

Defra Group Management Consultancy Call off Contract: Project Engagement Letter

Completed forms and any queries should be directed to Defra Group Commercial (DgC) at [REDACTED]. Please do not complete this form until you have liaised with DgC, and they have allocated you a lot to access Consultancies within and subsequent reference number.

Engagement details					
Engagement ref #	DPEL_61545_022				
Extension?	N	DPEL Ref.			
Business Area	Air Quality and Industrial Emissions Division, Environmental Quality Directorate				
Programme / Project	Nuclear Justification				
Senior Responsible Officer	[REDACTED]				
Supplier	PA Consulting				
Title	Assessment of Nuclear Justification applications				
Short description	Expert technical advice in assessing the two Justification applications Defra expects to receive for new nuclear reactor designs by May 2024 – Defra expects to receive one application by March 2024 and the other by May 2024. Preparation of Decision documents in relation to these two applications.				
Engagement start / end date	Proposed start date 04/03/2024	Proposed end date 03/06/2026 [REDACTED] [REDACTED] [REDACTED] [REDACTED]			
Consultancy Spend approval reference	CGB reference for Core Defra only - £100k + (RDEL) £994,100.00				
Expected costs 23/24	£47,338				
Expected costs 24/25	£568,057				
Expected costs 25/26	£378,705				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 2				
Version #	0.4				

Approval of Project Engagement Letter

By signing and returning this cover note, the Air Quality and Industrial Emissions Division accepts the contents of this Project Engagement Letter as being the services required and agrees for PA Consulting to provide the services in accordance with the agreed Supplier Proposal under the overarching contract (Lot 2 - Ref 28595), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures

[Redacted Signature Area]		
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

General Instructions

1. Background

As the Justifying Authority, the Department for Environment, Food and Rural Affairs (Defra) has responsibility for overseeing applications for new nuclear power classes or types of practice (CTP) as set out in the Justification of Practices Involving Ionising Radiation Regulations (the Regulations). Defra has an agreement with the Department for Energy Security and Net Zero (DESNZ) to undertake the lead Nuclear Justification (NJ) role following a 2018 amendment to the Regulations which requires that functional separation exists between the government department responsible for overall policy on new ionising radiation technologies (in this case DESNZ for nuclear power) and the Justifying Authority.

Defra has established a Nuclear Justification Team (NJ Team) to oversee Justification applications for new nuclear power CTPs. Although nuclear energy is a reserved matter, when an application is received a Justification Liaison Group (JLG) will be established between the Government and Devolved Administrations according to a [published Concordat](#). The JLG will draw on advice from a set of eight statutory consultees - Environment Agency (EA); Health and Safety Executive (HSE); Office for Nuclear Regulation (ONR); Food Standards Agency (FSA); UK Health Security Agency (UKHSA); Scottish Environment Protection Agency (SEPA); Natural Resources Wales; Department of Agriculture, Environment and Rural Affairs Northern Ireland - and advise Defra's Secretary of State (SoS) on whether nuclear technologies presented in applications are a new CTP or fall within an existing previously justified CTP.

The NJ team needs to determine whether the CTP described in the application is justified as a new CTP. The Regulations state that "justified in relation to a class or type of practice means that the individual or societal benefit resulting from the class or type of practice outweighs the health detriment that it may cause." Evaluating the "individual and societal benefit" requires a high-level assessment of economic, social, environmental and other benefits which will need to take into account any corresponding detriments. As the Justifying Authority for new nuclear CTPs, Defra's Secretary of State will weigh the wider policy benefits and detriments, including environmental, economic and social issues, to reach a final decision on whether a CTP is Justified. A positive justification decision is required before new nuclear technologies can be adopted in the UK.

DESNZ's Justification Application Centre (JAC) maintains a [justification register](#), which lists already existing CTPs. The JAC is able to provide some pre-application advice to a potential applicant to help understand when any design is in scope of the CTPs currently listed, or whether a design requires a new CTP to be defined and therefore a justification application. Justification is one generic element of a broader regulatory process. It does not, by itself, authorise the construction or operation of any particular plant or activity. It does not replace the detailed safety, security and environmental assessments and permitting carried out by nuclear regulators.

The [last application for Nuclear Justification](#) in the UK was in 2014, before the requirement for functional separation, and was [assessed](#) by the then Department for Energy and Climate Change (DECC). There is now a renewed interest in nuclear power and the potential provided by new types of nuclear technologies. This is reflected in government goals set in the [British Energy Security Strategy](#), [Powering up Britain](#) plans, the [Powering our net zero future](#) White Paper, and the launch of [Great British Nuclear](#) in March 2023. Accordingly, we are anticipating a range of new applications for nuclear justification.

Defra does not have in-house nuclear energy expertise and is expected to receive its first justification application in late February/early March 2024, followed by a further application in May 2024. The applications will contain complex technical information, so an effective assessment of the benefits and detriments of the practices described in the applications requires appropriate knowledge of nuclear technologies and their impacts, and experience in consultancy. Although they will contribute expert views and analyses, Defra's statutory consultees do not have the resource capacity to carry out this technical and assessment function, so extensive input from an external consultant is required.

2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

Overall objectives and resulting outcomes

Expert technical consultancy to support Defra in the process to assess the two Justification applications Defra currently expects to receive for new nuclear reactor designs by May 2024. PA

Consulting will complete objective, independent thorough assessment of all application content to timelines set by Defra so that Defra can meet the requirements of the justification process. PA Consulting will provide efficient and responsive support to enable Defra to meet and adapt to milestones and will be lead authors in writing the draft and final Decision documents working collaboratively with the NJ Team who will actively input and contribute text.

Objectives

The following objectives apply to each application and match the numbering in the 'Deliverables' section below and are divided into work blocks to facilitate planning.

Work Block A: [REDACTED] (where Week 1 is receipt by Defra of a justification application from DESNZ)

Objective 1. Analyse application

Assess key themes/issues presented in the application and record observations on these themes/issues.

Objective 2. Analyse responses from the NJ Team's consultation on application with statutory consultees

Complete an objective analysis of key findings from statutory consultees with understanding of key issues that need to be logged and/or addressed and/or further analysed.

Objective 3. Develop public consultation on application (consultation to be confirmed by the JLG, but highly likely)

Prepare a public consultation with appropriate context and questions needed to gauge external views on the application.

WORK BLOCK B: [REDACTED]

Objective 4. Analyse public consultation responses on application (during and following maximum 12-week consultation)

Ensure a thorough and objective analysis of public consultation responses including assessment of number and weight of views of different segments/types of respondents (e.g., individuals, campaigns, organisations, companies, NGOs).

Objective 5. Prepare draft Decision document

Prepare a full draft decision document which includes detailed and accessible commentary and analysis on all aspects of benefits and detriments of the CTP including SoS views and proposed justification decision.

Objective 6. Develop public consultation on draft Decision document (consultation to be confirmed by the JLG, but highly likely).

Prepare a public consultation with appropriate context and questions needed to gauge external views on the draft decision document.

WORK BLOCK C: [REDACTED]

Objective 7. Analyse public consultation responses on draft Decision document (during and following maximum 12-week consultation)

Ensure a thorough and objective analysis of public consultation responses including assessment of number and weight of views of different segments/types of respondents (e.g., individuals, campaigns, organisations, companies, NGOs).

Objective 8. Revise Decision document to account for public consultation responses

Revise content of the draft Decision document to reflect views from public consultation and other key stakeholders and feedback from SoS on their views, including the proposed final justification decision.

Objective 9. Prepare Statutory Instrument (SI) and supporting materials (if a positive justification Decision)

Prepare all materials for SI to ensure timely presentation to Parliament.

Scope

Define the scope of the services (*SMART*):

PA Consultants will be expected to:

- Provide support and technical advice in writing and in meetings for the duration of assessment of each application (see [Guidance on Justification application and administration](#)) for information on benefits and detriments).
- Communicate to and with government, public bodies and external stakeholders as required and agreed with Defra.
- Analyse views of stakeholders in relation to applications objectively and independently.
- Plan and problem-solve collaboratively and regularly engage (often on a daily basis) with the NJ team for the duration of assessment of each application.
- Attend in-person/virtual meetings with the JLG and other stakeholders as required.
- Collaborate in a proactive, accessible and responsive way with the NJ team and other stakeholders as required.
- Deliver high-quality deliverables/outputs in line with milestones agreed with the NJ team.

Assumptions and dependencies

Provide further description of the assumptions and dependencies:

We are expecting to receive two Justification applications between now and May 2024 – one by March 2024 and the other by May 2024, although these projected dates may change. Although each application will have its own specific timeline, it is expected that the assessments for these two applications will, during their period of overlap, be undertaken concurrently.

Defra estimates that it will take approximately [REDACTED] to complete the justification process for each application with the consultant's input being required during the first [REDACTED]. However, flexibility will be required in unforeseen situations where timelines may need to be reduced in length and milestones may need to be completed more quickly and where reasonable adjustments to schedules can be made.

The contract will run from early March 2024 to early June 2026 to enable technical support to cover the application assessment period outlined above. This duration builds in a [REDACTED] flexibility for potential slippage in the timeline.

Before any contract is agreed, the consultant will ensure Defra is aware of all conflicts of interest, including any where there may be a perception of potential conflict of interest. This includes other commercial arrangements involving nuclear energy, with for example private companies, industry associations, other government departments or public bodies. Appropriate protocols will be agreed

which will detail how PA Consulting will ensure effective internal separation of its contribution to the Justification work and any potential conflicts of interest. External messaging which can be used to describe the adopted procedures will be agreed between Defra and PA Consulting.

Civil Service employee policy also states that Civil Servants must not give or accept gifts or hospitality, or receive other benefits from anyone, which might reasonably be seen to compromise their personal judgement or integrity.

Note that all written outputs and correspondence resulting from this work may be subject to disclosure in future Freedom of Information requests.

Defra may refer to PA Consulting as SoS' "advisers" or "independent advisers" or such similar title agreed with PA consulting when referring to advice received as part of the application assessment, for example in the Decision Document.

Defra will set up and chair all required meetings. It is envisaged that the large majority of these will be by MS Teams, however some limited attendance at face-to-face meetings may be required.

Risk management

Provide further details of any foreseen risks with this project and how they could be mitigated:

1. Pressure from government or stakeholders to shorten duration of process. Mitigated by clear evidenced-based explanation of reasons for timeline, but as above, flexibility may be required to enable timelines to be shortened where reasonable adjustments to schedules can be made.
2. Slippage of timeline of project. Mitigated by collaborative project planning.
3. Judicial review of process. Mitigated by good governance, record keeping and adherence to public law principles of acting lawfully, rationally and fairly throughout the process.
4. Stakeholder availability to support the assessment of the application in line with agreed timelines. Mitigated by planning meetings, workshops, discussions as proactively as possible and developing internal governance to manage any slippage.
5. Political changes that may affect timelines for delivery. Mitigated through ongoing discussions and effectively managing the project plan.

Deliverables

Describe what the supplier will produce:

PA consulting will provide independent, objective thorough assessment of each application in the form of written and oral advice to the NJ team. They will create thorough draft Decision and final Decision documents in partnership with the NJ team and project stakeholders. Defra will retain full intellectual property ownership and rights to all output generated as a result of the work done under this contract.

The following deliverables for each application correspond with the numbering of the objectives listed in the Objectives and Outcomes section above. Where it is possible for each block of work to be completed more quickly, provided quality and robustness are not compromised, this should happen. This is an indicative rather than an exhaustive list and consecutive activities are likely to run concurrently. At the start of the start of the contract, Defra and PA Consulting will discuss project timelines and come to an agreed understanding of how work on consecutive deliverables will overlap and take place concurrently.

Work Block A: [REDACTED] (where Week 1 is receipt by Defra of a justification application from DESNZ)

Deliverable 1. Analyse application

Advise on the classification and appropriacy of the CTP. This means assessing whether the CTP is new or existing, and includes a possible detailed analysis of the appropriacy of different formulations to define a CTP. Prepare and present a series of written analyses on key application benefit and detriment themes and issues raised to supplement and inform meeting discussions. This may also include analysis of further information provided by the applicant if requested by the JLG. Analyses will include economic assessments which are in line with the government's approach as outlined below. Economic assessments will be subject to Defra internal economic analysts' peer review and expected to be in the form familiar to government.

Benefits and detriments should be assessed with reference to the appraisal and evaluation criteria set out in the [Green Book](#), especially Chapter 6 and Annex 1. When assessing environmental benefits and detriments, the consultant should set out the extent to which each of the 5 environmental principles is met by the CTP described in the application. This is a new statutory requirement following the publication of the [Environment Act 2021](#). The consultant will follow the [government guidance on assessing environmental impact](#). The consultant should refer to the

- [Environmental Improvement Plan 2023: Executive summary](#)
- [supplementary Green Book guidance on Accounting for the effects of climate change](#)
- [Net Zero Strategy: Build Back Greener](#)
- [National Adaptation Programme](#)
- [biodiversity duty](#)
- [Greening Government Commitments](#)

when assessing benefits and detriments.

Deliverable 2. Analyse responses from the NJ Team's consultation on application with statutory consultees

Prepare and present a series of written analyses on the key issues raised by statutory consultees to supplement and inform meeting discussions.

Deliverable 3. Development of public consultation on application (consultation to be confirmed by JLG, but highly likely).

Support and advise as necessary on preparation of public consultation questions and text (consultation preparation will be an NJ Team Lead). For reference, the consultation on the 2013/2014 application can be found [here](#).

WORK BLOCK B: [REDACTED]

Deliverable 4. Analyse public consultation responses to application

Collate responses as they are submitted during the open consultation period. Analyse, prepare and present written summaries of key themes arising from the consultation which need to be reflected / addressed / reported in the Decision document. Consider all legitimate concerns expressed in consultation responses from an evidence-based perspective.

Deliverable 5. Prepare draft Decision document

Work as lead author of the decision document in collaboration with the NJ Team, working to an agreed structure and prepare large majority of text based on external context, analyses of application, statutory consultee and public consultation responses and views of the JLG and the EA. Work together with the NJ team to write propositional text framing SoS views (for testing) and co-writing of agreed sections. The NJ Team and PA Consulting provide ongoing mutual feedback on developing text.

Benefits and detriments to be evaluated based on information and analyses through the process will include but are not limited to these examples:

- i. Carbon reduction - including analysis of total emissions across the full life cycle and net contribution to UK's overall emissions; assessment of risk mitigation strategies; commentary on other pertinent benefits and detriments.
- ii. Security of electricity supply and other economic effects - including analysis of benefits and detriments (including those associated with baseload plant and availability of fuel) and assessment of risk mitigation strategies.
- iii. Radiological detriment to health - including dose impact (including on general public and plant workers) from reactors under normal operation and accident / terrorism conditions; and from all stages of the reactor lifecycle including, for example decommissioning, waste disposal and transport.
- iv. Waste management and decommissioning - including nature, volume and disposal of radioactive waste and analysis of benefits, detriments, risks and mitigation strategies.
- v. Safety, security and safeguards - including assessment of nuclear, industrial and normal/accident safety, transportation of fuel and waste, reactor shutdown issues and risk management strategies.
- vi. Other environmental benefits and detriments - including consideration of radiological effects on flora/fauna and wide non-radiological effects on people and the environment (including under normal and accident / terrorism conditions) and risk management strategies.

The decision document should provide a commentary on these key themes based on information from the applicant, statutory consultees, public consultation and other experts approached by the JLG/NJ Team. The decision document should conclude whether the associated health, safety and security, and environmental detriments and risks are well managed and acceptable, and whether the benefits of the CTP are significant. Refer to the [decision document for the 2014 Justification](#) decision to see the range of benefits, detriments and risks considered in that application.

Deliverable 6. Develop public consultation on draft Decision document (consultation to be confirmed by JLG, but highly likely)

Support and advise as necessary on preparation of public consultation questions and text (NJ Team Lead).

WORK BLOCK C: [REDACTED]

Deliverable 7. Analyse public consultation responses on draft Decision document (during and following maximum 12-week consultation)

Collate responses as they are submitted during the open consultation period. Analyse, prepare and present written summaries of key themes arising from the consultation which need to be reflected / addressed / reported in the decision document. Consider all legitimate concerns expressed in consultation responses from an evidence-based perspective.

Deliverable 8. Revise Decision document to account for public consultation responses

Work collaboratively with the NJ Team as lead author of the decision document, and agreeing updates to reflect public consultation responses as guided by the JLG, statutory consultees, EA and SoS views leading to a final draft of the decision document for SoS approval. [As an example,

the final decision document for the 2014 justification application can be found here:
[abwr_justification_decision_document.pdf \(publishing.service.gov.uk\)](#)].

Deliverable 9. Assist in preparing Statutory Instrument (SI) and supporting materials (if a positive justification decision).

Advise and support (the NJ team expects this to be very limited) on the SI's description of the CTP (to potentially allow similarly designed CTPs with a similar balance of benefits and detriments to be identified as an existing CTP and therefore not require a separate application).

Deliverable	Success Criteria	Milestone / Date (estimate of weeks after receiving application)	Owner (who in the delivery team?)	
Project Stage A				
Analysis of application: series of written analyses on key application benefit and detriment themes and issues	NJ team approval		PA Consulting	
Project Stage B				
Analysis of responses on application from statutory consultees: series of written analyses on key issues raised	NJ team approval		PA Consulting	
Project Stage C				
Support on development of public consultation on application	NJ team approval		PA Consulting	
Project Stage D				
Analysis of public consultation responses on application: written analysis and presentation of key issues raised by respondent type	NJ team approval		PA Consulting	
Project Stage E				
Preparation of draft decision document with the NJ Team: detailed commentary on benefits and detriments including consultee views	NJ team approval		PA Consulting	
Project Stage F				

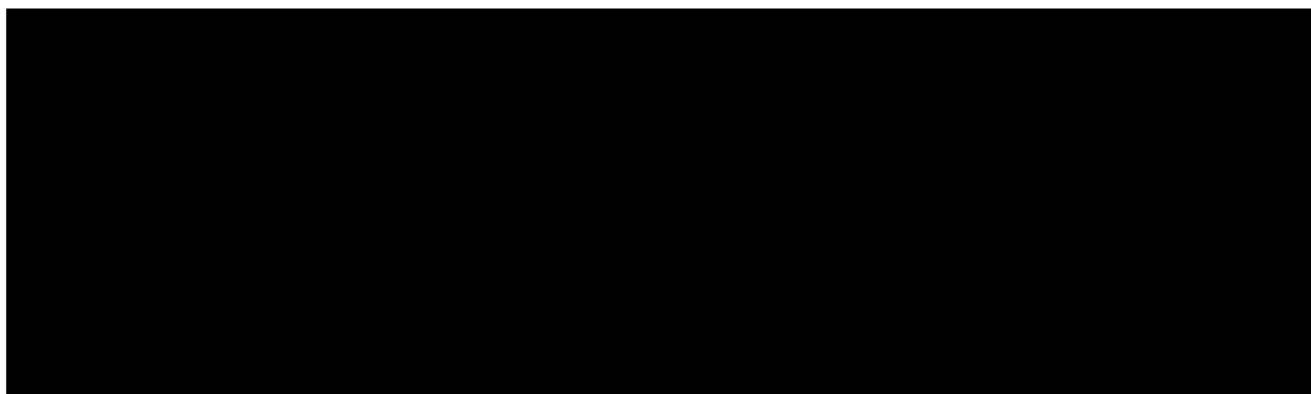
Deliverable	Success Criteria	Milestone / Date (estimate of weeks after receiving application)	Owner (who in the delivery team?)
Support on development of public consultation on draft decision document	NJ team approval		PA Consulting
Project Stage G			
Analysis of public consultation responses on draft decision document: written analysis and presentation of key issues raised by respondent type	NJ team approval		PA Consulting
Project Stage H			
Finalisation of decision document with the NJ Team	NJ team approval		PA Consulting
Project Stage I (additional stages can be added)			
Support in preparation of Statutory Instrument (SI) and supporting materials	NJ team approval		PA Consulting
Internal Capability Development Outcomes			
Increase NJ team understanding of rationale consultant uses in their assessment of benefits and detriments	Communication with the NJ team	Ongoing	PA Consulting and Defra
Social Value Outcomes			
Effective delivery of service for society which inspires trust and value for money	<p>Delivery of robust, objective thorough analysis of application benefits and detriments.</p> <p>An appraisal of progress through all stages of the project, with a focus on reflective learning for future projects in this workspace.</p>	Ongoing	PA Consulting


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



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

Name	Role (link to stage/s resource will work on)	Grade	Responsibilities	Deliverables
			Senior Civil Servant level sign off for documents as SRO	Deliverable 3 – Development of public consultation on application Assistance with Deliverable 5 and 8 – Preparation and Revision of Decision documents Deliverable 6 – Development of public consultation on Draft Decision document

				Deliverable 9 – Organise preparation of Statutory Instrument
			Regular engagement with Delivery Team Lead on developing public consultations. Assist with preparation of draft and final versions of Decision documents. Liaise with Defra SoS and relevant governmental teams to ensure delivery of actions according to project plan. Liaise with statutory consultees and JLG.	Deliverable 3 – Development of public consultation on application Assistance with Deliverable 5 and 8 – Preparation and Revision of Decision documents Deliverable 6 – Development of public consultation on Draft Decision document Deliverable 9 – Organise preparation of Statutory Instrument
			Regular engagement with Delivery Team Lead on developing public consultations. Assist with preparation of draft and final versions of Decision documents. Liaise with Defra SoS and relevant governmental teams to ensure delivery of actions according to project plan. Liaise with statutory consultees and JLG.	Deliverable 3 – Development of public consultation on application Assistance with Deliverable 5 and 8 – Preparation and Revision of Decision documents Deliverable 6 – Development of public consultation on Draft Decision document Deliverable 9 – Organise preparation of Statutory Instrument
			Regular engagement with Delivery Team Lead on developing public consultations. Assist with preparation of draft and final versions of Decision documents. Liaise with Defra SoS and relevant governmental teams to ensure delivery of actions according to project plan. Liaise with statutory consultees and JLG.	Deliverable 3 – Development of public consultation on application Assistance with Deliverable 5 and 8 – Preparation and Revision of Decision documents Deliverable 6 – Development of public consultation on Draft Decision document Deliverable 9 – Organise preparation of Statutory Instrument

			<p>Liaise with Defra SoS and relevant governmental teams to ensure delivery of actions according to project plan.</p> <p>Liaise with statutory consultees and JLG.</p>	<p>Deliverable 6 – Development of public consultation on Draft Decision document</p> <p>Deliverable 9 – Organise preparation of Statutory Instrument</p>
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4. Fees

Defra Group will reimburse the Supplier for approved work done based on time and materials of work completed on a monthly basis. The total fees for the scope of work detailed in this Engagement Letter will be £994,100.00, inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
Analysis of application: series of written analyses on key application benefit and detriment themes and issues		
B & C		
<ul style="list-style-type: none"> Analysis of responses on application from statutory consultees: series of written analyses on key issues raised Support on development of public consultation on application 		
D		
Analysis of public consultation responses on application: written analysis and presentation of key issues raised by respondent type		
E & F		
Preparation of draft decision document with the NJ Team: detailed commentary on benefits and detriments including consultee views Support on development of public consultation on draft decision document		
G		
Analysis of public consultation responses on draft decision document: written analysis and presentation of key issues raised by respondent type		
H & I		
<ul style="list-style-type: none"> Finalisation of decision document with the NJ Team Support in preparation of Statutory Instrument (SI) and supporting materials 		
Grand total	£994,100	

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

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;
- Regular weekly engagement to be managed with project team and embedded into appropriate governance boards where applicable.

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
1	Deliverables	Production of deliverables to required quality and on time	Weekly	Business area	Update by supplier and review by business area	100%

Feedback and satisfaction

Business Area and Supplier to meet weekly to track progress of deliverables and allow resolution of any issues.

Business Area and Supplier to attend internal governance meetings such as the Air Quality and Industrial Emissions Programme Management Board as and when required.

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 [REDACTED] framework include NDAs. No additional NDAs required.

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 exiting the project engagement:

We will produce a summary report outlining all of the products produced and how these will be used by the team going forward (we will work in partnership with the team throughout our engagement to develop these).

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"> ▪ 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

