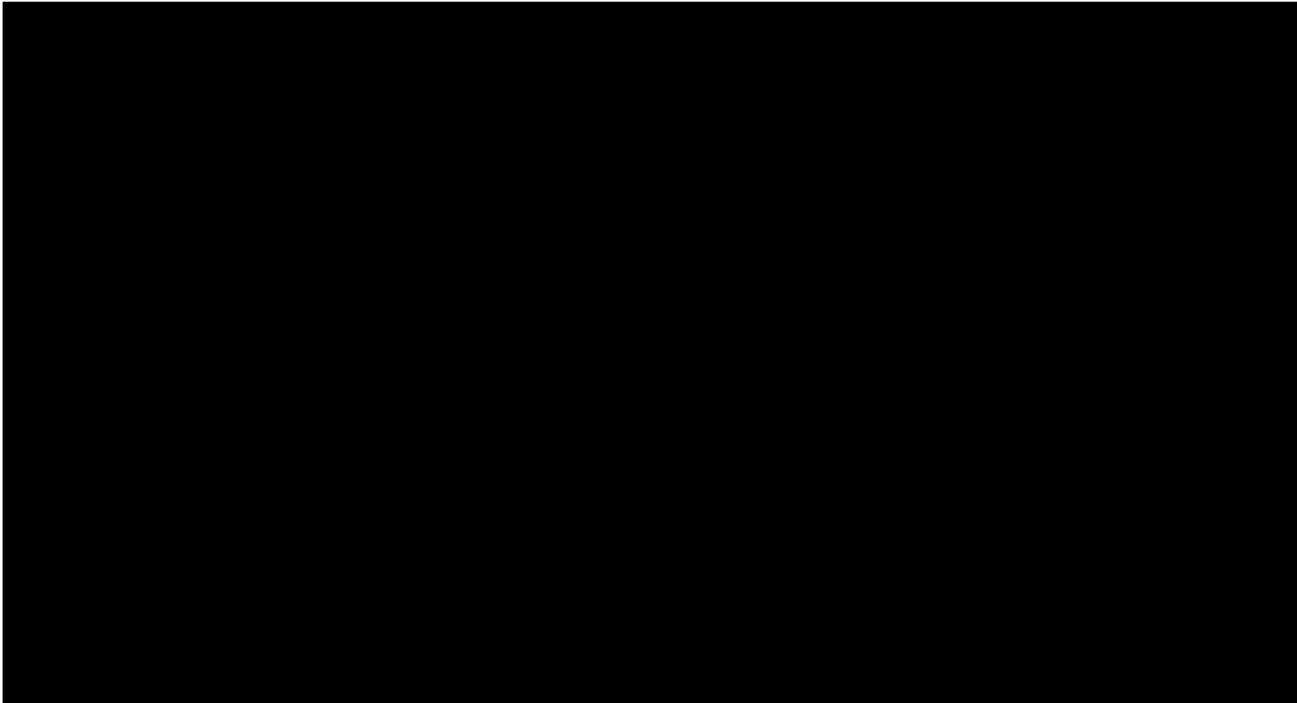


Business Area's team

Finance and Resources

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 £120,214 exclusive of expenses and excluding VAT.





Business Area considerations:

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

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

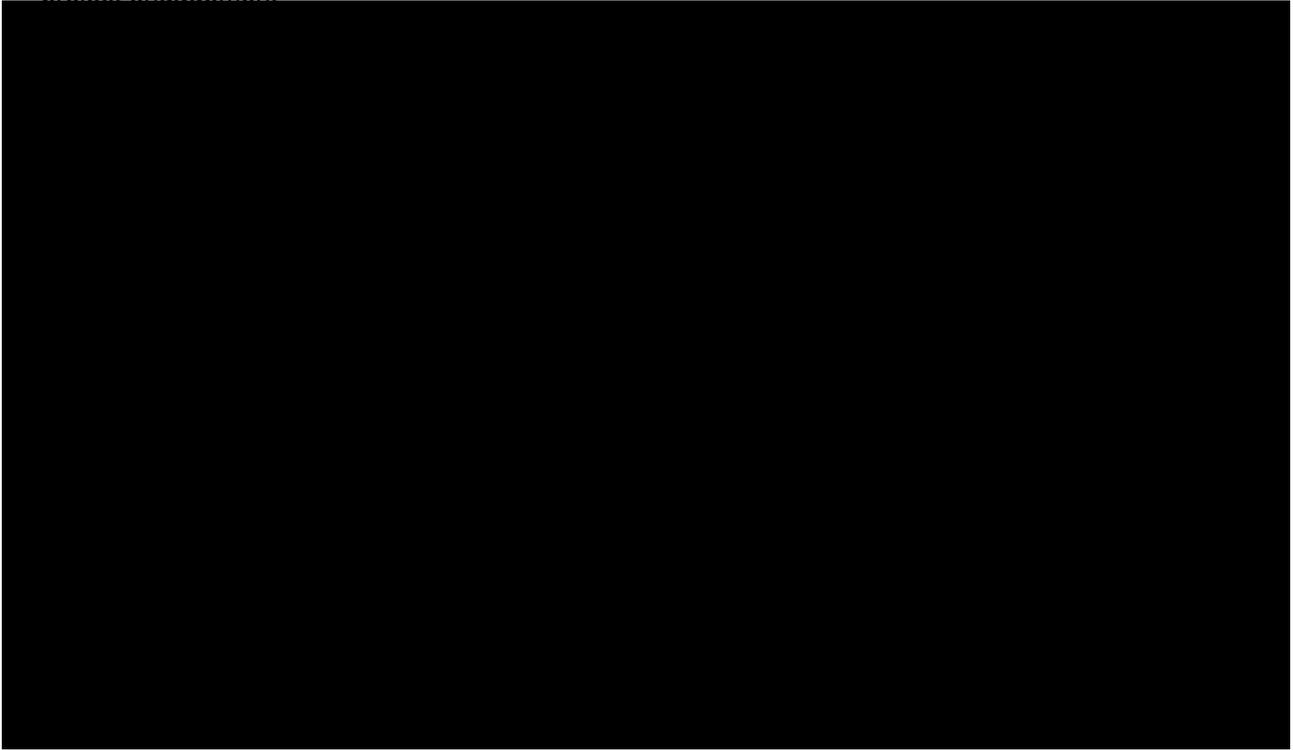
Business Area to outline governance and report requirements.

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





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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.

6. Exit management

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



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The following deliverables delivered by Methods and signed off by the client:

- High level communication and engagement plan for Methods engagement
- Key high level messages
- Confirmed high level priorities for people focused transformation
- High-Level MMO Transformation Capability Mapping
- Provisional scope from sources outside the previous phase of Methods work
- Outline scope
- Change Readiness Assessment for people focused transformation
- People Focused Transformation Scoping Document
- Programme Brief and Vision
- Programme Blueprint
- Programme Plan
- Resource Management Plan & Programme Organisation
- Programme Governance & Controls
- Project Dossier
- Benefits Realisation Plan □ Risk Register and Matrix
- High Level Communication & Engagement Strategy for people focused transformation
- Outline Change Management Plan for people focused transformation
- PID Template
- Identification of MMO resources for future phases of work

Knowledge transfer documentation complete, shared with client and signed off by them to ensure ability to progress work beyond the support provided by Methods. This will include completion and submission of all Knowledge Transfer documentation at least one week before the deliverable deadline to enable review, discussion, amendment and the provision of further information as required.

Before the contract is exited, all deliverables and knowledge transfer items will be signed off by the SRO.

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.



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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



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