



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_007		
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	Establishment of mNCEA benefits		
Engagement start / end date	Proposed start date 17/11/2021	Proposed end date 11/03/2022	
Funding source	Current in year funding		
Expected costs 21/22	£62,400 [REDACTED]		
Expected costs 22/23			
Expected costs 23/24			
Dept. PO reference			
Lot #	Lot 3		
Version #	V0.4		



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 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
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.

The mNCEA programme was provided with [REDACTED] 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 [REDACTED] programme from 2022/23 to 2025/26.

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

- a portfolio of 13 foundation projects by March 2022
- develop, review and sign-off over [REDACTED] 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 and consultancy support has been deployed to help meet his need along with sufficient lead in time to prepare the Programme team and delivery partners in readiness for April 2022.

As part of this scaling up and maturing is the establishment of a programme benefits approach that will allow the programme to engage stakeholders, strengthen the investment case and reduce the risk of benefits realisation failure.

2. Statement of services

Objectives and outcomes to be achieved

This engagement has the following objectives and associated outcomes:

- Objective 1: To develop a robust set of benefits across the projects in the mNCEA portfolios
 - *Outcome:* increase the quality of information on the value of the mNCEA investment
- Objective 2: To establish a line of sight from initiatives to strategic and policy goals
 - *Outcome:* increase visibility of strategic alignment and stakeholder buy-in
- Objective 3: To establish baselines for prioritised benefits
 - *Outcome:* create the ability to track benefits value
- Objective 4: To establish benefits realisation plans across all projects
 - *Outcome:* increase programme ability to realise benefits through identifying the business changes required and managing ownership of activities to achieve this
- Objective 5: To transition knowledge and skills to the nCEA team and wider programme and policy staff on benefits management
 - *Outcome:* create internal knowledge, capability and capacity for further projects and reduce reliance on consultancy

Scope

The scope of this service is benefits management activities across the mNCEA portfolios of foundation projects, quick win projects and marine evidence collection PIDs.

The activities include:

- Engaging with policy and programme staff to increase familiarity and understanding of benefits management
- Reviewing the proposed benefits identified by projects
- Engaging with the projects to validate and clarify assumptions and identify policy stakeholders
- Undertaking strategic benefits mapping to create alignment of benefits to strategic goals and back to proposed initiatives, highlighting any gaps.
- Mapping the dependencies between project enablers, outcomes and benefit to inform the development of the benefits realisation plan and validate overall programme plan
- Baselining the current benefit position to enable benefits tracking
- Identifying targets and any additional metrics to be developed
- Developing the overall benefits realisation plan
- Creating a dashboard and reporting schedule to support plan governance
- Executing the overall benefits realisation plan
- Reviewing progress and adjusting plans as required

The service will also include the application of a knowledge transfer mechanism in order to ensure skills and knowledge are transferred to internal resources so that benefits can be continued to be identified and tracked through to realisation.

Assumptions and dependencies

It is assumed that the service will commence from 3rd November and run for 4 months (end date Friday 4th March 2022)



Risk management

Risks and mitigation

Risk: 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

The following deliverables are required across both sets of portfolio benefits (foundation/quick wins and marine evidence collection):

- Benefits register – Categorised list of benefits and associated benefits profile information
- Benefits map – Mapping mNCEA initiatives/capabilities to outcomes, benefits and strategic objectives, capturing dependencies, constraints, assumptions
- Benefits tracker – a tool to track benefits data and manage
- Benefits realisation plan – a plan linking benefits to change actions and a tracking schedule
- BM report - a report on benefits management progress with recommendations for next steps.

In order to ensure appropriate initial and ongoing engagement, the following deliverables will also be delivered:

- Benefits familiarisation sessions – short introductory information and basic training sessions designed to engage stakeholders in the purpose, value and core techniques of benefits management
- Benefits management development plan – an outline of the key activities required to increased benefits management capability in mCEA, aligned with wider Defra resources
- Benefits tracking tool user guide – a user guide for the tracker tool to ensure ongoing use
- Knowledge transfer log – to ensure that the level of knowledge transfer is recorded to inform further planning

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A – Benefits familiarisation and coaching			
1. Benefits familiarisation sessions	Attendance and positive feedback on sessions	03/12/21	Senior benefits analyst
2. Benefits management development plan	Covering different aspects of and options for capability development	29/01/22	Benefits assurance and oversight
Project Stage B – Foundation/quick win project benefits			
3. Benefits register	Ability to categorise, score, filter, sum, group prioritise and profile benefits, containing all known programme benefits	10/12/21	Senior benefits analyst

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
4. Benefits map	A benefits map diagram and associated data tables so dependencies can be easily traced	17/12/21	Benefits manager
5. Benefits tracker	User-friendly tool that can drill down into benefits profiles and roll-up benefits information.	22/12/21	Benefits manager
6. Benefits realisation plan	Contains prioritised benefits profiles linked to change action plans and tracking dates	15/01/22	Benefits manager
7. Benefits management report	Sufficient level to aid decision-making; accurate information	15/01/22	Senior benefits analyst
Project Stage C - Marine evidence collection project benefits			
8. Benefits register	Ability to categorise, score, filter, sum, group prioritise and profile benefits, containing all known programme benefits	28/01/22	Senior benefits analyst
9. Benefits map	A benefits map diagram and associated data tables so dependencies can be easily traced	04/02/22	Benefits manager
10. Benefits tracker	User-friendly tool that can drill down into benefits profiles and roll-up benefits information.	11/02/22	Benefits manager
11. Benefits realisation plan	Prioritised benefits profiles linked to change action plans and tracking dates	25/02/22	Benefits manager
12. Benefits management report	A report on benefits management progress with recommendations for next steps.	11/03/22	Senior benefits analyst
Internal Capability Development Outcomes			
13. Benefits tracking tool user guide	Accessible format with clear guidance on use and how to update	04/03/22	Benefits manager
14. Knowledge transfer log	Sign-off by individual recipients of knowledge transfer	11/03/22	Benefits manager
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.

Role name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Benefits assurance and oversight	Managing Consultant (A,B,C)	G6	■	■	■
Benefits manager	Principal consultant (A, B,C)	G7	■	■	■
Senior benefits analyst	Principal consultant (A,B,C)	G7	■	■	■

Total resource Total days* Engagement Length** *Total days worked across all resources **Total working days in engagement	■
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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 £62,400, 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
Benefits management familiarisation, training and development plan	■	15/01/22
B		DD/MM/YY
Foundation/quick win project benefits: identification, mapping, baselining, planning, tracking	■	07/01/22
C		

Stage	Cost	Due (link to milestone dates)
Marine evidence collection project benefits: identification, mapping, baselining, planning, tracking	██████	25/02/22
Expenses		
Not Applicable		
Grand total	£62,400	

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:
 Deliverables as described above
 Short paper covering risks and issues, recommendations and lessons learned.

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:
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

