



Framework:	Collaborative Delivery Framework
Supplier:	Ove Arup & Partners Ltd
Company Number:	[REDACTED]
Geographical Area:	Midlands
Project Name:	Portfolio Office Management Gap Analysis
Project Number:	ENV6004675R
Contract Type:	Professional Service Contract
Option:	Option E
Contract Number:	project_31449

Revision	Status		Originator		Reviewer		Date

PROFESSIONAL SERVICE CONTRACT under the Collaborative Delivery Framework
CONTRACT DATA

Project Name	Portfolio Office Management Gap Analysis
Project Number	ENV6004675R
	This contract is made on 20 November 2020 between the <i>Client</i> and the <i>Consultant</i>
	<ul style="list-style-type: none">This contract is made pursuant to the Framework Agreement (the "Agreement") dated 01st day of April 2019 between the <i>Client</i> and the <i>Consultant</i> in relation to the Collaborative Delivery Framework. The entire agreement and the following Schedules are incorporated into this Contract by referenceSchedules 1 to 22 inclusive of the Framework schedules are relied upon within this contract.The following documents are incorporated into this contract by reference

Part One - Data provided by the *Client*

Statements given in all Contracts

1 General The *conditions of contract* are the core clauses and the clauses for the following main Option, the Option for resolving and avoiding disputes and secondary Options of the NEC4 Professional Service Contract June 2017.

Main Option	Option E	Option for resolving and avoiding disputes	W2
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Secondary Options

X2: Changes in the law
X9: Transfer of rights
X11: Termination by the *Client*
X18: Limitation of liability
X20: Key Performance Indicators
Y(UK)2: The Housing Grants, Construction and Regeneration Act 1996
Y(UK)3: The Contracts (Rights of Third Parties) Act 1999
Z: *Additional conditions of contract*

The service is Undertake a PMO Gap Analysis to support the Fit for 2025 team and report on findings.

The *Client* is

Address for communications

Address for electronic communications

[N/A](#)

The *Service Manager* is
Address for communications

Address for electronic communications

The Scope is in
FF2025_PMO_Gap_Analysis_Scope v1 dated 10/11/2020

The *partner contract* is
N/A

The *language of the contract* is English

The *law of the contract* is
the law of England and Wales, subject to the jurisdiction of the courts of England and Wales

The period for reply is 2 weeks

The *period for retention* is following Completion or earlier termination

The following matters will be included in the Early Warning Register

Early warning meetings are to be held at intervals no longer than 2 weeks

2 The *Consultant's* main responsibilities

The <i>key dates and conditions</i> to be met are	<i>key date</i>
'none set'	'none set'
'none set'	'none set'
'none set'	'none set'

The *Consultant* prepares forecasts of the total Defined Cost plus Fee and expenses at intervals no longer than 4 weeks

3 Time

The *starting date* is 20 November 2020

The *Client* provides access to the following persons, places and things
access access date

The *Consultant* submits revised programmes at intervals no longer than 4 weeks

The *completion date* for the whole of the service is 31 December 2020

The period after the Contract Date within which the *Consultant* is to submit a first programme for acceptance is 4 weeks

4 Quality management

The period after the Contract Date within which the *Consultant* is to submit a quality policy statement and quality plan is 4 weeks

The period between Completion of the whole of the service and the defects date is 26 weeks

5 Payment

The *currency of the contract* is the £ sterling

The *assessment interval* is Monthly

The *expenses* stated by the *Client* are as stated in Schedule 9

The *interest rate* is 2.00% per annum (not less than 2) above the Base rate of the Bank of England

The locations for which the *Consultant* provides a charge for the cost of support people and office overhead are All UK Offices

6 Compensation events

These are additional compensation events

1. Managing and mitigating the impact of Covid 19 and working in accordance with Public Health England guidance, as may vary from time to time, between 1st November 2020 and 31st March 2021
2. 'not used'
3. 'not used'
4. 'not used'
5. 'not used'

8 Liabilities and insurance

These are additional *Client's* liabilities

1. 'not used'
2. 'not used'
3. 'not used'

The minimum amount of cover and the periods for which the *Consultant* maintains insurance are

EVENT	MINIMUM AMOUNT OF COVER	PERIOD FOLLOWING COMPLETION OF THE WHOLE OF THE SERVICE OR TERMINATION
The <i>Consultant's</i> failure to use the skill and care normally used by professionals providing services similar to the service	£5,000,000 in respect of each claim, without limit to the number of claims	12 years after Completion
Loss of or damage to property and liability for bodily injury to or death of a person (not an employee of the <i>Consultant</i>) arising from or in connection with the <i>Consultant</i> Providing the Service	£15,000,000 in respect of each claim, without limit to the number of claims	12 years after Completion
Death of or bodily injury to the employees of the <i>Consultant</i> arising out of and in the course of their employment in connection with the contract	Legal minimum in respect of each claim, without limit to the number of claims	For the period required by law
The <i>Consultant's</i> total liability to the <i>Client</i> for all matters arising under or in connection with the contract, other than the excluded matters is limited to	£5,000,000	

Resolving and avoiding disputes

The *tribunal* is litigation in the courts

The *Adjudicator* is 'to be confirmed'
Address for communications 'to be confirmed'

Address for electronic communications 'to be confirmed'

The *Adjudicator nominating body* is The Institution of Civil Engineers

Z Clauses

Z1 Disputes

Delete existing clause W2.1

Z2 Prevention

The text of clause 18 Prevention is deleted.

Delete the text of clause 60.1(12) and replaced by:

The service is affected by any of the following events

- War, civil war, rebellion, revolution, insurrection, military or usurped power;
- Strikes, riots and civil commotion not confined to the employees of the *Consultant* and sub consultants,
- Ionising radiation or radioactive contamination from nuclear fuel or nuclear waste resulting from the combustion of nuclear fuel,
- Radioactive, toxic, explosive or other hazardous properties of an explosive nuclear device,
- Natural disaster,
- Fire and explosion,
- Impact by aircraft or other aerial device or thing dropped from them.

Z3 Disallowed Costs

Add the following in second bullet of 11.2 (18) add:

(including compensation events with the Subcontractor, i.e. payment for work that should not have been undertaken).

Add the following additional bullets after 'and the cost of ':

- Mistakes or delays caused by the *Consultant's* failure to follow standards in Scopes/quality plans
- Reorganisation of the *Consultant's* project team
- Additional costs or delays incurred due to *Consultant's* failure to comply with published and known guidance or document formats
- Exceeding the Scope without prior instruction that leads to abortive cost
- Re-working of documents due to inadequate QA prior to submission, i.e. grammatical, factual arithmetical or design errors
- Production or preparation of self-promotional material
- Excessive charges for project management time on a commission for secondments or full time appointments (greater than 5% of commission value)
- Any hours exceeding 8 per day unless with prior written agreement of the *Service Manager*
- Any hours for travel beyond the location of the nearest consultant office to the project unless previously agreed with the *Service Manager*
- Attendance of additional individuals to meetings/ workshops etc who have not been previously invited by the *Service Manager*
- Costs associated with the attendance at additional meetings after programmed Completion, if delay is due to *Consultant* performance
- Costs associated with rectifications that are due to *Consultant* error or omission
- Costs associated with the identification of opportunities to improve our processes and procedures for project delivery through the *Consultant's* involvement
- Was incurred due to a breach of safety requirements, or due additional work to comply with safety requirements
- Was incurred as a result of the *Client* issuing a Yellow or Red Card to prepare a Performance Improvement Plan
- Was incurred as a resulting of rectifying a non-compliance with the Framework Agreement and/or any call off contracts following an audit

Z6 The Schedule of Cost Components

The Schedule of Cost Components are as detailed in the Framework Schedule 9.

Z23 Linked contracts

Issues requiring redesign or rework on this contract due to a fault or error of the *Consultant* will neither be an allowable cost under this contract or any subsequent contract, nor will it be a Compensation event under this contract or any subsequent contract under this project or programme.

Z24 Requirement for Invoice

Add the following sentence to the end of clause 51.1:

The Party to which payment is due submits an invoice to the other Party for the amount to be paid within one week of the *Service Manager's* certificate.

Delete existing clause 51.2 and replace with:

51.2 Each certified payment is made by the later of

- one week after the paying Party receives an invoice from the other Party and
- three weeks after the assessment date, or, if a different period is stated in the Contract Data, within the period stated.

If a certified payment is late, or if a payment is late because the *Service Manager* has not issued a certificate which should be issued, interest is paid on the late payment. Interest is assessed from the date by which the late payment should have been made until the date when the late payment is made, and is included in the first assessment after the late payment is made

Z25 Risks and insurance

The *Consultant* is required to submit insurances annually as Clause 24 of the Framework Agreement

Secondary Options

OPTION X2: Changes in the law

The *law of the project* is the law of England and Wales, subject to the jurisdiction of the courts of England and Wales

OPTION X9: Transfer of rights

OPTION X11: Termination by the *Client*

OPTION X18: Limitation of liability

The *Consultant's* liability to the *Client* for indirect or consequential loss is limited to

£1,000,000.00

The *Consultant's* liability to the *Client* for Defects that are not found until after the *defects date* is limited to

£5,000,000

The *end of liability date is* 6 years after the
Completion of the whole of the *service*

OPTION X20: Key Performance Indicators (not used with Option X12)

The *incentive schedule* for Key Performance Indicators is in Schedule 17

A report of performance against each Key Performance Indicator is provided at intervals of
3 months

Y(UK)2: The Housing Grants, Construction and Regeneration Act 1996

The period for payment is 14 days after the date on which payment becomes due

Y(UK)3: The Contracts (Rights of Third Parties Act) 1999

term *beneficiary*

Part Two - Data provided by the Consultant

Completion of the data in full, according to the Options chosen, is essential to create a complete contract.

1 General

The *Consultant* is

Name

Ove Arup & Partners Ltd

Address for communications

Address for electronic communications

The *fee percentage* is

Option E

The *key persons* are

Name (1)

Job

Responsibilities

Qualifications

Experience

Overall responsibility for delivery of the services

Beng MBA Ceng MICE

25+ years

Name (2)

Job

Responsibilities

Qualifications

Experience

Day to day contact

Beng Ieng MICE MAPM

18 years

Name (3)

Job

Responsibilities

Qualifications

Experience

Name (4)

Job

Responsibilities

Qualifications

Experience

Name (5)

Job

Responsibilities

Qualifications

Experience

Name (6)

Job

Responsibilities

Qualifications

Experience

Name (7)

Job

Responsibilities

Qualifications

Experience

The following matters will be included in the Early Warning Register

3 Time

The programme identified in the Contract Data is
to be agreed

Resolving and avoiding disputes

The *Senior Representatives* of the *Consultant* are

Name (1) [redacted]
Address for communications
[redacted] [redacted]
[redacted]
[redacted] [redacted]

Address for electronic communications
[redacted]

Name (2)
Address for communications

Address for electronic communications

Contract Execution

Client execution

Signed under hand by

for and on behalf of the Environment Agency



Signature



Role

Consultant execution

Consultant execution

Signed under hand by

for and on behalf of Ove Arup & Partners Ltd




Signature

Director

Role

Environment Agency

NEC4 professional services contract (PSC)

Scope

Project / contract Information

Project name	Portfolio Management Office Gap Analysis Exercise
Project SOP reference	ENV6004675R
Contract reference	project_31449
Date	10/11/20
Version number	1
Author	

Revision history

Revision date	Summary of changes	Version number
	First issue	

This Scope should be read in conjunction with the version of the Minimum Technical Requirements current at the Contract Date. In the event of conflict, this Scope shall prevail. The services are to be compliant with the following version of the Minimum Technical Requirements:

Document	Document Title	Version No	Issue date
412_13_SD01	Minimum Technical Requirements	8	08/01/2018

Details of the *services*

Details of the *services* are:

1. Description of the work:

Objective

The Environment Agency is looking to review its current Portfolio Management Office (PMO) arrangements and effectiveness to ensure that they are suitable to meet the needs of the organisation and is fit for the future.

The first step in this process is to complete a short gap analysis exercise to help inform the future direction of the review.

Outcome Specification

To meet the above objective the *Consultant* shall :-

- a. Map existing PMO arrangements, including purposes and outputs.
- b. Undertake a high-level gap analysis review of selected PMOs against standard characteristics including:
 - Strategy and Governance
 - Scope Management
 - Organisation
 - Controls and Reporting
 - Schedule
 - Finance
 - Procurement
 - Risk
 - Quality
 - Health, Safety and Environment
 - Engineering
 - Stakeholder Management
 - Benefits Management
- c. Report on the findings and provide feedback. This will include:
 - Setting out the findings from the gap analysis review;
 - Making high level recommendations on potential next steps including quick wins, medium term and longer-term opportunities;
 - Providing benchmarking information from comparable organisations.

Deliverables

- The *Consultant* shall produce a high level summary support outlining key findings, potential next steps and potential quick wins;
- The *Consultant* shall deliver a Feedback workshop to present the content of the summary report to the *Client*.

2. Drawings, site information or reports already available

a)

b)

3. Specifications of standards to be used

N/A

4. Constraints on how the *Consultant* provides the *services* The *Consultant* is not to delegate their duties or powers without prior written agreement from the *Client*.

5. Requirements of the programme

a) Completion date for the *services* shall be 31 December 2020.

6. Services and other things provided by the *Client*

a) Fast Draft