













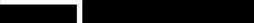
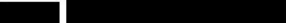
## Defra Group Management Consultancy Framework: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial at [consultancy2@defra.gov.uk](mailto:consultancy2@defra.gov.uk)

Engagement details			
Engagement ref #	DPEL_61539_013		
Extension?	N	DPEL Ref.	N/A
Business Area	Marine Management Organisation (MMO)		
Programme / Project	[REDACTED]		
Senior Responsible Officer	[REDACTED]		
Supplier	Deloitte LLP		
Title	MMO Climate Change Adaptation Report		
Short description	Deloitte LLP to deliver a report for MMO's use, to inform the Marine Management Organisation's right to report in the third round of reporting under the Adaptation Reporting Power as set out in the Climate Change Act 2008.		
Engagement start / end date	18/02/2022		31/03/2022
Funding source	[REDACTED]		
Expected costs 21/22	£80,000 (inc VAT)		
Expected costs 22/23	N/A		
Expected costs 23/24	N/A		
Dept. PO reference	TBC		
Lot #	Lot 1		
Version #	6.2		

## Approval of Project Engagement Letter

By signing and returning this cover note, MMO Planning & Performance directorate (the Business Area) and Customer, accepts the contents of this Project Engagement Letter as being the services required and agrees for Deloitte LLP ("Deloitte") to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 1 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  	For and on behalf of MMO     	Defra Group Commercial  
17.02.2022	17/02/2022	Date: 18 February 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

The Marine Management Organisation (MMO) wish to report in the third round of reporting under the Adaptation Reporting Power as set out in the Climate Change Act 2008. This would be the MMO's second adaptation report, having initially reported under the second round in 2015.

Preparing and adapting to the consequences of climate change and the impacts it will have on MMO is critical to minimise and manage climate change's future consequences. Reports under the Adaptation Reporting Power also provide important information to help the Department for Environment Food and Rural Affairs (Defra) assess the nation's resilience to climate change. Reporting also provides a framework for MMO to showcase relevant work and to reflect on process and learning since the previous report.

### 2. Statement of services

#### Objectives and outcomes to be achieved

The delivery of a report, detailing:

- an assessment of the current and future adaptation risks to MMO presented by climate change (exclusive of mitigation actions, such as low carbon transition), under two, defined climate scenarios.
- the programme of measures to address the risks, including policies and practices that are already being implemented
- recommendations for further action to respond to adaptation risks

The report is intended to inform MMO's management of the adaptation risks arising from climate change, as well inform the content of MMO's third adaptation report, as set out at 1. Background.

#### Scope

In order to inform the final report, Deloitte will undertake an assessment of the current and future climate change risks to MMO organisation/employer (e.g. to estates, staff, infrastructure), risks to MMO as a service provider/regulator (e.g. in MMO's decisions and advice to enable government policy). This assessment will:

- be developed in accordance with MMO's current risk management system (see further information)
- respond to and assess the government's Climate Change Risk Assessment 2022 (CCRA) plus regulator specific risks from climate change as they affect the operation of statutory duties/powers, responsibilities, and objectives of the MMO
- be assessed for time horizons; 2025, 2050 and 2080
- be assessed for Representative Concentration Pathways (RCP); RCP 2.6 and RCP 8.5 that equate to about 2°C and 4°C (mean global increase relative to baseline by 2080-2100), to understand the range of possible future changes and MMO's risk appetite to guide decisions.
- use the UKCP18 user portal to analyse climate projections
- include a high level discussion of interdependencies, interacting risks and the risk of unintended consequences.

The report will include a collation of the programme of measures to address the risks, including policies and practices that are already being implemented:

- actions currently undertaken by MMO to drive behaviour change
- the extent to which consideration of climate change is integrated across MMO through its policies, services and delivery
- the extent to which MMO is building capability to respond to its climate change risks, including whether MMO's understanding of climate risks, impacts and their effects has advanced since last report
- analysis of where further action is required by MMO. For any actions identified, the report will indicate whether the action is deemed to be deliverable within MMO's current baseline resource or is deemed to require additional resource.
- barriers and known gaps in MMO ability to respond to its climate change risks
- new actions identified as no or low-cost responses to climate risks should be clearly highlighted, including identifying the benefits of those actions

### Assumptions and dependencies

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

- Access to relevant corporate documents, internal documents and emerging corporate policy
- Interaction with MMO Climate ready group, a cross organisation working group that has senior leadership team membership and is empowered to resource climate work from MMO teams
- There will be regular and timely access to key stakeholders for 1-to-1 interviews and workshops, within the timeframes indicated on the project plan under Deliverables;
- MMO project leads will review and provide timely feedback on outputs throughout their development (within 5 working days of draft deliverables being issued);
- Responsibility for decisions and strategic directions chosen during the course of the project sit with MMO;
- Comments from all MMO internal stakeholders will be shared with Deloitte in a single round of consolidated review comments. Deloitte will require a minimum of five working days to respond to update drafting of the report on the basis of consolidated comments.
- Supplier will provide assistance and support to MMO in preparing the outputs of this DPEL which not be Deloitte branded.
- Unless otherwise agreed at the weekly progress meetings, all work will be performed remotely

### Deliverables

Project will include the following deliverables (D) with the following proposed milestones (M), as illustrated on the project timeline beneath:

1. **M** Weekly, minute meetings with the key individuals to review progress against objectives, report risks and issues, and to forward plan.
2. **M** Inception meeting via video-conferencing with the project group. MS Teams is the MMO's default platform.
3. **D** Inception report (max. four pages in length) recording any clarification of, or changes to, the project details as outlined under the proposal documents agreed at inception.



4. **M** Stakeholder engagement meetings with key internal MMO stakeholders (up to 10hrs in total), to be defined at inception meeting. The format (1-on-1, small groups, larger workshop) and timetable of stakeholder engagement will be agreed at the inception meeting.
5. **D** Recommend additions and amendments to risk register entries following MMO risk register format, on the basis of the qualitative assessment of the current and future climate change risks against CCRA3 (2022).
6. **D** Draft final report in MSWord for internal MMO review.
7. **D** Delivery of final report, to review and amend document subject to one consolidated round of review comments on the draft report.

	FEB				MAR				APR
	7	14	21	28	7	14	21	28	4
	◆	◆	◆	◆	◆	◆	◆	◆	◆
	◆								
		✦							
		◆	◆	◆					
					✦				
								✦	
									✦

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
<b>Project Stage A</b>			
Inception meeting	Agreed minutes	9th Feb '22	All (minutes to be completed by ██████ ██████ ██████)
Delivery of Inception Report	MMO receipt of report	16th Feb '22	████ █████ ████ █████ ████████ Deloitte



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Weekly 'touch-base' meetings x 15/30 mins	Agreed minutes	On-going	All (minutes to be completed by ██████ ██████ ██████)
Creation of draft updated risk register, containing recommended additions or amendments on the basis of a qualitative assessment of risks and opportunities, for internal MMO review	MMO receipt of document	10 <sup>th</sup> Mar '22	Deloitte
Draft final report for internal MMO review.	MMO receipt of report	28 <sup>th</sup> Mar '22	Deloitte
<b>Project Stage B</b> (additional stages can be added)			
<b>Internal Capability Development Outcomes</b>			
<b>Social Value Outcomes</b>			

### Limitations on scope and change control

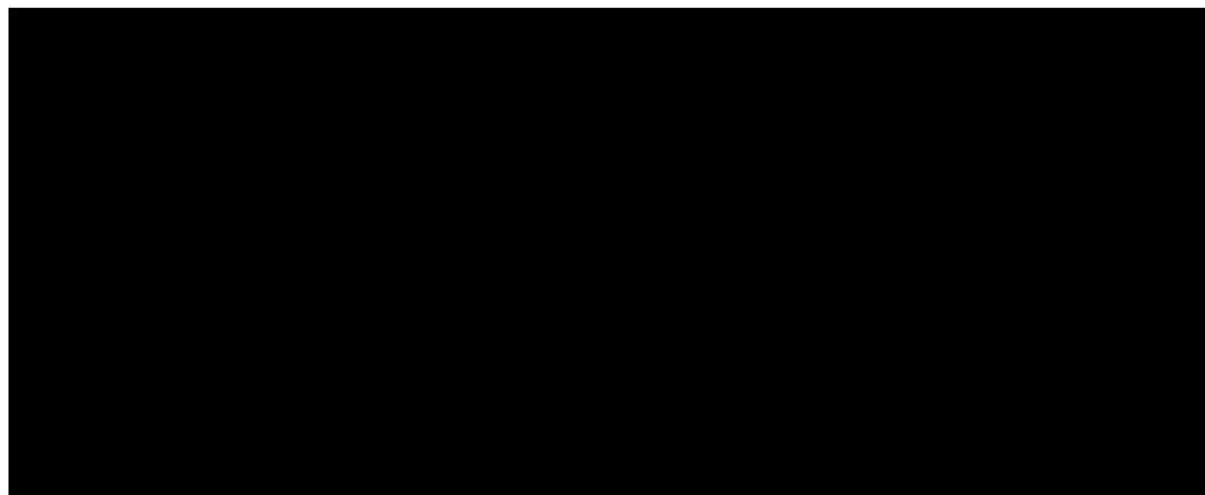
Business Area / Supplier to supplement with any additional areas, as deemed appropriate.

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

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



#### Business Area's team

Outline Business Area staff allocated to support delivery team in completing the engagement including names, roles, responsibilities and any dependencies / scope they will deliver.

Senior Evidence Specialist – [REDACTED]

Strategic Planning Lead – [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 £66,550, inclusive of expenses and excluding VAT.

Provide costs for any particular stages to the engagement.

Stage	Cost	Due (link to milestone dates)
<b>A</b>		<b>DD/MM/YY</b>
Delivery of draft report for MMO review	£66,550	31/03/22
<b>B (additional stages can be added)</b>		
<b>Expenses</b>		

Stage	Cost	Due (link to milestone dates)
We assume that no travel is required, or expenses will be incurred during this project.	£0	
<b>Grand total</b>	<b>£66,550</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.

## 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;

### 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
N/A	N/A	N/A	N/A	N/A	N/A	N/A

### 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.



### Non-disclosure agreements

The overarching MCF2 framework include NDAs. Insert any additional NDA requirements here.

The right to share final report for technical review within the Defra family. Use of any text within the final report for future reporting, requires agreement by Deloitte.

## 6. Exit management

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

N/A
-----

### Notice period

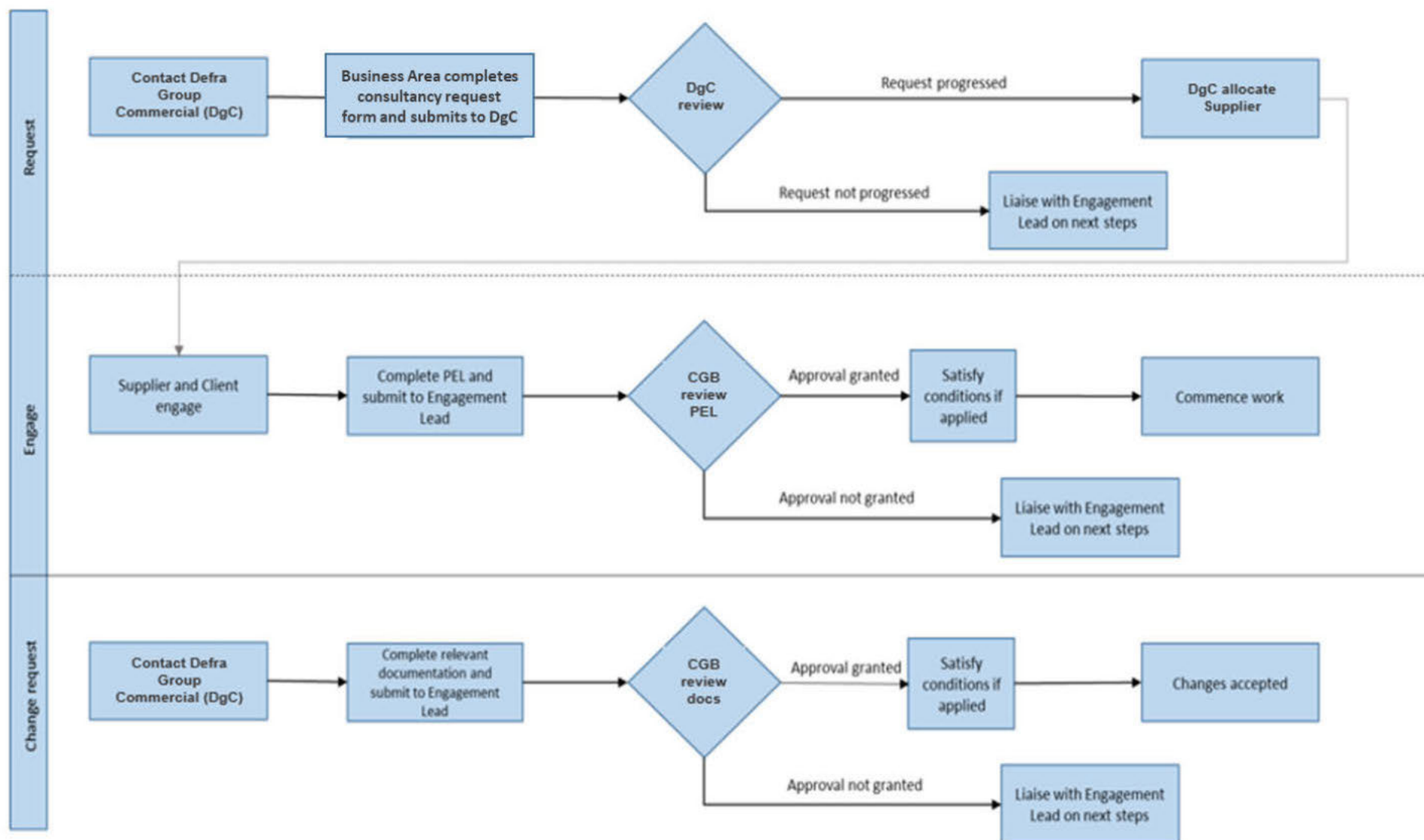
The nature of these engagements require that Defra Group have the ability to terminate an engagement with notice. Defra Group's termination rights for this engagement are marked below.

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>



DRAFT