

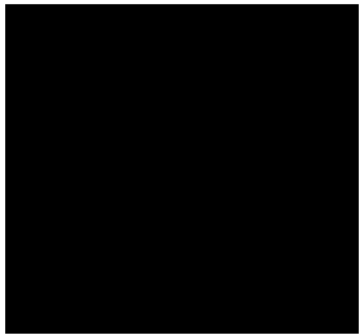
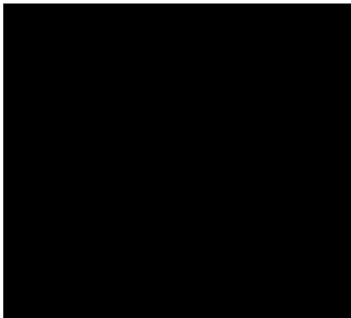
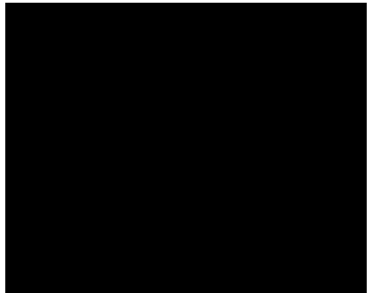






Defra Group Management Consultancy Framework: Project Engagement Letter

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

Engagement details			
Engagement ref #	DPEL_61547_007		
Extension?	N	DPEL Ref.	N/A
Business Area	Marine Management Organisation (MMO)		
Programme / Project	MMO Evidence and Evaluation Team – Communications and Engagement		
Senior Responsible Officer	[REDACTED]		
Supplier	Deloitte		
Title	Developing a communications and knowledge exchange plan for the MMO's Evidence and Evaluation (E&E) team		
Short description	<p>The aim of this project is to generate significant outcomes and positive impact by strengthening communication of, and engagement with, the knowledge from evidence and evaluation work collated and coordinated by the MMO E&E team.</p> <p>There is a need to explore how knowledge exchange and engagement from and with the E&E team could be improved, primarily to help deliver the Evidence Strategy 2021-2025 goal of 'Wider and Faster Utilisation of Evidence Products', but also to underpin the aim of the MMO to be an evidence-led organisation. The work described here is to deliver an E&E Team Knowledge Exchange and engagement plan, to support initial delivery of the plan, and provide recommendations for the MMO Communications and E&E teams.</p>		
Engagement start / end date	24/01/2022	11/03/2022	
Funding source	MMO		
Expected costs 21/22	£82,565 (exc VAT)		
Expected costs 22/23	N/A		
Expected costs 23/24	N/A		
Dept. PO reference	TBC		
Lot #	Lot 2		
Version #	1.3		

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 Deloitte 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
		
For and on behalf of Deloitte LLP  Partner	For and on behalf of MMO    	Defra Group Commercial  Senior Category Officer
20/1/2022	21/1/22	21 st January 2022
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

1. Background

MMO is an evidence-led organisation, drawing on diverse sources from scientific literature to consultation responses, to inform decision making across the business. MMO's guiding principles of ambitious, professional and balanced have evidence considerations at their core and underpin the services MMO provides.

To assist in delivery of Evidence needs, the MMO is supported by a Digital and Analysis Directorate. This directorate undertakes support across Statistics, E&E, Data, Technology and Innovation and Digital and IT Service Management to enable the MMO remit.

The E&E team provide scientific and evaluation expertise across disciplines to facilitate decision making. The team work closely with the other analytical functions, particularly geospatial analysis capabilities in Data, Technology and Innovation. MMO Evidence delivery is supported by an Evidence Strategy and Evidence programme of work owned by the E&E Team and the team plays the primary role in engaging externally on scientific evidence matters along with the MMO Chief Scientist.

The E&E team is comprised of a small team of analysts and specialists that work at the science-delivery interface. It is the role of the team to secure evidence through commission, collaboration, influencing or knowledge exchange and then to synthesise this and support utilisation across the business. We also have a function to identify evidence requirements and to work with Teams within the organisation to prioritise evidence needs and how they can be actioned.

The Team leads, partners, or acts as a stakeholder on many projects annually, collaborating widely across the Defra group and with numerous external collaborators and stakeholders, including academia, consultancy, and industry. Where projects are commissioned, evidence is synthesised in a report and/or another format such as GIS layers or a database. In addition to project work, the E&E team attend and contribute to many meetings across the Defra system, as well as engaging widely, for example, at conferences and workshops across a wide range of programmes and topic areas. As such, the team receives an influx of information, in a variety of forms.

It is necessary to communicate the evidence held by the team to ultimate users in the diverse delivery teams of the MMO, and also to avoid duplication of effort by making sure that the E&E team are up to speed on evidence already held by other delivery teams, within the MMO. Currently, there are a mixture of formal and informal ways in which evidence is shared within and beyond the MMO. The team is also supported in this area by the MMO Communications team who provide social media, web hosting and corporate strategy.

2. Statement of services

Objectives and outcomes to be achieved

The objectives of this work are to

1. Improve understanding of internal and external stakeholder experiences of accessing and engaging with MMO evidence
2. Develop a recommendations report for communications and engagement, addressing pain points identified during stakeholder engagement
3. Identify new ways to refine existing or pilot new modes of communication, to improve access and knowledge exchange of MMO evidence

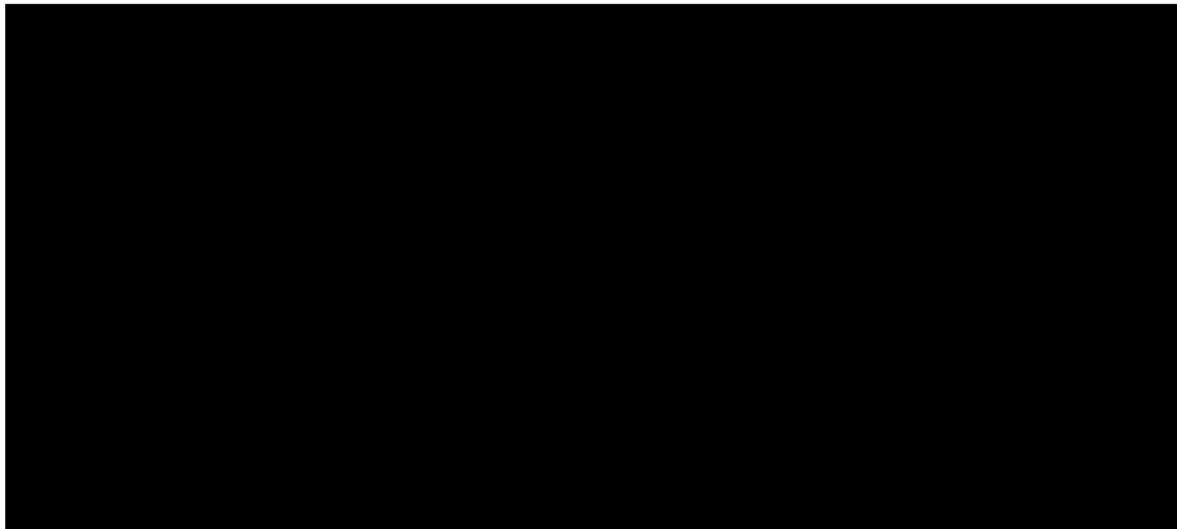
Nested within the above objectives are a range of specific considerations the MMO seeks advice and recommendations on;

- How best to keep internal stakeholders updated on Evidence work including audience, periodicity, and format,
- How best to identify evidence already held by operational MMO teams and the wider Defra delivery group that would help meet MMO Evidence needs,
- To understand the utility of existing evidence project summaries ("2-pagers")
<https://www.gov.uk/government/publications/non-lethal-deterrents-suitable-for-control-of-seals-from-fishing-vessels-mmo1131> for knowledge exchange internally and externally [the working assumption is that these still play a role in information dissemination, but may be redesigned to be more engaging]
- To develop the Evidence team SharePoint Online [the main file management system of the MMO] to make documents or deep dives accessible and intuitive
- To develop a topic/theme deep dive example that can pilot knowledge synthesis across multiple projects or programmes of work e.g. seminar, podcast, wiki
- To undertake a one-off example of a retrospective dissemination to raise awareness of existing evidence content and the evidence journey to date
- To understand how we can improve engagement externally with the evidence requirements.
- To consider how/when we can take a knowledge exchange approach to embedding evidence in business as usual within the organisation
- To develop more input from teams e.g. from marine officers so that not everything is channeled through single points of contact within teams

The project team would not necessarily need to address all the specific considerations above but would need to justify which are considered based on consideration of preliminary work undertaken against Objectives 1-3.

Scope

Approach:



Key tasks/principle accountabilities

- a. Engage with key stakeholders (internal and external) to understand current communication of, and engagement with, the knowledge from evidence and evaluation work collated and coordinated by the E&E team.
- b. Engage with key stakeholders (internal and external) to identify pain points in relation to current communication, knowledge exchange and engagement, as well as future requirements.
- c. Advise and lead on phases and activities outlined in the above approach, and in the deliverables section of this document, to develop an as-is review report and a recommendations report for communication and engagement.
- d. Facilitate senior leadership ownership and engagement with the project activities and deliverables.
- e. Ensure appropriate signoffs are received in a timely manner (deliver to plan).
- f. Manage the work as a project, providing regular updates on progress, risks and issues (project management).

Value add (optional)

We would also be happy to offer, at no additional cost to MMO, the following – if desirable:

1. Up to five days of additional senior SME time to support the design, workshops and/or senior stakeholder engagement. This includes a SharePoint Online SME and a Comms and Engagement SME.

Assumptions and dependencies

The Project Engagement Letter is based on the following assumptions and dependencies:

- The engagement will consider a representative group of internal and external stakeholders only, as deemed appropriate with MMO leadership in the mobilisation phase. This will

include internal stakeholders across MMO (10 teams) and up to five external stakeholders in areas such as academia, consultancy and industry.

- There will be regular and timely access to key stakeholders (including senior leaders, workstream leads, and those agreed in the mobilisation phase) for 1:1 interviews and/or workshops.
- There will be access to available external stakeholders, facilitated by the MMO project team where required.
- Outputs will be delivered jointly by Deloitte and the MMO project team to drive stakeholder buy-in and ownership over the future Comms and Engagement design.
- MMO project leads will review and provide timely feedback on outputs throughout their development.
- The work is focused on understanding current state, providing a view of pain points and challenges, and producing recommendations in response to these pain points and challenges.
- Work focused on delivery and implementation (e.g. high-level implementation plan) is out of scope for this work. This includes delivery of pilots.
- We will prepare the final recommendation report for discussion with MMO stakeholders by the end of week six, undertaking amendments following a period of a week for feedback.
- We assume that MMO stakeholders will be available as required to support the work.

The Customer or Business Area will notify the Supplier prior to the commencement of the Services of any internal policies, security policies, ICT policies, or other policies, codes or procedures that it requires the Supplier to comply with (and where applicable update the Supplier to the changes in any such policies).

Supplier is not responsible for Delays that are outside of its reasonable control.

Any and all enhancements and/or modifications to the Supplier's background IPR will be retained as Supplier Background IPR.

In line with good industry practice, the Supplier's Services will be performed for the sole benefit of the Customer and the Business Area and should only be used for the purpose described in the Project Engagement Letter. Except as otherwise expressly agreed, no one other than the Customer and/or the Business Area may rely on the Deliverables and/or information derived from them and the Supplier accepts no responsibility to anyone else to whom the Deliverables are shown or into whose hands they may come.

Processing Data

The Customer and/or Business Area will not supply the Supplier with any Personal Data unless otherwise agreed in writing between the Parties.

The Supplier will render their Services remotely for the majority of time [or by default?], but there may be occasional requirement to visit the MMO offices if agreed between the Parties.

Any timetable will be dependent on the parties fulfilling their respective responsibilities.

The Customer will be responsible for compliance with relevant data protection laws.

Any information relating to:

- Personal information (CV's, contact details etc.)
- Pricing and details of Supplier's cost base
- Insurance arrangements
- Proprietary information and/or
- Approach and/or methodologies

is commercially sensitive/confidential and exempt from disclosure under the Freedom of Information Act 2000 ("FOIA"). If a request to disclose such information is received, the Parties will work together and consider the applicability of any FOIA exemptions.

Communication and Stakeholder Engagement

There are no restrictions on the modes of communication that may be considered to deliver objectives (e.g. video, podcast or webinar, ESRI story map, infographic, report), other than those set by the associated Information Technology systems.

- SharePoint Online must be managed within the framework of MMO/Defra group permissions
- Web content should be compliant with .gov publishing and accessibility requirements
- Content must be formatted to comply with MMO corporate branding although branding should be minimal to ensure longevity

Support

- Access to MMO SharePoint Online
- Interaction with MMO Communications team and MMO Evidence
- Specific access to other teams as required for engagement

Meetings and workshops etc. should be virtual and designed accordingly. Microsoft Teams or Zoom are acceptable platforms. Any use of alternative platforms should be identified in the proposal.

Any in-person meetings should be justified, and risk assessed. If non-government stakeholders e.g. fishing industry, or environmental NGOs are sought for workshops or steering group participation travel and substance costs should be accounted for in the proposal.

Risk management

There is a risk that stakeholders (internal and external) are not available within the project timescales. The approach has been designed to mitigate this risk by agreeing relevant stakeholders in the mobilisation phase, as well as a plan for engagement with these stakeholders.



There is a risk that MMO stakeholders become unavailable due to operational issues (for example, a staff shortage arising from unexpected absences). This risk will be kept under review at the regular progress meetings and escalated to MMO leadership where there is a risk of the engagement being impacted.

Deliverables

During the course of the project engagement, the Supplier expects to produce the deliverables and outputs outlined in the table below. The deliverables will:

- Facilitate understanding of current communications of, and engagement with, the knowledge from evidence and evaluation work collated and coordinated by the MMO E&E team.
- Support the E&E team to identify areas where knowledge exchange and engagement from and within the E&E team could be improved.
- Provide actionable recommendations and improvements, aligned to current pain points.
- Provide a baseline structure for performance management of communications and engagement.
- Enable the E&E team to begin planning for delivery of improvements.
- Be transparent and fair, visible, and easy to understand and use.

- Be developed and owned alongside people from across MMO who will be involved in the process throughout.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
As-is review report: We will gather existing documentation and conduct a series of 1:1 interviews and/or workshops with key internal and external stakeholders, to understand current communication and engagement and current opportunities and/or pain points.	Summary of findings from internal stakeholder engagement (10 teams) and external stakeholder engagement (up to 5 stakeholders). Documented key observations and pain points identified during stakeholder engagement.	End of week four - 18/02/22	
Project Stage B (additional stages can be added)			
Recommendation's report: Based on the outputs from the stakeholder engagement and the As-is review report, we will develop a number of recommendations for future communications and engagement, accompanied by clear rationale, associated outcomes, and anticipated impact.	Documented set of recommendations for communication and engagement, approved by the SRO.	End of week seven - 11/03/22	
Internal Capability Development Outcomes			
N/A	N/A	N/A	N/A
Social Value Outcomes			
N/A	N/A	N/A	N/A

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.

In the event that additional or follow-on support is required, this will be managed as an extension to this Project Engagement Letter and require a Variation and/or new Project Engagement Letter to be agreed between the Parties.

The Customer shall provide the Supplier with all information that is necessary for the performance of the Services and such information will be accurate, complete and not misleading. The Customer agrees that the Supplier shall not be treated as being on notice of information given to it in the course of previous engagements and so all information that is relevant to the Services must be given directly to the Supplier team even if the same information has been given to the Supplier previously in the course of a different contract or engagement. The Customer will notify the Supplier promptly if any of the information or data it has provided becomes inaccurate or if any of its requirements change or if it becomes aware of any conflict or ambiguity in respect of the agreed requirements or any circumstances or events which may affect the provision of the Services within the anticipated timescales.

The Supplier will not audit, test, or verify the information provided to it in the course of the Services. The Customer agrees that the Supplier shall be entitled to rely on all information provided to it and on the Customer's decisions and approvals in connection with the Services and to assume that all such information from whatever sources is true, complete and not misleading. The Supplier will not be responsible for the consequences of any information provided to it in the course of the Services not being complete, accurate or current.

Delays caused by circumstances outside the Supplier's control will be subject to change control and will not incur any penalty or loss to the Supplier. The Customer will promptly inform the Supplier of any circumstances or events which are likely to affect the provision of the Services within the anticipated timescales.

The Supplier assumes that the project timeline is indicative only and will be subject to change. Any timetable will be dependent on the Parties fulfilling their respective responsibilities.

3. Delivery team

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
[REDACTED]	Engagement Partner	Partner	[REDACTED]	1	[REDACTED]
[REDACTED]	Engagement Director & Senior Stakeholder Lead	Director	[REDACTED]	1	[REDACTED]
[REDACTED]	Project Lead	Principal Consultant	[REDACTED]	1	[REDACTED]
[REDACTED]	Business Analyst	Senior Consultant	[REDACTED]	1	[REDACTED]
[REDACTED]	SME	Managing Consultant	[REDACTED]	1	[REDACTED]

[REDACTED]

Total resource Total days* Engagement Length** <small>*Total days worked across all resources</small> <small>**Total working days in engagement</small>	82/35
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Business Area's team

The Customer and/or the Business Area will remain solely responsible for managing all aspects of its business and applying its independent business judgement to evaluate any advice or recommendations that the Supplier provides it. The Customer will be responsible for deciding whether the Supplier's recommendations make sense in the context of its business and whether it wishes to rely on, implement or act on them, including the actions necessary to realise any expected benefits.

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 £99,928, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
• As-is summary report	██████	18/02/22
B (additional stages can be added)		
• Recommendations report	██████	11/03/22
Expenses		
We assume that no travel is required, beyond travel to the Business Area base office (see Expenses statement below)	£0	
Grand total	£82,565 exc 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 (in this case, MMO headquarters in Newcastle). 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



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 progress update against the agreed activities and deliverables.

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
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1	Kick off meeting	Supplier to arrange kick off meeting with project team to discuss all aspects of project	Once, with written summary provided by supplier after meeting	Project Team	<i>Review of meeting note</i>	Within one week of contract commencing
2	Weekly progress meeting	Weekly meeting with project team to discuss progress, seek input/guidance and raise concerns/risks	Weekly	Supplier	<i>Maintaining a schedule and record of meetings</i>	Unless cancelled by project team, participation from supplier representative at all meetings Supplier to maintain notes, actions and decisions on back of each meeting for team to approve
3	As-is report	See Scope and Key Objectives for detail on required content	Once, but an iterative approach will be adopted to provide project team with visibility of the report as work in progress	Supplier	<i>Review and evaluation of report – iterative approach to review and feedback recommended so content and scope can be adjusted in accordance with directional meetings</i>	18/02/2022
4	Draft recommendations report	See Scope and Key Objectives for detail on required content	Once, but an iterative approach will be adopted to provide project team with visibility of the report as work in progress	Supplier	<i>Review and evaluation of report – iterative approach to review and feedback recommended so content and scope can be adjusted in accordance with directional meetings</i>	04/03/2022

5	Final recommendations report	See Scope and Key Objectives for detail on required content	Once, but an iterative approach will be adopted to provide project team with visibility of the report as work in progress	Supplier	Acceptance following review of final written report	11/03/2022
7	Project closure meeting	Supplier to arrange project closure meeting with project team to reflect on all aspects of project delivery	Once, with written summary provided by supplier after meeting	Supplier	Review of meeting note	11/03/2022

Feedback and satisfaction

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

6. Exit management

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

See above KPIs.

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:
consultancy2@defra.gov.uk
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

