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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 #	[REDACTED]				
Extension?	N	DPEL Ref.	N/A		
Business Area	Environment Strategy Directorate				
Programme / Project	Climate Change Adaptation				
Senior Responsible Officer	[REDACTED]				
Supplier	Methods Business and Digital Technology Ltd.				
Title	National Adaptation Programme: Developing and agreeing government objectives & priorities				
Short description	<p>Consultancy support between late April 2022 and mid July 2022 to assist with development and agreement of government objectives</p> <p>[REDACTED]</p> <p>High-level scope of services to include evaluation of returned risk pathways, facilitation of public document development, project management, programme management and PMO delivery, advice and knowledge transfer.</p>				
Engagement start/end date	Proposed start date 28/04/2022	Proposed end date 19/07/2022			
Funding source	DgC Consultancy services				
Expected costs 21/22					
Expected costs 22/23	£128,631				
Expected costs 23/24					
Dept. PO reference	TBC				
Lot #	Lot 3				
Version #	1.0				

### Approval of Project Engagement Letter



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By signing and returning this cover note, the **Environment Strategy Team** accepts the contents of this Project Engagement Letter as being the services required and agrees for **Methods** to provide the services per 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: [REDACTED]

Business Area Contact: [REDACTED]

## 1. Background

The UK government and devolved administrations must lay a climate change risk assessment in Parliament in January 2022, setting its own views on the climate risks facing the UK, informed by the CCC's report. [REDACTED]

[REDACTED] Defra as lead department must engage all of the relevant government departments to ensure sector teams understand the climate risks, identify adaptation gaps, and develop the appropriate policies, programmes and investments to manage the risks.

In addition to these statutory requirements, the CCC's 2021 report on progress in adapting to climate change highlighted the growing global interest in the effective monitoring and evaluation of adaptation action, with a focus on the UK approach in the run-up to COP26. Published within the progress report is a so-called 'wishlist' of indicators designed through a Theory of Change





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approach (ToC), representing an idealised indicator repository irrespective of currently available data sources. The CCC has advised the UK government to fund work to develop new indicators to support the assessment of adaptation progress, which is fundamental to understanding whether implemented policies in the adaptation intervention space are working. To populate this adaptation indicator repository and develop more sophisticated metrics, policy teams across government must first be engaged with directly, to assess the current state of play in the use of data and indicators in adaptation policy monitoring.

Building upon previous consultancy support, this package is essential to the success of a new, stronger approach to driving action on climate adaptation, in response to the latest evidence published by the Climate Change Committee (CCC) in June 2021. Our new, strengthened approach, applying a systematic, risk management approach to all 61 risks identified by the CCC, was approved by Defra's ExCo on 29 June, and subsequently endorsed at a senior cross-government forum.

In addition to project planning and PMO development and support, the existing supplier team has provided subject matter expertise in the development of a robust risk management framework and process, and collaborative delivery and knowledge transfer of systematic and planned engagement across government to gather information and foster ownership of risks at the right level.

The nature of the support required from a consultancy partner is evolving. Defra is leading the development of the government's next national adaptation programme, in response to the new climate change risk assessment, published in January 2022. Work is underway to commission policy leads across government to develop the necessary policies, programmes, and investments to robustly and systematically address the risks of climate change.

Between late April and mid July this year, the Climate Change Adaptation team requires support to develop, agree and communicate the government's objectives [REDACTED]

## 2. Statement of services

### Objectives and outcomes to be achieved

The objectives for the programme from this consultancy support will be:

- **Objective 1** - Build upon and challenge the existing risk management framework and associated delivery to enhance the climate change adaptation risk management response across government.
  - **Outcome A** - consistency review of evidence provided from across government departments, established and managed a set of key actions and recommendations.
  - **Outcome B** – Collaboratively established greater capability within the existing team and further strengthened the team's position to hold government to account for management of climate change risk, and to grow long term sustainability of the programme and delivery of its strategic objectives.
- **Objective 2** – Enhance understanding among the wider climate change risk stakeholder landscape in relation to the government's objectives for adaptation and priorities for the next National Adaptation Programme.



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- Outcome D – Design and delivery support on engagement workshops with wider external stakeholders
- **Objective 3** - Successfully maintained momentum and progress in line with the project plan for the new national adaptation programme
  - **Outcome E** – A fit for purpose project plan and associated PMO processes to deliver a proportionate and successful service.
  - **Outcome F** –Support the establishment of sustainable capability within the existing Defra team to manage and deliver proportionate project delivery and associated PMO services, growing long term sustainability of the programme and focus upon delivery of its strategic objectives.

## Scope

The scope set out below is dependent upon consultancy delivery support.

The scope of this delivery will cover:

- Consistency review of adaptation pathways analysis, communication of feedback, key actions and recommendations to cross-government risk owners.
- [Redacted]
- Design and delivery support for external stakeholder workshops,
- Develop and implement PPM processes and products that focus on ensuring the NAP3 project is set up to run in a standardised and repeatable way e.g. effective reporting mechanisms that provide management information to senior civil servants and ministers, including regular status updates and input into cross-government committees.
- Programme management delivery support to provide oversight of the embedding of PMO artefacts and processes across the CCA programme, including strategic programme management advice and knowledge transfer design and delivery.

## Assumptions and dependencies

- Project support is available until mid July 2022.
- Sufficient capacity is available in the client team to receive structured knowledge and capability transfer to establish sustainability and repeatability of established climate risk management and supporting PMO, project and programme management practices.





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## Risk management

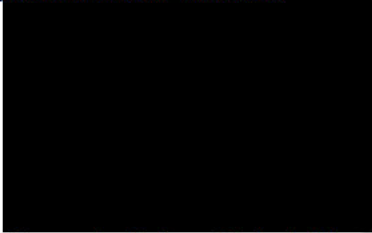

Risk	Description	Impact	Mitigating Action
1	PMO support unavailable	High	Divide work internally/new specification
2	Change in ministerial priorities	Medium	Regular briefings and track priorities with PO
3	Lack of engagement for key stakeholders	High	Structured engagement approach emphasising the ministerial priority
4	Timing of CAI meetings and availability of key deliverable inputs	Medium	Regular iterations of key inputs to deliverables e.g. risk pathway tracker made available.

## Deliverables

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Risk Pathway Evaluation and Support</b>			
Risk Pathway review and dissemination of actions	<p>Logically builds upon existing delivery in relation to the risk management framework and cross-government engagement.</p> <p>Consistency review of remaining risk pathway evaluations conducted by Defra policy teams [REDACTED]</p> <p>[REDACTED] dissemination of remaining feedback to risk owners</p> <p>Strategic communication of risk pathway analysis to risk-owning teams across Government. Including:</p> <ul style="list-style-type: none"> <li>- Production of guidance document for risk owners on actions, recommendations and next steps relating to adaptation pathways</li> <li>- Lead in designing and facilitating feedback sessions with risk owners supporting Defra policy</li> <li>- Produce summary of new decisions required to develop policy responses to risks/opportunities</li> </ul>	<p>Updated tracker spreadsheet that summarises progress for mid-point review 13/05/2022</p> <p>Final version of living tracker document (detailing current status): 30/06/2022</p> <p>Initial engagement with risk owners on pathway feedback to take place by 13/05/2022</p>	Risk Evaluation Lead (Managing Consultant)
NAP3 External Stakeholder	Further development of framework for engaging key stakeholders on NAP3 as the programme progresses, building upon existing plans and	Upfront design and coordination of	Risk Evaluation Pathway Lead



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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Engagement Plan	<p>documentation and taking learning from previous cross-government engagement activity (strategic input into NAP3 planning).</p> <p>Facilitate design and delivery of NAP3 stakeholder engagement workshops, to be delivered in July, includes:</p> <ul style="list-style-type: none"> <li>- </li> <li>- Support Defra Stakeholder lead on design of workshop session plan based on above</li> <li>- Project support with logistics of workshops setup and reporting back to Defra team</li> </ul>	<p>workshops by 30/05/22</p> <p>Continued support to end of contract (19/07/22)</p>	(Managing Consultant)
Cross-government Engagement Consultancy Support	Provision of support to the internal team as required to aid the continued deployment of cross-government engagement to drive continued improvement in its response to key climate change risks – building on initial engagement done by 13/05/2022	From 13/05/2022 to 19/07/2022	Risk Pathway Evaluation Lead (Managing Consultant)
			
PMO and Project Management Support			





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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
PMO Delivery Service	<p>Develop and support the implementation of fit-for-purpose project management products and processes for delivery of NAP3 by the Defra team, building on existing products and processes (inc. MSP plan)</p> <p>Includes a focus on management information outputs for governance and decision-making</p> <p>Includes a focus on process revision and programme maturity commensurate with growth in the team's resources and capability</p> <p>Direct support to project management resource within the team to ensure products and processes are handed over prior to end of contract (see KT deliverable)</p>	Ongoing service to 19/07/2022 with KT focus.	PMO support (Consultant)
Programme Management Strategic Support Service	Provide a brief piece of advice to SRO on the strategic management of the broader CCA programme that supports the development and implementation of effective programme management practices.	Ongoing to 19/07/2022	Programme Mgt Function and Public Document Delivery Lead (Principal Consultant)
PMO Handbook Iteration (and associated documentation)	Finalise handover version of the CCA PMO Handbook and associated processes to establish a proportionate and clear set of mechanisms to manage and support delivery in a way that is compatible with the relative and maturing nature of the programme.	Updated version 20/05/2022	PMO support (Consultant)
<b>Internal Capability Development Outcomes</b>			
Knowledge Transfer (KT) framework applied and robust definition and reporting in place	<p>KT plan developed in collaboration up front and progress tracked throughout engagement. Including deployment of proportionate and appropriate methods including coaching, workshoping and documentation.</p> <p>KT work packages approved by the programme leadership team and signed off by internal Defra staff to confirm KT has been fully carried out as defined.</p>	19/07/22	<p>Programme Mgt Function and Public Document Delivery Lead (Principal Consultant)</p> <p>Project Manager (Principal Consultant)</p>



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Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	<i>Dependent upon securing sufficient capacity within the delivery team to receive knowledge and capability transfer in priority activity and processes.</i>		All

### 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 (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
Risk Pathway Evaluation Workstream Lead	Managing Consultant / G6	■	■	■
Programme Mgt Function and Public Document Delivery Lead	Principal Consultant / G7	■	■	■
Project Manager	Principal Consultant / G7	■	■	■
PMO support	Consultant / HEO	■	■	■
Delivery assurance	Managing Consultant / G6	■	■	■
			<b>TOTAL</b>	<b>£128,631</b>

<b>Total resource</b> <b>Total days*</b> <b>Engagement Length**</b>	■
*Total days worked across all resources **Total working days in engagement	

### Business Area's team





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#### Key Business Area Contacts:

■ [REDACTED]  
■ [REDACTED]  
■ [REDACTED]  
■ [REDACTED]  
■ [REDACTED]

## 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 £128,631, inclusive of expenses and excluding VAT.

Workstream	Cost	Due (link to milestone dates)
<b>Mid Point Delivery Review</b>		<b>DD/MM/YY</b>
Progress against assignment deliverables as set out in the DPEL. Working drafts of Risk Pathway Evaluation, NAP3 Recommendations and Prioritisation, [REDACTED] Iterated PMO handbook available. Continuity of Programme Management support and PMO Delivery Service, and cross-government engagement support.	[REDACTED]	06/06/2022
<b>Assignment Completion</b>		<b>DD/MM/YY</b>
Completion of all DPEL deliverables. Knowledge and capability transfer complete as planned.	[REDACTED]	19/07/2022
<b>Expenses</b>		
Not applicable	£0	
<b>Grand total</b>	<b>£128,631</b>	

#### 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.



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## 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 delivery meeting with the SRO and other key contacts as necessary to discuss progress against deliverables, prioritise resources, troubleshoot issues and give two-way feedback.

### 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

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

It is expected that this work will be undertaken under the NDA as part of the Defra Consulting Framework. Any additional NDA agreements will need to be assessed and agreed separately.

## 6. Exit management

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

#### Knowledge Transfer:

Specific transfer outcomes will be tracked through monthly reporting and evaluated through a review of completed knowledge transfer logs and reports, including sign-off from individual knowledge recipients.

The skills and expertise transferred back to the internal Defra team will improve the efficiency and effectiveness, and provide a framework to deliver the National Adaptation Programme delivery project.

#### The supplier will provide:

- All documents, reports, excel files, presentations





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- Delete any commercially sensitive information held that is related to the Trust
- Prepare a handover note of any outstanding issues

### 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"> <li>▪ DPEL agreed</li> <li>▪ DPEL signed: Supplier, Dept and CO</li> <li>▪ Purchase Order number</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work can start</li> <li>▪ Supplier can invoice for work</li> </ul>

