



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_61541_078		
Extension?	N	DPEL Ref.	61541_078
Business Area	Environment Agency, Major Projects & Programme Delivery		
Programme / Project	Project and Programme Delivery Futures Programme		
Senior Responsible Officer	[REDACTED]		
Supplier	Methods		
Title	BEP NLP for Lessons Applied		
Short description	This project will utilise Natural Language Processing (NLP) techniques to automatically process and analyse lessons learnt data to provide insights that aid better and more efficient project delivery. This NLP technique will also enable automatic classification ('tagging') of data within the pipeline. These techniques can be developed further into the predictive data analytics space to achieve our lessons applied vision. This project will create a prototype only.		
Engagement start / end date	24/05/2023	30/08/2023	
Consultancy Spend approval reference	CGB reference for Core Defra only - £100k + (RDEL)		
Expected costs 23/24	£88,813.00		
Expected costs 24/25	n/a		
Expected costs 25/26	n/a		
Dept. PO reference	Dept. PO reference # (to allow for Defra Group recharge)		
Lot #	Lot 3		
Version #	V1		

Approval of Project Engagement Letter

By signing and returning this cover note, Major Programmes and Projects Delivery (MPPD) accepts the contents of this Project Engagement Letter as being the services required and agrees for Methods Business and Digital Technology to provide the services in accordance with the agreed Supplier Proposal under the overarching contract ([REDACTED]), with Defra Group and confirms the availability of funding to support recharge for the services.

Signatures		
Supplier	Business Area	Defra Group Commercial
By: [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>	By: [REDACTED] <i>Signature</i>
For and on behalf of Methods [REDACTED] [REDACTED]	For and on behalf of Bespoke & Emerging Projects, MPPD [REDACTED] [REDACTED]	Defra Group Commercial [REDACTED] [REDACTED]
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

Briefly justify why support is required:
Methods recently completed a discovery engagement to quantify our adherence to lessons learnt from a process, tooling, and reporting perspective. The output from this work identified several challenges relating to the current Asite lessons learnt database and the data quality within it, namely that relevant insights and lessons were difficult to glean from the system. Their final report recommended exploring Natural Language Processing techniques to analyse and categorise (data-tagging) the lessons learnt data to help provide insights to project teams. This project is being set up to prototype an NLP pipeline which will automatically process existing lessons learnt data to provide insights, therefore reducing manual intervention and analysis.

2. Statement of services

Objectives and outcomes to be achieved

State and describe the aims of the engagement:

Objectives:

1. Develop data pipeline to enable NLP processing

2. Utilise Natural Language Processing (NLP) techniques to process and analyse lessons learnt data, this would enable Environment Agency to:
 - Rapidly process and extract insights and key information from past projects
 - Categorise key data points, creating 'meta-tags' for projects
 - Understand why projects fail through analysis and enhance future planning
 - Develop upstream data pipeline (the pipeline will be developed as part of this standalone project, but can be linked to future projects, such as feeding a proposed lessons learnt interface initiative)
3. Explore predictive data analytics algorithms using existing data sources
4. Reduced time/effort through streamlined analysis of lessons learnt data

Outcomes:

- Enhanced productivity through removing requirement for PMs to seek out and interpret lessons learnt for themselves – easy to search (later will be fed back) what is it?
- Data classification and tagging is laborious, by using a NLP model this can be done automatically saving time and resources
- Enhance analytical capabilities by providing more information/greater depth of analysis
- Real-time analysis of lessons learnt data

Scope

Define the scope of the services:

- Using NLP to extract insights from lessons learnt data stored within POL and Asite
- Develop automated pipeline for processing lessons learnt data
- Run workshops to validate NLP insights and tagging

Assumptions and dependencies

Provide further description of the assumptions and dependencies:

- Common workspace environment required so that Methods consultants can access Environment Agency data from their Methods devices, this will enable them to work with datasets using specific analytics tools
- Access to systems where lessons learnt data is held (e.g. POL and Asite)
 - Time from system owners required (2 hour per week per system)
 - All data will be processed initially
- Methods will have timely access to data
- Work with DPIP workstream 3 to improve data quality and promote consistency and regularity in its capture, this will provide further data into the pipeline, generating more insights
- Defined EA decision-making contacts
- Access to technical expertise from Environment Agency (systems and processes)
- Project code is the same across systems

Risk management

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

- Capacity in Environment Agency project delivery teams to support and engage with the Delivery Partner. Active participation outside of the core BEP team will be required from System Owners. The quality of outcomes may be impacted by a lack of active engagement, stakeholders need to be identified early and brought into project team.
- Single Point of Failure within the Bespoke & Emerging Projects team – it is a small team with limited resources. We will agree internal protocols so that the Delivery Partner is not adversely affected by unplanned absences, as far as possible. We will need a point of



contact in the absence of the Programme Manager and minimum monthly and adhoc meetings with the SRO.

- EA internal communication and change management plans are sufficient to encourage engagement.
- Minimum datasets are required to ensure effectiveness, EA need to improve their data capture as identified in Methods Lessons Learnt report 1. DPIP workstream 3 is looking into this.

Deliverables

Describe what the supplier will produce:

- Produce insights and analysis from lessons learnt data using NLP techniques
- Create efficient and query-able database for lessons learnt insights. This will later feed into a separate project seeking to develop a lessons learnt interface
- Provide recommendations for hand-off and long-term hosting (including cloud-based options)
- Create standalone solution which doesn't require integration with EA estate and provide recommendations for integrated implementation

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Project Stage A			
Service Delivery Document (SDD)	<ul style="list-style-type: none"> • Approach to delivery defined by Methods and signed off by client 	09/06/2023	Delivery Manager
Lessons Learnt Insights and Tagging	<ul style="list-style-type: none"> • Output detailing categorised lessons learnt using NLP techniques • Data tagging and classification of lessons learnt using NLP and benchmark against domain knowledge 	25/08/2023	Delivery Manager
NLP Prototype	<p>Create standalone solution including:</p> <ul style="list-style-type: none"> • Query-able database for lessons learnt insights • NLP pipeline to extract insights • Exploratory analysis of data outputs 	25/08/2023	Delivery Manager
Recommendations	<ul style="list-style-type: none"> • Options appraisal detailing cost/benefits of cloud-based vs on-premise hosting of database • Options for integrated implementation 	25/08/2023	Delivery Manager

Deliverable	Success Criteria	Milestone / Date	Owner (who in the delivery team?)
Internal Capability Development Outcomes			
Ensure robust knowledge transfer based on lessons learnt and Year 1 project closure	Provide recommendations on how to adapt delivery approaches following Year 1, aiming to reduce the need for additional support in the future during project closure	25/08/2023	Delivery Manager
Social Value Outcomes			
Raise United Nations (UN) Sustainable Development Goals (SDG) awareness	To be raised through discussions & formal plans where appropriate in partners, supply chain, and clients	25/08/2023	Delivery Manager

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

Name	Role (link to stage/s resource will work on)	Grade	Daily rate	# of days	Cost

Total resource	
Total days* Engagement Length**	██████████
*Total days worked across all resources	



**Total working days in engagement



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 £88,813.00, excluding expenses and VAT.

Stage	Cost	Due (link to milestone dates)
A		
Develop NLP Pipeline	£29,605.00	30/06/23
B		DD/MM/YY
Analysis, insights, and refinement	£29,604.00	31/07/23
C (additional stages can be added)		
Closure	£29,604.00	25/08/23
Expenses		
Up to and not exceeding £3500 (if required)	£3500	25/08/23
Grand total	£92,313.00	

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;



Key Performance Indicators

KPI	KPI Requirement	Description	Reporting Frequency	Who Measures	Method of Measurement	Performance Target
1.	Availability of Methods	A named delivery contact or delegate will be available to the client for discussions within and outside of DPEL content during working hours and will respond within 24 hours to any email/communication if not sooner.	Ongoing for duration of DPEL	EA Programme Manager with Methods Engagement Lead	Escalation from client team if expected behaviour is not demonstrated	Measured against DPEL & Methods Lot 3 agreement.
2.	Regular checkpoints provided by Methods	Weekly reporting to ascertain delivery progress, key risks/concerns	Weekly	EA Programme Manager with Methods Engagement Lead	Regular project meetings	Measured against DPEL deliverables.
3	Delivery of agreed deliverables do not exceed agreed baseline dates outside of tolerance	Baselined plans detail agreed delivery dates, these will not be exceeded above tolerance without agreement between all parties	Weekly	EA Programme Manager with Methods Engagement Lead	Regular project meetings	Measured against DPEL deliverables.

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

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 existing the project engagement:

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.

<ol style="list-style-type: none"> 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: <div style="background-color: black; width: 100px; height: 15px; margin: 5px 0;"></div> 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

