

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_019				
Extension?	N	DPEL Ref.			
Business Area	Biosecurity,Borders and Trade Programme (BBTP)				
Programme / Project	Biosecurity,Borders and Trade Programme (BBTP)				
Senior Responsible Officer	[REDACTED]				
Supplier					
Title	BBTP system design framework – Work Package				
Short description	Expertise and capability packages to support the infrastructure work across Biosecurity, Borders and Trade Programme				
Engagement start / end date	07/08/2023	01/08/2024			
Consultancy Spend approval reference	CGB Approval received 19/07/2023				
Expected costs 23/24	£,1,100,000				
Expected costs 24/25	£Total Engagement Costs (to be less than approved funds)				
Expected costs 25/26	£Total Engagement Costs (to be less than approved funds)				
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)				
Lot #	Lot 2				
Version #	0.2				

Approval of Project Engagement Letter

By signing and returning this cover note, BBTP 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 - [REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial



 By: _____ <i>Signature</i>	 By: _____ <i>Signature</i>	By:  _____ <i>Signature</i>
		
31/07/2023	31/07/2023	02/08/2023
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





1. Background

The Biosecurity, Borders and Trade Programme (BBTP) is delivering the key systems, services, operations, capabilities, and legislative changes required to enable the introduction of new controls for goods to and from the European Union. The Infrastructure Project (IP) within BBTP has responsibility for transforming infrastructure underpinning and facilitating the operation of an effective border and to deliver an operational border which enables a productive and competitive food industry to trade products of high standards.

The IP is working to tight deadlines to ensure that the government-run Border Control Posts in Kent are ready to support live checks of plants, products of animal origin and live animals in 2024. This involves the redesign and refurbishment of those sites in Kent.

To support this priority work, the project requires additional construction and infrastructure expertise to ensure successful delivery in 2024. This expertise is not readily available across Defra or supporting agencies. It is also important that a third-party is used to provide the assurance rather than in-house resource. This is a model used to support other cross-government infrastructure projects.

2. Statement of services

Objectives and outcomes to be achieved

The aims of the engagement include:

- Providing additional infrastructure and construction capability as required to deliver key work packages to support the infrastructure work across Kent BCPs and other BCPs as required.
- Provide ongoing independent assurance that the plans and work underway to re-purpose the Kent BCPs are appropriate and fit for purpose. This will include providing regular assurance to the SRO, Senior Officials and Ministers, as required, on the work underway.

Scope

The scope of the services will cover a set of agreed Work Packages:

Work Package 1. Kent BCP Infrastructure.

- Provide the expertise to support the infrastructure developments required in the Kent BCPs to be ready for go-live in [REDACTED]. This will involve supporting the process to on-board a suitable construction provider to undertake the work as part of the RIBA process; and developing and testing the delivery plans for the Kent BCPs;
- Providing input and expertise into the development of the operating procedures for Kent BCPs in order to be ready for operations in 2024. This will also include, working with Cabinet Office and wider Defra, to design, establish and facilitate (as required) the process to test the facilities prior to Day 1.

Work Package 2. Animal Biosecurity Infrastructure Fund (ABIF) and wider Infrastructure development.

Expertise required to:

- Support the design and delivery of the ABIF ensuring that any plans and proposals for wider infrastructure development across GB to support live animal checks are appropriate and deliverable.
- Provide ongoing support, expertise, and assurance that any approved plan to develop and build additional infrastructure is appropriate and fit for purpose.

Work Package 3. Independent Assurance and BCP Readiness

- As outlined as good practice both in the RIBA guidance and the IPA Programme Delivery Handbook, we require the successful organisation to provide independent and specialist assurance to the SRO and other senior stakeholders on the work to ensure the appropriate BCP facilities are in place for 2024. This will involve providing regular reports to both senior stakeholders and governance boards.
- Provide expertise in designing the system assurance process for the infrastructure project.

Further work packages may be required. These will be defined in partnership with the successful provider and agreed through Programme governance. Any additional work packages will need to be budgeted in line with DEFRA rate cards.

Assumptions and dependencies



Assumptions.

- The successful partner will have the direct experience or through their sub-contractors, of delivering large-scale infrastructure and construction programmes in a government environment;
- Statements of work will be agreed with the provider prior to commencement. These will be developed in partnership and will be clear on deliverables, timeline, quality expectation, resource requirements and cost;
- The appropriate specialist resource required will be readily available to support the programme either directly through the Consultancy or via a third-party;
- The Infrastructure Project team will provide the information, support and resource required to ensure that the Consultancy team are on-boarded appropriately and are able to deliver the work packages, as defined in this letter;
- The Consultancy team will carry out work to upskill the project and wider programme team on infrastructure and construction capability;
- DEFRA/HMG policy is set/understood and that a system view has been created which informs the need for certain infrastructure at certain locations

Dependencies:

- Our ability to deliver the required checks in 2024 is dependent on the appropriate infrastructure being in place and ready to go-live at key milestones in 2024 [REDACTED]
- Successful delivery is dependent on the timely and effective delivery of the agreed RIBA stages. This will require the support of the successful provider as outlined in work packages above.
- Successful delivery of the work packages is dependent on the appropriate resource (both capacity and capability) being in place via the consultancy and any third parties.
- Identification and participation of the right stakeholders by BBTP with assistance by the supplier at the right meetings (e.g., launch meeting, weekly check-ins, playback sessions).
- Commitment from teams / individuals to attend and actively participate in meetings and playback sessions to share their experience, key issues and their vision for the future.
- Provide access to relevant key documentation, including but not limited to, stakeholder lists, organograms, existing strategic plan documents/exercises, internal business processes, active improvement activities, and performance data. It is expected that 2 days' notice for simple requests, longer for the more complex where information is not easily obtainable, as agreed through the Programme Director.

Timely decision-making at the right level and feedback on deliverables by DEFRA, including attendance at scheduled meetings to ensure delivery at pace and maintaining momentum. We will allow time in board meetings for decisions and feedback to be made and we will give reasonable notice of dates of relevant board meetings.

Risk management

The Biosecurity, Borders and Trade Programme has a comprehensive and robust risk identification and management process in place. The work packages and therefore the engagement will be managed within that framework. The successful provider will be asked to sit on the appropriate governance boards for the Infrastructure project and feed into the risk management process.

The supplier will identify risks and opportunities to the delivery of the work packages and will maintain a log which will be updated and presented as part of the regular contract reporting cycle. Where appropriate, these risks and opportunities will also be included in the master programme register and be subject to the DEFRA governance process.

From initial assessment, the risks to the delivery of the supplier's deliverables:



1. [REDACTED]
The supplier and DEFRA will jointly assess the likelihood of any change and agree reasonable steps to adapt the scope of the work packages.
2. Risk that external stakeholders and systems are not at the required state of readiness/maturity. The supplier will maintain a log of the key dependencies and will highlight the critical delivery points and will work with DEFRA to agree appropriate actions.
3. Risk that access to information/key stakeholders is delayed leading to delays to making timely decisions and/or the WP deliverables. The supplier will maintain a dependency log which will determine the required input/output dates and will work with DEFRA to provide early warning of any issues and to agree mitigating actions.
4. Risk that the governance structures are not in place or followed to enable timely delivery of WP deliverables. The supplier will highlight the roles and responsibilities of key stakeholders and work with DEFRA to ensure these are understood.

Deliverables

The table below provides an overview of the key deliverables for the work-packages as outlined above. These may change as the work begins but any amendments will be managed through the necessary change control process as part of the project's governance.

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Work Package 1 – Kent BCP Infrastructure			
1. Initial assessment on current delivery plans for BCP Infrastructure in Kent.	A comprehensive assessment of the Delivery Plans	2 weeks	[REDACTED]
2. Capability Strategy for supporting the delivery of RIBA stages.	A strategy document providing an assessment of the capability and capacity currently in place and the additional capability required to support future RIBA stages	3 weeks	[REDACTED]
3. Assessment on testing process for Kent infrastructure	A report outlining the testing requirement for Kent infrastructure	6 weeks	[REDACTED]
4. Assessment and on-boarding of Construction Specialist	Expert capability to support the procurement of construction specialists. Framework for successful on-boarding of construction organisation	3 months	[REDACTED]
Work Package 2 – ABIF and wider infrastructure development			
Successful delivery of the ABIF as required	Assessment of current plans to ensure alignment with live animal system.	6-12 months	[REDACTED]



Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
	Assessment of plans for additional infrastructure, if required. Regular reporting on progress of infrastructure developments		
Work Package 3 – Independent Assurance and BCP Readiness			
1. Provide ongoing independent assessment and assurance on the work underway to ensure the appropriate infrastructure is in place for go-live.	Regular monthly reports on progress to senior stakeholders	12 months	[REDACTED]
2. Design the assurance process to test whether BCPs are ready for the introduction of checks.	System assurance framework and ongoing reporting	12 months	[REDACTED]
Internal Capability Development Outcomes			
Upskill and develop the infrastructure team and wider programme on infrastructure/construction delivery and programme delivery	Regular training/awareness session on infrastructure skills and capability. Network sessions with wider stakeholder group with specialist construction and infrastructure capability and experience	Ongoing	[REDACTED]
Social Value Outcomes			

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.



This Project will be undertaken on a time and materials basis.

For the avoidance of doubt time is not of the essence.

3. Delivery team

The delivery team will be deployed based on an agreed approach during the mobilisation phase. These resources will be reviewed throughout the engagement.

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Total resource				Total days* Engagement Length**	
*Total days worked across all resources **Total working days in engagement				[REDACTED]	

Business Area's team



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 [£1,099,834.00], inclusive of expenses and excluding VAT.

Stage	Cost	Due (link to milestone dates)
A		DD/MM/YY
Work Package 1 [REDACTED]	£478,224.67	
Work Package 2	£278,304.67	
Work Package 3 [REDACTED]	£343,304.67	
B (additional stages can be added)		
Expenses		
Travel (site visits if required)	£2000	
Grand total	£ 1,099,834.00	

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

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 flash reports of progress and risks
- Weekly or fortnightly engagement with task and finish group
- Monthly contractual meeting to manage contractual obligations and financial envelope

Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
01	Timely Delivery	Deliverables agreed on time as agreed with key milestones	Monthly	Defra	% of project deliverables produced within agreed deadlines	100%
02	Quality of deliverables	Outputs are fit for purpose and support Programme/project outcomes with clear and simple language and coherent structure and flow	Quarterly	Defra	Qualitative feedback and assessment	1 round of feedback
03	Reporting provided on time	Reports are delivered on time, with appropriate sections completed to a good standard	Monthly	Defra	% of reports delivered on time	100%

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

N/A. The overarching MCF2 framework include NDAs.

6. Exit management

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

Upon exit, the supplier will:

- Provide a handover note setting out the location of all final deliverables
- Undertake a (minimum) 1 hour handover meeting with the Defra team
- Provide a final summary of hours worked and associated invoices

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

