



Department
for Environment
Food & Rural Affairs

Short Form Contract

Conditions of Contract for Services

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1. Interpretation

1.1 In these terms and conditions:

Term	Description
“Agreement”	means the contract between (i) the Customer acting as part of the Crown and (ii) the Contractor constituted by the Contractor’s acceptance of the Award Letter via Bravo;
“Award Letter”	means the letter from the Customer to the Contractor printed above these terms and conditions;
“Bravo”	means the Customer’s electronic contract management system
“Central Government Body”	means a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics: <ul style="list-style-type: none">• Government Department;• Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);• Non-Ministerial Department; or• Executive Agency;
“Charges”	means the charges for the Services as specified in the Award Letter;
“Confidential Information”	means all information, whether written or oral (however recorded), provided by the disclosing Party to the receiving Party and which (i) is known by the receiving Party to be confidential; (ii) is marked as or stated to be confidential; or (iii) ought reasonably to be considered by the receiving Party to be confidential;
“Contractor”	means the person named as Contractor in the Award Letter;
“Controller”	has the meaning given in the GDPR;

“Customer”	means the Secretary of State for Environment, Food and Rural Affairs;
“Data Loss Event”	means any event that results, or may result, in unauthorised access to Personal Data held by the Contractor under this Agreement, and/or actual or potential loss and/or destruction of Personal Data in breach of this Agreement, including any Personal Data Breach;
“Data Protection Impact Assessment”	means an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data;
“Data Protection Legislation”	means (i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time (ii) the DPA 2018 to the extent that it relates to processing of personal data and privacy; and (iii) all applicable Law about the processing of personal data and privacy;
“Data Protection Officer”	has the meaning given in the GDPR;
“Data Subject”	has the meaning given in the GDPR;
“Data Subject Request”	means a request made by, or on behalf of, a Data Subject in accordance with rights granted pursuant to the Data Protection Legislation to access their Personal Data;
“DPA 2018”	means the Data Protection Act 2018;
“Expiry Date”	means the date for expiry of the Agreement as set out in the Award Letter;
“FOIA”	means the Freedom of Information Act 2000;
“GDPR”	means the General Data Protection Regulation (Regulation (EU) 2016/679);
“Information”	has the meaning given under section 84 of the FOIA;

“Intellectual Property Rights”	means patents, utility models, inventions, trademarks, service marks, logos, design rights (whether registrable or otherwise), applications for any of the foregoing, copyright, database rights, domain names, plant variety rights, know-how, trade or business names, moral rights and other similar rights or obligations whether registrable or not in any country (including but not limited to the United Kingdom) and the right to sue for passing off;
“Key Personnel”	means any persons specified as such in the Award Letter or otherwise notified as such by the Customer to the Contractor in writing;
“Law”	means any law, statute, subordinate legislation within the meaning of section 21(1) of the Interpretation Act 1978, bye-law, enforceable right within the meaning of section 2 of the European Communities Act 1972, regulation, order, regulatory policy, mandatory guidance or code of practice, judgment of a relevant court of law, or directives or requirements of any regulatory body with which the relevant Party is bound to comply;
“LED”	means Law Enforcement Directive (Directive (EU) 2016/680);
“Party”	the Contractor or the Customer (as appropriate) and “Parties” shall mean both of them;
“Personal Data”	has the meaning given in the GDPR;
“Personal Data Breach”	has the meaning given in the GDPR;
“Processor”	has the meaning given in the GDPR;
“Protective Measures”	means appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it;

“Purchase Order Number”	means the Customer’s unique number relating to the order for Services to be supplied by the Contractor to the Customer in accordance with the terms of the Agreement;
“Regulations”	means the Public Contract Regulations 2015 (SI 2015/102);
“Request for Information”	has the meaning set out in the FOIA or the Environmental Information Regulations 2004 as relevant (where the meaning set out for the term “request” shall apply);
“Services”	means the services set out in section 1 of the Contractor’s proposal attached at Annex 2 to the Award Letter, including without limitation to deliver the objectives specified at section 1.3 of the proposal and including any modified or alternative services as may be agreed from time to time in accordance with the Agreement;
“Specification”	means the specification for the Services set out in section 1 of the Contractor’s proposal attached at Annex 2 to the Award Letter;
“Staff”	means all directors, officers, employees, agents, consultants and contractors of the Contractor and/or of any sub-contractor of the Contractor engaged in the performance of the Contractor’s obligations under the Agreement;
“Staff Vetting Procedures”	means vetting procedures that accord with good industry practice or, where applicable, the Customer’s procedures for the vetting of personnel as provided to the Contractor from time to time;
“Sub-processor”	means any third party appointed to process Personal Data on behalf of the Contractor related to this Agreement;
“Term”	means the period from the start date of the Agreement set out in the Award Letter to the Expiry Date as such period may be extended in accordance with Clause 4.2 or terminated in accordance with the terms and conditions of the Agreement;
“VAT”	means value added tax in accordance with the provisions of the Value Added Tax Act 1994; and

“Working Day”

means a day (other than a Saturday or Sunday) on which banks are open for business in the City of London.

- 1.2 In these terms and conditions, unless the context otherwise requires:
- 1.2.1 references to numbered clauses are references to the relevant clause in these terms and conditions;
 - 1.2.2 any obligation on any Party not to do or omit to do anything shall include an obligation not to allow that thing to be done or omitted to be done;
 - 1.2.3 the headings to the clauses of these terms and conditions are for information only and do not affect the interpretation of the Agreement;
 - 1.2.4 any reference to an enactment includes reference to that enactment as amended or replaced from time to time and to any subordinate legislation or byelaw made under that enactment; and
 - 1.2.5 the word ‘including’ shall be understood as meaning ‘including without limitation’.

2. Basis of Agreement

- 2.1 The Award Letter constitutes an offer by the Customer to purchase the Services subject to and in accordance with the terms and conditions of the Agreement.
- 2.2 The offer comprised in the Award Letter shall be deemed to be accepted by the Contractor on receipt by the Customer of the Contractor’s notification of acceptance via Bravo within 7 days of the date of the Award Letter.

3. Supply of Services

- 3.1 In consideration of the Customer’s agreement to pay the Charges, the Contractor shall supply the Services to the Customer for the Term subject to and in accordance with the terms and conditions of the Agreement.
- 3.2 In supplying the Services, the Contractor shall:

- 3.2.1 co-operate with the Customer in all matters relating to the Services and comply with all the Customer's instructions;
- 3.2.2 perform the Services with all reasonable care, skill and diligence in accordance with good industry practice in the Contractor's industry, profession or trade;
- 3.2.3 provide co-operation and information as required by the evaluation team for evaluation purposes as specified in the Monitoring and Evaluation Information Leaflet attached at Annex 3 to the Award Letter, including without limitation by providing the information and assistance specified in the section headed "your role in the evaluation";
- 3.2.4 use Staff who are suitably skilled and experienced to perform tasks assigned to them, and in sufficient number to ensure that the Contractor's obligations are fulfilled in accordance with the Agreement;
- 3.2.5 ensure that the Services shall conform with all descriptions and specifications set out in the Specification;
- 3.2.6 comply with all applicable laws; and
- 3.2.7 provide all equipment, tools and vehicles and other items as are required to provide the Services.
- 3.3 The Customer may by written notice to the Contractor at any time request a variation to the scope of the Services. In the event that the Contractor agrees to any variation to the scope of the Services, the Charges shall be subject to fair and reasonable adjustment to be agreed in writing between the Customer and the Contractor.

4. Term

- 4.1 The Agreement shall take effect on the date specified in Award Letter and shall expire on the Expiry Date, unless it is otherwise extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement.
- 4.2 The Customer may extend the Agreement for a period of up to 6 months by giving not less than 10 Working Days' notice in writing to the Contractor prior to the Expiry Date. The terms and conditions of the Agreement shall apply throughout any such extended period.

5. Charges, Payment and Recovery of Sums Due

- 5.1 The Charges for the Services shall be as set out in the Award Letter and shall be the full and exclusive remuneration of the Contractor in respect of the supply of the Services. Unless otherwise agreed in writing by the Customer, the Charges shall include every cost and expense of the Contractor directly or indirectly incurred in connection with the performance of the Services.
- 5.2 All amounts stated are exclusive of VAT which shall be charged at the prevailing rate. The Customer shall, following the receipt of a valid VAT invoice, pay to the Contractor a sum equal to the VAT chargeable in respect of the Services.
- 5.3 The Contractor shall invoice the Customer as specified in the Agreement. Each invoice shall include such supporting information required by the Customer to verify the accuracy of the invoice, including the relevant Purchase Order Number and a breakdown of the Services supplied in the invoice period.
- 5.4 Where the Charges are to be paid by way of milestone payments, the Customer shall not be obliged to pay any milestone payment unless the criteria and outputs relating to the relevant milestone have been delivered to the reasonable satisfaction of the Customer.
- 5.5 In consideration of the supply of the Services by the Contractor, the Customer shall pay the Contractor the invoiced amounts no later than 30 days after verifying that the invoice is valid and undisputed and includes a valid Purchase Order Number. The Customer may, without prejudice to any other rights and remedies under the Agreement, withhold or reduce payments in the event of unsatisfactory performance.
- 5.6 If there is a dispute between the Parties as to the amount invoiced, the Customer shall pay the undisputed amount. The Contractor shall not suspend the supply of the Services unless the Contractor is entitled to terminate the Agreement for a failure to pay undisputed sums in accordance with clause 16.4. Any disputed amounts shall be resolved through the dispute resolution procedure detailed in clause 19.
- 5.7 If a payment of an undisputed amount is not made by the Customer by the due date, then the Customer shall pay the Contractor interest at the interest rate specified in the Late Payment of Commercial Debts (Interest) Act 1998.

- 5.8 Where the Contractor enters into a sub-contract, the Contractor shall include in that sub-contract:
- 5.8.1 provisions having the same effects as clauses 5.3 to 5.7 of this Agreement; and
 - 5.8.2 a provision requiring the counterparty to that sub-contract to include in any sub-contract which it awards provisions having the same effect as 5.3 to 5.8 of this Agreement.
- 5.9 In this clause 5, “sub-contract” means a contract between two or more Contractors, at any stage of remoteness from the Customer in a subcontracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or any part of this Agreement.
- 5.10 If any sum of money is recoverable from or payable by the Contractor under the Agreement (including any sum which the Contractor is liable to pay to the Customer in respect of any breach of the Agreement), that sum may be deducted unilaterally by the Customer from any sum then due, or which may come due, to the Contractor under the Agreement or under any other agreement or contract with the Customer. The Contractor shall not be entitled to assert any credit, set-off or counterclaim against the Customer in order to justify withholding payment of any such amount in whole or in part.

6. Premises and equipment

- 6.1 If necessary, the Customer shall provide the Contractor with reasonable access at reasonable times to its premises for the purpose of supplying the Services. All equipment, tools and vehicles brought onto the Customer’s premises by the Contractor or the Staff shall be at the Contractor’s risk.
- 6.2 If the Contractor supplies all or any of the Services at or from the Customer’s premises, on completion of the Services or termination or expiry of the Agreement (whichever is the earlier) the Contractor shall vacate the Customer’s premises, remove the Contractor’s plant, equipment and unused materials and all rubbish arising out of the provision of the Services and leave the Customer’s premises in a clean, safe and tidy condition. The Contractor shall be solely responsible for making good any damage to the Customer’s premises or any objects contained on the Customer’s premises which is caused by the Contractor or any Staff, other than fair wear and tear.

- 6.3 If the Contractor supplies all or any of the Services at or from its premises or the premises of a third party, the Customer may, during normal business hours and on reasonable notice, inspect and examine the manner in which the relevant Services are supplied at or from the relevant premises.
- 6.4 The Customer shall be responsible for maintaining the security of its premises in accordance with its standard security requirements. While on the Customer's premises the Contractor shall, and shall procure that all Staff shall, comply with all the Customer's security requirements.
- 6.5 Where all or any of the Services are supplied from the Contractor's premises, the Contractor shall, at its own cost, comply with all security requirements specified by the Customer in writing.
- 6.6 Without prejudice to clause 3.2.7, any equipment provided by the Customer for the purposes of the Agreement shall remain the property of the Customer and shall be used by the Contractor and the Staff only for the purpose of carrying out the Agreement. Such equipment shall be returned promptly to the Customer on expiry or termination of the Agreement.
- 6.7 The Contractor shall reimburse the Customer for any loss or damage to the equipment (other than deterioration resulting from normal and proper use) caused by the Contractor or any Staff. Equipment supplied by the Customer shall be deemed to be in a good condition when received by the Contractor or relevant Staff unless the Customer is notified otherwise in writing within 5 Working Days.

7. Staff and Key Personnel

- 7.1 If the Customer reasonably believes that any of the Staff are unsuitable to undertake work in respect of the Agreement, it may, by giving written notice to the Contractor:
- 7.1.1 refuse admission to the relevant person(s) to the Customer's premises;
 - 7.1.2 direct the Contractor to end the involvement in the provision of the Services of the relevant person(s); and/or
 - 7.1.3 require that the Contractor replace any person removed under this clause with another suitably qualified person and procure that any security pass issued by the Customer to the person removed is surrendered,

and the Contractor shall comply with any such notice.

7.2 The Contractor shall:

7.2.1 ensure that all Staff are vetted in accordance with the Staff Vetting Procedures;

7.2.2 if requested, provide the Customer with a list of the names and addresses (and any other relevant information) of all persons who may require admission to the Customer's premises in connection with the Agreement; and

7.2.3 procure that all Staff comply with any rules, regulations and requirements reasonably specified by the Customer.

7.3 Any Key Personnel shall not be released from supplying the Services without the agreement of the Customer, except by reason of long-term sickness, maternity leave, paternity leave, termination of employment or other extenuating circumstances.

7.4 Any replacements to the Key Personnel shall be subject to the prior written agreement of the Customer (not to be unreasonably withheld). Such replacements shall be of at least equal status or of equivalent experience and skills to the Key Personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

8. Assignment and sub-contracting

8.1 The Contractor shall not without the written consent of the Customer assign, sub-contract, novate or in any way dispose of the benefit and/ or the burden of the Agreement or any part of the Agreement. The Customer may, in the granting of such consent, provide for additional terms and conditions relating to such assignment, sub-contract, novation or disposal. The Contractor shall be responsible for the acts and omissions of its sub-contractors as though those acts and omissions were its own.

8.2 Where the Customer has consented to the placing of sub-contracts, the Contractor shall, at the request of the Customer, send copies of each sub-contract, to the Customer as soon as is reasonably practicable.

8.3 The Customer may assign, novate, or otherwise dispose of its rights and obligations under the Agreement without the consent of the Contractor

provided that such assignment, novation or disposal shall not increase the burden of the Contractor's obligations under the Agreement.

9. Intellectual Property Rights

- 9.1 All Intellectual Property Rights in any materials provided by the Customer to the Contractor for the purposes of this Agreement shall remain the property of the Customer but the Customer hereby grants the Contractor a royalty-free, non-exclusive and non-transferable licence to use such materials as required until termination or expiry of the Agreement for the sole purpose of enabling the Contractor to perform its obligations under the Agreement.
- 9.2 All Intellectual Property Rights in any materials created or developed by the Contractor pursuant to the Agreement or arising as a result of the provision of the Services shall vest in the Contractor. If, and to the extent, that any Intellectual Property Rights in such materials vest in the Customer by operation of law, the Customer hereby assigns to the Contractor by way of a present assignment of future rights that shall take place immediately on the coming into existence of any such Intellectual Property Rights all its Intellectual Property Rights in such materials.
- 9.3 The Contractor hereby grants the Customer:
- 9.3.1 a perpetual, royalty-free, irrevocable, non-exclusive licence (with a right to sub-license) to use all Intellectual Property Rights in the materials created or developed pursuant to the Agreement and any Intellectual Property Rights arising as a result of the provision of the Services; and
- 9.3.2 a perpetual, royalty-free, irrevocable and non-exclusive licence (with a right to sub-license) to use:
- a. any Intellectual Property Rights vested in or licensed to the Contractor on the date of the Agreement; and
 - b. any Intellectual Property Rights created during the Term but which are neither created or developed pursuant to the Agreement nor arise as a result of the provision of the Services,
- including any modifications to or derivative versions of any such Intellectual Property Rights, which the Customer reasonably requires in order to exercise its rights and take the benefit of the Agreement including the Services provided.

- 9.4 The Contractor shall indemnify, and keep indemnified, the Customer in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Customer as a result of or in connection with any claim made against the Customer for actual or alleged infringement of a third party's intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Contractor or any Staff.

10. Governance and Records

- 10.1. The Contractor shall:

10.1.1. attend progress meetings with the Customer at the frequency and times specified by the Customer and shall ensure that its representatives are suitably qualified to attend such meetings; and

10.1.2. submit progress reports to the Customer at the times and in the format specified by the Customer.

10.2. The Contractor shall keep and maintain until 6 years after the end of the Agreement, or as long a period as may be agreed between the Parties, full and accurate records of the Agreement including the Services supplied under it and all payments made by the Customer. The Contractor shall on request afford the Customer or the Customer's representatives such access to those records as may be reasonably requested by the Customer in connection with the Agreement.

11. Confidentiality, Transparency and Publicity

- 11.1. Subject to clause 11.2, each Party shall:

11.1.1. treat all Confidential Information it receives as confidential, safeguard it accordingly and not disclose it to any other person without the prior written permission of the disclosing Party; and

11.1.2. not use or exploit the disclosing Party's Confidential Information in any way except for the purposes anticipated under the Agreement.

11.2. Notwithstanding clause 11.1, a Party may disclose Confidential Information which it receives from the other Party:

- 11.2.1. where disclosure is required by applicable law or by a court of competent jurisdiction;
- 11.2.2. to its auditors or for the purposes of regulatory requirements;
- 11.2.3. on a confidential basis, to its professional advisers;
- 11.2.4. to the Serious Fraud Office where the Party has reasonable grounds to believe that the other Party is involved in activity that may constitute a criminal offence under the Bribery Act 2010;
- 11.2.5. where the receiving Party is the Contractor, to the Staff on a need to know basis to enable performance of the Contractor's obligations under the Agreement provided that the Contractor shall procure that any Staff to whom it discloses Confidential Information pursuant to this clause 11.2.5 shall observe the Contractor's confidentiality obligations under the Agreement; and
- 11.2.6. where the receiving Party is the Customer:
 - a) on a confidential basis to the employees, agents, consultants and contractors of the Customer;
 - b) on a confidential basis to any other Central Government Body, any successor body to a Central Government Body or any company to which the Customer transfers or proposes to transfer all or any part of its business;
 - c) to the extent that the Customer (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions; or
 - d) in accordance with clause 12.

and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on the Customer under this clause 11.

- 11.3. The Parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of the Agreement is not Confidential Information and the Contractor hereby gives its consent for the Customer to publish this Agreement in its entirety to

the general public (but with any information that is exempt from disclosure in accordance with the FOIA redacted) including any changes to the Agreement agreed from time to time. The Customer may consult with the Contractor to inform its decision regarding any redactions but shall have the final decision in its absolute discretion whether any of the content of the Agreement is exempt from disclosure in accordance with the provisions of the FOIA.

- 11.4. The Contractor shall not, and shall take reasonable steps to ensure that the Staff shall not, make any press announcement or publicise the Agreement or any part of the Agreement in any way, except with the prior written consent of the Customer.

12. Freedom of Information

- 12.1 The Contractor acknowledges that the Customer is subject to the requirements of the FOIA and the Environmental Information Regulations 2004 and shall:
 - 12.1.1 provide all necessary assistance and cooperation as reasonably requested by the Customer to enable the Customer to comply with its obligations under the FOIA and the Environmental Information Regulations 2004;
 - 12.1.2 transfer to the Customer all Requests for Information relating to this Agreement that it receives as soon as practicable and in any event within 2 Working Days of receipt;
 - 12.1.3 provide the Customer with a copy of all Information belonging to the Customer requested in the Request for Information which is in its possession or control in the form that the Customer requires within 5 Working Days (or such other period as the Customer may reasonably specify) of the Customer's request for such Information; and
 - 12.1.4 not respond directly to a Request for Information unless authorised in writing to do so by the Customer.
- 12.2 The Contractor acknowledges that the Customer may be required under the FOIA and the Environmental Information Regulations 2004 to disclose Information concerning the Contractor or the Services (including commercially sensitive information) without consulting or obtaining consent from the Contractor. In these circumstances the Customer shall, in accordance with any relevant guidance issued under the FOIA, take reasonable steps, where appropriate, to give the Contractor advance notice,

or failing that, to draw the disclosure to the Contractor's attention after any such disclosure.

- 12.3 Notwithstanding any other provision in the Agreement, the Customer shall be responsible for determining in its absolute discretion whether any Information relating to the Contractor or the Services is exempt from disclosure in accordance with the FOIA and/or the Environmental Information Regulations 2004.

13. Protection of Personal Data and Security of Data

- 13.1. The Parties acknowledge that for the purposes of the Data Protection Legislation, the Customer is the Controller and the Contractor is the Processor unless otherwise specified in Schedule 1. The only processing that the Contractor is authorised to do is listed in Schedule 1 by the Customer and may not be determined by the Contractor.
- 13.2. The Contractor shall notify the Customer immediately if it considers that any of the Customer's instructions infringe the Data Protection Legislation.
- 13.3. The Contractor shall provide all reasonable assistance to the Customer in the preparation of any Data Protection Impact Assessment prior to commencing any processing. Such assistance may, at the discretion of the Customer, include:
- a. a systematic description of the envisaged processing operations and the purpose of the processing;
 - b. an assessment of the necessity and proportionality of the processing operations in relation to the Services;
 - c. an assessment of the risks to the rights and freedoms of Data Subjects; and
 - d. the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
- 13.4. The Contractor shall, in relation to any Personal Data processed in connection with its obligations under this Agreement:

- a. process that Personal Data only in accordance with Schedule 1 unless the Contractor is required to do otherwise by Law. If it is so required the Contractor shall promptly notify the Customer before processing the Personal Data unless prohibited by Law;
- b. ensure that it has in place Protective Measures which are appropriate to protect against a Data Loss Event, which the Customer may reasonably reject (but failure to reject shall not amount to approval by the Customer of the adequacy of the Protective Measures), having taken account of the:
 - i. nature of the data to be protected;
 - ii. harm that might result from a Data Loss Event;
 - iii. state of technological development; and
 - iv. cost of implementing any measures;
- c. ensure that :
 - i. the Staff do not process Personal Data except in accordance with this Agreement (and in particular Schedule 1);
 - ii. it takes all reasonable steps to ensure the reliability and integrity of any Staff who have access to the Personal Data and ensure that they:
 - 1. are aware of and comply with the Contractor's duties under this clause;
 - 2. are subject to appropriate confidentiality undertakings with the Contractor or any Sub-processor;
 - 3. are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Customer or as otherwise permitted by this Agreement; and
 - 4. have undergone adequate training in the use, care, protection and handling of Personal Data; and

- d. not transfer Personal Data outside of the European Union unless the prior written consent of the Customer has been obtained and the following conditions are fulfilled:
 - i. the Customer or the Contractor has provided appropriate safeguards in relation to the transfer (whether in accordance with the GDPR Article 46 or LED Article 37) as determined by the Customer;
 - ii. the Data Subject has enforceable rights and effective legal remedies;
 - iii. the Contractor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Customer in meeting its obligations); and
 - iv. the Contractor complies with any reasonable instructions notified to it in advance by the Customer with respect to the processing of the Personal Data;
- e. at the written direction of the Customer, delete or return Personal Data (and any copies of it) to the Customer on termination of the Agreement unless the Contractor is required by Law to retain the Personal Data.

13.5. Subject to clause 13.6 the Contractor shall notify the Customer immediately if, in relation to any Personal Data processed in connection with its obligations under this Agreement, it:

- a. receives a Data Subject Request (or purported Data Subject Request);
- b. receives a request to rectify, block or erase any Personal Data;
- c. receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
- d. receives any communication from the Information Commissioner or any other regulatory authority;

- e. receives a request from any third party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
 - f. becomes aware of a Data Loss Event.
- 13.6. The Contractor's obligation to notify under clause 13.5 shall include the provision of further information to the Customer in phases, as details become available.
- 13.7. Taking into account the nature of the processing, the Contractor shall provide the Customer with full assistance in relation to either Party's obligations under Data Protection Legislation in relation to any Personal Data processed in connection with its obligations under this Agreement and any complaint, communication or request made under Clause 13.5 (and insofar as possible within the timescales reasonably required by the Customer) including by promptly providing:
- a. the Customer with full details and copies of the complaint, communication or request;
 - b. such assistance as is reasonably requested by the Customer to enable the Customer to comply with a Data Subject Request within the relevant timescales set out in the Data Protection Legislation;
 - c. the Customer, at its request, with any Personal Data it holds in relation to a Data Subject;
 - d. assistance as requested by the Customer following any Data Loss Event;
 - e. assistance as requested by the Customer with respect to any request from the Information Commissioner's Office, or any consultation by the Customer with the Information Commissioner's Office.
- 13.8. The Contractor shall maintain complete and accurate records and information to demonstrate its compliance with this clause 13. This requirement does not apply where the Contractor employs fewer than 250 staff, unless:
- a. the Customer determines that the processing is not occasional;

- b. the Customer determines the processing includes special categories of data as referred to in Article 9(1) of the GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the GDPR; or
 - c. the Customer determines that the processing is likely to result in a risk to the rights and freedoms of Data Subjects.
- 13.9. The Contractor shall allow for audits of its Personal Data processing activity by the Customer or the Customer's designated auditor.
- 13.10. Each Party shall designate its own Data Protection Officer if required by the Data Protection Legislation.
- 13.11. Before allowing any Sub-processor to process any Personal Data related to this Agreement, the Contractor must:
- a. notify the Customer in writing of the intended Sub-processor and processing;
 - b. obtain the written consent of the Customer;
 - c. enter into a written agreement with the Sub-processor which give effect to the terms set out in this clause 13 such that they apply to the Sub-processor; and
 - d. provide the Customer with such information regarding the Sub-processor as the Customer may reasonably require.
- 13.12. The Contractor shall remain fully liable for all acts or omissions of any of its Sub-processors.
- 13.13. The Customer may, at any time on not less than 30 Working Days' notice, revise this clause by replacing it with any applicable controller to processor standard clauses or similar terms forming part of an applicable certification scheme (which shall apply when incorporated by attachment to this Agreement).
- 13.14. The Parties agree to take account of any non-mandatory guidance issued by the Information Commissioner's Office. The Customer may on not less than 30 Working Days' notice to the Contractor amend this Agreement to ensure that it complies with any guidance issued by the Information Commissioner's Officer.

- 13.15. When handling Customer data (whether or not Personal Data), the Contractor shall ensure the security of the data is maintained in line with the security requirements of the Customer as notified to the Contractor from time to time.
- 13.16. This clause 13 shall apply during the Term and indefinitely after its expiry.

14. Liability

- 14.1 The Contractor shall not be responsible for any injury, loss, damage, cost or expense suffered by the Customer if and to the extent that it is caused by the negligence or wilful misconduct of the Customer or by breach by the Customer of its obligations under the Agreement.
- 14.2 Subject always to clauses 14.3 and 14.4:
- 14.2.1 the aggregate liability of the Contractor in respect of all defaults, claims, losses or damages howsoever caused, whether arising from breach of the Agreement, the supply or failure to supply of the Services, misrepresentation (whether tortious or statutory), tort (including negligence), breach of statutory duty or otherwise shall in no event exceed a sum equal to 125% of the Charges paid or payable to the Contractor; and
- 14.2.2 except in the case of claims arising under clauses 9.4 and 18.3, in no event shall the Contractor be liable to the Customer for any:
- a) loss of profits;
 - b) loss of business;
 - c) loss of revenue;
 - d) loss of or damage to goodwill;
 - e) loss of savings (whether anticipated or otherwise); and/or
 - f) any indirect, special or consequential loss or damage.
- 14.3 Nothing in the Agreement shall be construed to limit or exclude either Party's liability for:

- 14.3.1 death or personal injury caused by its negligence or that of its Staff;
 - 14.3.2 fraud or fraudulent misrepresentation by it or that of its Staff; or
 - 14.3.3 any other matter which, by law, may not be excluded or limited.
- 14.4 The Contractor's liability under the indemnity in clause 9.4 and 18.3 shall be unlimited.

15. Force Majeure

- 15.1 Neither Party shall have any liability under or be deemed to be in breach of the Agreement for any delays or failures in performance of the Agreement which result from circumstances beyond the reasonable control of the Party affected. Each Party shall promptly notify the other Party in writing when such circumstances cause a delay or failure in performance and when they cease to do so. If such circumstances continue for a continuous period of more than two months, either Party may terminate the Agreement by written notice to the other Party.

16. Termination

- 16.1 The Customer may terminate the Agreement at any time by notice in writing to the Contractor to take effect on any date falling at least 1 month (or, if the Agreement is less than 3 months in duration, at least 10 Working Days) later than the date of service of the relevant notice.
- 16.2 Without prejudice to any other right or remedy it might have, the Customer may terminate the Agreement by written notice to the Contractor with immediate effect if the Contractor:
- 16.2.1 (without prejudice to clause 16.2.7), is in material breach of any obligation under the Agreement which is not capable of remedy;
 - 16.2.2 repeatedly breaches any of the terms and conditions of the Agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms and conditions of the Agreement;

- 16.2.3 is in material breach of any obligation which is capable of remedy, and that breach is not remedied within 30 days of the Contractor receiving notice specifying the breach and requiring it to be remedied;
- 16.2.4 where required to do so by law or regulatory authority;
- 16.2.5 the Agreement should not have been awarded to the Contractor in view of a serious infringement of the obligations under the Treaties and the Regulations that has been declared by the Court of Justice of the European Union in a procedure under Article 258 of the Treaty on the Functioning of the European Union;
- 16.2.6 undergoes a change of control within the meaning of section 416 of the Income and Corporation Taxes Act 1988;
- 16.2.7 breaches any of the provisions of clauses 7.2, 11, 12, 13 or 17;
- 16.2.8 becomes insolvent, or if an order is made or a resolution is passed for the winding up of the Contractor (other than voluntarily for the purpose of solvent amalgamation or reconstruction), or if an administrator or administrative receiver is appointed in respect of the whole or any part of the Contractor's assets or business, or if the Contractor makes any composition with its creditors or takes or suffers any similar or analogous action (to any of the actions detailed in this clause 16.2.8) in consequence of debt in any jurisdiction; or
- 16.2.9 fails to comply with legal obligations in the fields of environmental, social or labour law.
- 16.3 The Contractor shall notify the Customer as soon as practicable of any change of control as referred to in clause 16.2.6 or any potential such change of control.
- 16.4 The Contractor may terminate the Agreement by written notice to the Customer if the Customer has not paid any undisputed amounts within 90 days of them falling due.
- 16.5 Termination or expiry of the Agreement shall be without prejudice to the rights of either Party accrued prior to termination or expiry and shall not affect the continuing rights of the Parties under this clause and clauses 2, 3.2, 6.1, 6.2, 6.6, 6.7, 7, 9, 10.2, 11, 12, 13, 14, 16.6, 17.4, 18.3, 19 and 20.7 or any other provision of the Agreement that either expressly or by implication has effect after termination.

- 16.6 Upon termination or expiry of the Agreement, the Contractor shall:
- 16.6.1 give all reasonable assistance to the Customer and any incoming Contractor of the Services; and
 - 16.6.2 return all requested documents, information and data to the Customer as soon as reasonably practicable.

17. Compliance

- 17.1 The Contractor shall promptly notify the Customer of any health and safety hazards which may arise in connection with the performance of its obligations under the Agreement. The Customer shall promptly notify the Contractor of any health and safety hazards which may exist or arise at the Customer's premises and which may affect the Contractor in the performance of its obligations under the Agreement.
- 17.2 The Contractor shall:
- 17.2.1 comply with all the Customer's health and safety measures while on the Customer's premises; and
 - 17.2.2 notify the Customer immediately in the event of any incident occurring in the performance of its obligations under the Agreement on the Customer's premises where that incident causes any personal injury or damage to property which could give rise to personal injury.
- 17.3 The Contractor shall:
- 17.3.1 perform its obligations under the Agreement in accordance with all applicable equality Law and the Customer's equality and diversity policy as provided to the Contractor from time to time; and
 - 17.3.2 take all reasonable steps to secure the observance of clause 17.3.1 by all Staff.
- 17.4 The Contractor shall supply the Services in accordance with the Customer's environmental policy as provided to the Contractor from time to time.
- 17.5 The Contractor shall comply with, and shall ensure that its Staff shall comply with, the provisions of:

17.5.1 the Official Secrets Acts 1911 to 1989; and

17.5.2 section 182 of the Finance Act 1989.

18. Prevention of Fraud and Corruption

18.1 The Contractor shall not offer, give, or agree to give anything, to any person an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the Agreement or for showing or refraining from showing favour or disfavour to any person in relation to the Agreement.

18.2 The Contractor shall take all reasonable steps, in accordance with good industry practice, to prevent fraud by the Staff and the Contractor (including its shareholders, members and directors) in connection with the Agreement and shall notify the Customer immediately if it has reason to suspect that any fraud has occurred or is occurring or is likely to occur.

18.3 If the Contractor or the Staff engages in conduct prohibited by clause 18.1 or commits fraud in relation to the Agreement or any other contract with the Crown (including the Customer) the Customer may:

18.3.1 terminate the Agreement and recover from the Contractor the amount of any loss suffered by the Customer resulting from the termination, including the cost reasonably incurred by the Customer of making other arrangements for the supply of the Services and any additional expenditure incurred by the Customer throughout the remainder of the Agreement; or

18.3.2 recover in full from the Contractor any other loss sustained by the Customer in consequence of any breach of this clause.

19. Dispute Resolution

19.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Agreement and such efforts shall involve the escalation of the dispute to an appropriately senior representative of each Party.

19.2 If the dispute cannot be resolved by the Parties within one month of being escalated as referred to in clause 19.1, the dispute may by agreement between the Parties be referred to a neutral adviser or mediator (the

“Mediator”) chosen by agreement between the Parties. All negotiations connected with the dispute shall be conducted in confidence and without prejudice to the rights of the Parties in any further proceedings.

- 19.3 If the Parties fail to appoint a Mediator within one month, or fail to enter into a written agreement resolving the dispute within one month of the Mediator being appointed, either Party may exercise any remedy it has under applicable law.

20. General

- 20.1 Each of the Parties represents and warrants to the other that it has full capacity and authority, and all necessary consents, licences and permissions to enter into and perform its obligations under the Agreement, and that the Agreement is executed by its duly authorised representative.
- 20.2 A person who is not a party to the Agreement shall have no right to enforce any of its provisions which, expressly or by implication, confer a benefit on him, without the prior written agreement of the Parties.
- 20.3 The Agreement cannot be varied except in writing signed by a duly authorised representative of both the Parties.
- 20.4 The Agreement contains the whole agreement between the Parties and supersedes and replaces any prior written or oral agreements, representations or understandings between them. The Parties confirm that they have not entered into the Agreement on the basis of any representation that is not expressly incorporated into the Agreement. Nothing in this clause shall exclude liability for fraud or fraudulent misrepresentation.
- 20.5 Any waiver or relaxation either partly, or wholly of any of the terms and conditions of the Agreement shall be valid only if it is communicated to the other Party in writing and expressly stated to be a waiver. A waiver of any right or remedy arising from a breach of contract shall not constitute a waiver of any right or remedy arising from any other breach of the Agreement.
- 20.6 The Agreement shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the Parties other than the contractual relationship expressly provided for in the Agreement. Neither Party shall have, nor represent that it has, any authority to make any commitments on the other Party's behalf.

- 20.7 Except as otherwise expressly provided by the Agreement, all remedies available to either Party for breach of the Agreement (whether under the Agreement, statute or common law) are cumulative and may be exercised concurrently or separately, and the exercise of one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.
- 20.8 If any provision of the Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from the Agreement and rendered ineffective as far as possible without modifying the remaining provisions of the Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of the Agreement.

21. Notices

- 21.1 Any notice to be given under the Agreement shall be in writing and may be served by personal delivery, first class recorded or, subject to clause 21.3, e-mail to the address of the relevant Party set out in the Award Letter, or such other address as that Party may from time to time notify to the other Party in accordance with this clause:
- 21.2 Notices served as above shall be deemed served on the Working Day of delivery provided delivery is before 5.00pm on a Working Day. Otherwise delivery shall be deemed to occur on the next Working Day. An email shall be deemed delivered when sent unless an error message is received.
- 21.3 Notices under clauses 15 (Force Majeure) and 16 (Termination) may be served by email only if the original notice is then sent to the recipient by personal delivery or recorded delivery in the manner set out in clause 21.1.

22. Governing Law and Jurisdiction

- 22.1 The validity, construction and performance of the Agreement, and all contractual and non contractual matters arising out of it, shall be governed by English law and shall be subject to the exclusive jurisdiction of the English courts to which the Parties submit.

SCHEDULE 1 - PROCESSING, PERSONAL DATA AND DATA SUBJECTS

1. This Schedule shall be completed by the Customer, who may take account of the view of the Contractor, however the final decision as to the content of this Schedule shall be with the Customer at its absolute discretion.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

4. The Contractor shall comply with any further written instructions with respect to processing by the Customer.

5. Any such further instructions shall be incorporated into this Schedule.

[Redacted]	[Redacted]
[Redacted]	[Redacted]

	<p>[Redacted]</p>
[Redacted]	<p>[Redacted]</p>
[Redacted]	<p>[Redacted]</p>
[Redacted]	<p>[Redacted]</p>

Environmental Land Management: Tests and Trials



Department
for Environment
Food & Rural Affairs

Proposal Development Form

This form will enable you to provide us with more detail about your proposal so we can consider how it will contribute to the development of the new Environmental Land Management (ELM) system.

The form collects information to help understand the following questions:

- What it is you will test or trial
- Whether this will be a test, trial or both, and the rationale for this
- How this will contribute to the design of the new ELM system
- How you propose to undertake your test or trial
- Who will be involved
- Timescales, including milestones of your test or trial
- How much it will cost and what funding you are seeking from Defra
- How you will monitor and evaluate your test or trial

Please read through the Funding and Reimbursement policy prior to completing this form.

Proposal Ref:	[REDACTED]
Proposal Name:	Shropshire Wildlife Trust – Connecting the Clees
Tests and Trials Officer	[REDACTED]

Section 1. Proposer Details

1.1	Name of lead applicant / organisation	Shropshire Wildlife Trust
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
1.5	Is the applicant / organisation linked to any other business or organisation through shared ownership or control?	No

Section 2. Proposal Scope

2.1	Is this a test, trial or both?	Test
<p>Tests – focus on specific elements or likely building blocks of the new system. They will be short, low risk, involve limited funding, few participants and will be explorative and iterative. <i>(For example a workshop or structured interviews could be used to test a land management plan).</i></p> <p>Trials – test the feasibility of new ideas. They will run for varying lengths of time. We will trial innovative and novel approaches to help us evaluate how we might cost-effectively roll these out more widely. Trials can run for various lengths of time and may run beyond 2022. They are more complex and could take longer to establish.</p>		
2.2	<p>Please describe briefly the purpose of your to test or trial and how it addresses one or more of the policy questions (as set out in the guidance).</p> <p>Consider the following ELM theme areas and how your proposal meets one or more of them;</p> <ul style="list-style-type: none"> • <i>New and Innovative Mechanisms</i> - <i>Mechanisms that will support the delivery of the new scheme (such as adopting new technology or novel approaches to establishing and making payments), that have not been used previously within agri-environment schemes and/or where the mechanism has not previously been used at the proposed scale.</i> • <i>Payment mechanisms</i> – <i>focusing on how the new system will pay participants and the different mechanisms available</i> • <i>Land Management Plans</i> – <i>looking at what mechanism will participants use to plan and record which public goods they will deliver</i> • <i>Advice and Guidance</i> – <i>considering what expert support participants will require to help them plan and record the public goods they will deliver</i> • <i>Spatial Prioritisation</i> – <i>looking at what mechanisms are available to set and agree local priorities within a national framework for the delivery of public goods</i> 	
<p><i>To test the feasibility of developing holding level ‘opportunity’ maps, giving farmers an understanding of the steps required to identify natural assets on their own landholdings and increase their ability to deliver a Nature Recovery Network (NRN) on their land.</i></p>		

The hypothesis is that within the farming community there is a basic lack of understanding about what a Nature Recovery Network is, and what it looks like in practice.

The basic framework on which to build an improved network is probably present on most farms and will comprise features such as hedgerows, streams, small woodlands, ponds, wetlands and field margins. Small changes to management practices, which can be delivered through ELMS, coupled with a more co-ordinated approach to **Spatial Prioritisation** (especially if collaboration takes place with neighbouring landowners) can provide a much more wildlife friendly network to enable wildlife to flourish. The key is to get landowners to understand that this is could be relatively easy to produce a **Land Management Plan** to incorporate these features if they regarded their landholding in a more strategic way and still remain their productivity as farmers.

The elements of the test are: –

1) To conduct interviews with farmers in south Shropshire to gain an understanding of their knowledge of what a nature recovery network is and how much more information needs to be given, when, by whom and in what format **Advice and Guidance** might best be delivered. For example, could peer-to-peer advice be given, once the principles of NRN were understood by just a few farmers?

2) To undertake 'opportunity mapping' on a sample of farms to identify where an existing network features exist and to explain to landowners how this framework can be enhanced by measures such as additional tree planting, hedgerow protection and restoration, enhancement of existing woodlands etc., and how producing a holding map helps to demonstrate that features need to be connected in some way to help provide conditions for **thriving wildlife**.

3) To better understand how this information can be imparted to landowners by comparing two different models of presentation – one model would be on a one-to-one basis with individual farmers, and the other model would be a group session with a number of farmers in a workshop to enable a wider discussion. This would help develop a template for **Land Management Planning** and facilitate the sharing of knowledge amongst the landowners themselves.

	<p>4) At the end of the Test this information would be brought together in a report with recommendations for ELM, so that lessons could be learnt as to the basic level of understanding amongst the farming community about nature recovery networks and what method of communication works best. Further work could include development of a web-based guide which could form a second phase of the Tests and Trials in order to disseminate this information more widely to landowners.</p>
<p>2.3</p>	<p>Describe the objectives of your test or trial and the outcomes and outputs you will capture and evidence. Your objectives are what you intend to have done by the end of the test or trial.</p> <p>You should consider having between 2 and 5 objectives depending on the nature and complexity of you test or trial. Please detail how the activities are appropriate and relevant to the test or trial.</p> <p>Your project officer will help you set out the objectives using the SMART criteria below</p> <p><i>Objectives should be SMART</i></p> <p><i>S - specific, significant, stretching</i></p> <p><i>M - measurable, meaningful, motivational</i></p> <p><i>A - agreed upon, attainable, achievable, acceptable, action-oriented</i></p> <p><i>R - realistic, relevant, reasonable, rewarding, results-oriented</i></p> <p><i>T - time-based, time-bound, timely, tangible, trackable</i></p>
	<p>Objective 1</p> <p>Commission a Specialist Agricultural Research Consultant to interview 20 land managers from a variety of different farming enterprises and covering different types of tenure (tenants, landlords, land owners) some of whom will be in agri-environment schemes, and some who are not, to understand their current views of Nature Recovery Networks.</p> <p>This would entail an in-depth probing which would reveal farmer attitudes to the concept and delivery of a Nature Recovery Network, whether they understood that it is relatively easy (or difficult) to establish on their own land, if the concept of ‘connectivity’ was a familiar one, how difficult it might be to work in collaboration with neighbours and how different farming enterprises might go about supporting a network (for example is it different in practice for dairy farmers than for arable or upland?). There are several sources of information about habitats and species – are they aware of datasets, community wildlife surveys, would they access these if they knew about them, or who would they trust to give them good advice?</p> <p>Output:</p> <ul style="list-style-type: none"> • 20 completed interview questionnaires <p>Date: by 1st September 2020</p>

Objective 2

Commission a Specialist Independent Agricultural Advisor to produce opportunity maps for 20 land managers, many of which will be drawn from Objective 1 on a self-electing basis.

[REDACTED]

Output:

- 20 NRN holding level opportunity maps

Date: by 1st December 2020

Objective 3

Use the Specialist Independent Agricultural Advisor to give specialist, tailored feedback on each of the 'opportunity maps' to land managers through a mixture of 1:1 on-farm sessions and group presentations, to identify which model is most effective in communicating the principles behind providing a nature recovery network, and how explore landowners can acquire this knowledge and transfer learning amongst themselves.

The 1:1 discussions will include individual farm walk around the holding with the specialist and the land manager to discuss the features identified through the production of the 'opportunity map', including any constraints which may currently be present and where enhancements can be targeted to best effect.

An alternative model to assessing the effectiveness of different approaches to the dissemination of information will be tested by inviting farmers to get together and explaining the findings of the 'opportunity maps' in a group situation. This may or may not elicit different responses, questions and discussions to the first model of presenting information about a nature recovery network.

The opportunity maps are to facilitate discussion, and for the purposes of gaining an insight into the aspiration to provide connectivity across a holding. They should assist and guide a land manager, and help prepare them to consider what options may be suitable for future environmental land management schemes (ELM). The main function of the opportunity map is to help the farmer consider 'connectivity' when environmental schemes may have until recently encouraged landowners to focus on individual features.

	<p>Output:</p> <ul style="list-style-type: none"> • 10 x 1:1 farm walks with land managers • 1 x workshop with 10 land managers <p>Date: by 31st March 2021</p> <p>Objective 4</p> <p>Use the Specialist Agricultural Research Consultant to conduct exit interviews with participating land managers to Test the feasibility of developing holding level ‘opportunity’ maps with the aim of giving farmers an understanding of the steps required to identify natural assets on their own landholdings and increase their ability to deliver a Nature Recovery Network.</p> <p>This will be done through telephone interviews to gather qualitative information from each of the participants after the opportunity mapping, 1:1 and group feedback sessions have been completed. It will provide pre and post-Test information including whether the process of producing opportunity maps for individual holdings has helped farmers to understand the concepts behind providing a nature recovery network.</p> <p>Output:</p> <ul style="list-style-type: none"> • 20 exit interviews <p>Date: by 1st June 2021</p> <p>Objective 5</p> <p>The final objective is to analyse the interview feedback from the land managers, canvassing their opinions and value of the individual opportunity maps and their experiences of being participants in this test. The report will evaluate feasibility of using ‘opportunity maps’ on a wider scale, evaluate which model of approach (one to one, one to few or one to many/group sessions) are the most effective model for explaining the principles to landowners, and make recommendations about how the principles of a nature recovery network might best be communicated to landowners. The facilitator and the Specialist Agricultural Research Consultant will work together to deliver this objective.</p> <p>Output:</p> <ul style="list-style-type: none"> • Final report <p>Date: by 30th September 2021</p>
2.4	<p>How will your test or trial help us to develop the design of the new ELM system? This should include the policy and delivery questions your test or trial will help us answer. You will need to reflect how you will test or trial these questions in the objectives identified above. Please consider the policy questions set out in Annex A to this document.</p>

This test is designed to explore the following:

Land Management Plan

- The current levels of understanding of a Nature Recovery Network, especially capturing attitudinal changes before and after the Test
- What NRN information could be captured and expressed as a result of producing an LMP opportunity map
- Whether it is possible to for farmers to produce their own NRN maps with minimal support and training once they have increased levels of awareness/understanding about this issue
- What features might be significant to map on the LMP as the basis for a NRN according to different types of farm enterprise

We will find this out through -

- (i) Conducting a qualitative survey of a sample of landowners in south Shropshire.
- (ii) Engaging a number of farmers in the production of an 'opportunity map' for their landholding, by gathering map-based data at holding level.
- (iii) Discussing the results in a one-to-one or group setting to find out how easy (or difficult) it is for landowners to recognise these natural features for themselves and create their own opportunity maps in the future.

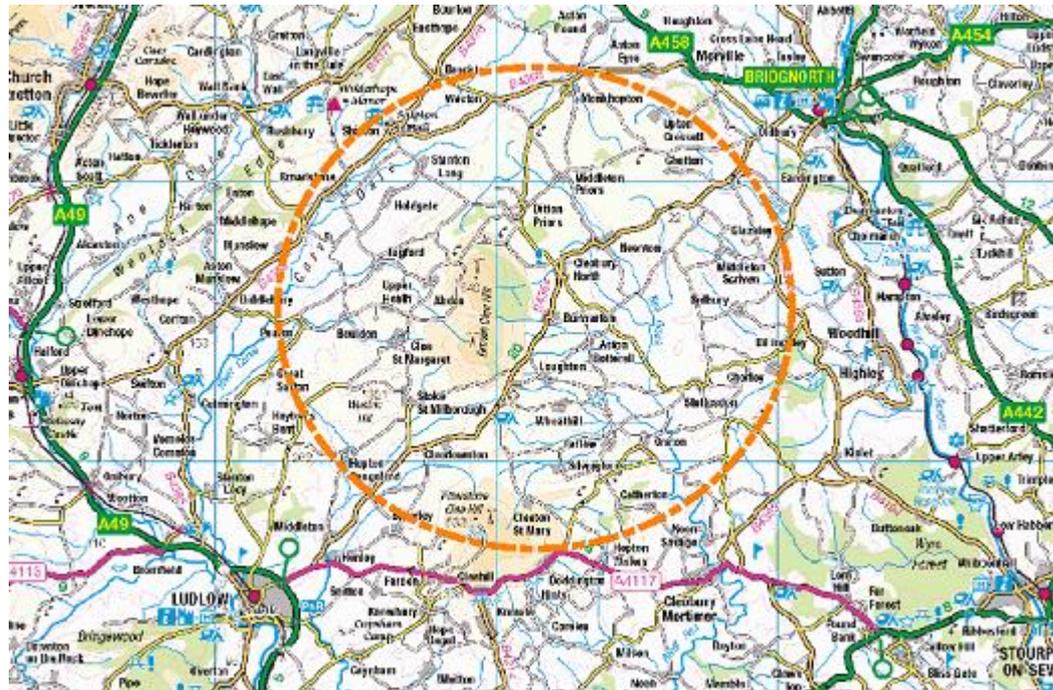
Advice and Guidance

- Whether advice and guidance on a NRN is most effectively delivered on a one-to-one basis or in a group setting
- How important is the role of the farm advisor in getting farmers to work collaboratively to provide a NRN through assisting them to identify key features and local priorities
- How has the involvement of an advisor helped them to change their attitude towards the delivery of a NRN
- Has taking part in this Test helped them build up enough knowledge to exchange this type of information with neighbours or similar enterprises

When the basic the principles are understood, this could be a relatively low-cost model for landowners to obtain advice (either through peer to peer learning or group delivery of information) and help them acquire the necessary skills to identify natural assets on their own landholdings, increasing their ability to deliver a Nature Recovery Network on their land and providing **guidance** about the range of practical improvements (with, or without funding through ELMS) that can be undertaken.

	<p>Spatial Prioritisation</p> <p>This test is designed to explore the following:</p> <ul style="list-style-type: none"> ○ Has taking part in the opportunity mapping helped to raise awareness of the need for a NRN to operate at a larger scale than simply at the level of an individual farm holding ○ What are the benefits of discussing the NRN network in a group setting and agreeing priorities, compared with individual discussions with farmers – is there a difference between the two groups ○ How might farmers find out about local and national priorities – is it through farm advisors or through other means <p>By working with landowners in this way we will be providing the opportunity for them to consider their holding in a strategic way and better understand the concept of their land forming part of a network of features rather than viewing the holding in isolation. It will provide the building blocks for landowners to work collaboratively towards increasing connectivity across a wider landscape.</p> <p>Spatial planning – Producing individual ‘opportunity maps’ will identify where existing features within a holding have the greatest potential to form the basis of a nature recovery network through various approaches, including enhancement , restoration or recreation and/or small changes in management practices. This is most beneficial where landowners could focus on joining up similar habitats (e.g. hedgerows), increasing woodland cover by planting new woodlands, managing conservation headlands in a more strategic way etc.</p>
2.5	<p>What area (geographic location and scale) will your test or trial cover? <i>(Provide a map or geographic description of the general area you will be working, provide this as a GIS data layer if available or just an inserted picture. For those areas with a clearly defined and recognised location, a landscape description will suffice, e.g. National Park)</i></p>
	<p>The project will cover an area of approximately 300 km² in the south eastern hills of Shropshire, which includes part of the Shropshire Hills AONB. It encompasses the higher hill of Brown Clee to the north and lesser summits of Titterstone Clee and Catherton to the south. Locally, they are known collectively as the Clee Hills. The concept of ‘<i>Connecting the Clees</i>’ arises from the opportunity to consider how in the future landowners might be encouraged to deliver enhanced connectivity across a landscape which is still relatively high in terms of biodiversity and landscape value.</p>

The central point of the test area is the lower ground, a coll between the two hills, forming the watershed for the River Teme to the west, and the River Sever to the east. The land-use of this part of south Shropshire varies from marginal hill farms bordering common land to more to productive lowland in the river valleys with arable and pasture. This provides the Test area with a wide range of options of farm enterprises and types of tenancies on which to engage landowners in opportunity mapping, and explore their understanding of a nature recovery network.



2.6

Confirm who will be involved in your test or trial and describe how you will deliver your test or trial. This should include:

- Any organisations that will help you deliver the test or trial and their role
- The expertise, capability and capacity of the proposal lead to undertake the activities proposed
- Who will participate in the test or trial
- The type of participants
- The number of land managers or farmers participating
- How you will select these participants
- The mechanisms identified to capture the information and evidence

Please include as much detail as possible on the type of participants, such as the farm sector, demographics, land owner, tenant and current engagement in existing stewardship schemes.

This Test will be overseen, managed and facilitated by Shropshire Wildlife Trust.

Responsibilities include project management and delivery, oversight of staff directly engaged in land management of an estate of c.1, 000 ha, the application and administration of agri-environment schemes, data collection and dissemination and providing management advice to a diverse range of private landowners. [REDACTED]

Objective 1 – This will be delivered through a Specialist Agricultural Research Consultancy [REDACTED] The company has over 25 years of research experience and is one of the leading providers of market research and business intelligence to agricultural and related markets, and they will conduct the in-depth qualitative investigation via telephone interviews.

They will design the initial questionnaire following the project briefing and will source participants from a database of Shropshire farmers (primarily from WV16 (Bridgnorth), DY14 (Cleobury Mortimer) and SY8 (Ludlow) postcodes. The sample size of 20 participant interviewees is a representative sample size for a **qualitative** survey in a defined geographical area, and of sufficient size to generate useful data. We have been advised that even when covering a national survey, a market research consultancy such as this would rarely interview more than 25 target respondents in this type of exercise.

During the telephone survey work, participants will be invited to take part in the opportunity mapping detailed in **Objective 2** below. If there is insufficient uptake amongst the telephone interviewees, additional participants will be sourced by the project manager using warm leads generated through a network of contacts. These include agencies and partners with existing links with farmers in this area, e.g. NFU, TFA, Commoners Association and rural support networks.

The type of data that will be collected will be in the form of 20 completed questionnaires containing qualitative information. These will be analysed by the market research company and used to complete the final report and recommendations in **Objective 5**.

Objective 2 - This will be delivered by a Specialist Independent Agricultural Advisor [REDACTED]

[REDACTED]

Where possible the 'opportunity maps' will be based on the Farm Environment Record map or otherwise an existing Holding map or a bespoke map will be generated from a licenced Ordnance Survey source.

The project will complete opportunity maps for a wide range of different farming enterprises, including hill farmers, mixed, arable and dairy businesses in the project area. A variety of different type of land ownership can also be included in the opportunity mapping exercise as there are several different types of tenure in this area – from large estates with tenants, farmers with grazing rights on common land and large and small family farm owned and run businesses.

A total of 20 individual land managers will participate in this part of the test, and the data that will be collected will be in the form of 20 opportunity maps will be produced for individual holdings. These will be used for the third element of the Test detailed in **Objective 3** below.

Objective 3 – This part of the Test is broken down into two different elements:

(i) The Specialist Independent Agricultural Advisor will re-visit 10 individual farms with the completed opportunity map for each holding and will discuss the details of the map with the landowner. By walking the holding and discussing the features identified which make up the nature recovery network, the rationale behind the decisions and the options which have been identified to enhance, improve or even create new corridors and connections can be discussed on a one to one basis with the farmer, and advice tailored to suit. There will be the opportunity to consider what the landowner thinks might be possible on the holding in relation to connectivity set within the farm's production system, and also how this best fits with the farmer's aspirations and business plans.

The individual discussions with the landowners will be captured by the advisor at the time of the second visit though the completion of 10 survey forms.

(ii) The second element of the test will be to provide the information from the opportunity mapping exercise to the remaining 10 participants as a group session. This event will be organised and facilitated by the Specialist Independent Agricultural Advisor at a local venue within the project area at a time which suits the participants. This may be a village hall or alternatively informal setting such as local public house or meeting room in an estate office/suitable farm building. This format will best suit landowners who may have a close geographical connection, but there will be an element of having to determine and adapt which participants are selected for one to one, or the one

	<p>to many feedback sessions as the test progresses. An alternative approach may be to select attendees on the basis of the type of farm business.</p> <p>The group discussions with the landowners will be captured by the advisor at the time of the workshop event though the completion of 10 survey forms.</p> <p>Also present at this workshop will be the Specialist Agricultural Research Consultant who will capture qualitative information necessary for Objectives 4 & 5 below.</p> <p>Objective 4 - There will be a follow-up telephone interviews conducted by the Specialist Agricultural Research Consultant of the 20 participants following the 1:1 on-farm opportunity map feedback sessions and the group workshop session.</p> <p>They will compile a qualitative feedback questionnaire, gathering information on the overall quality of the experience, and record any changes to the understanding and knowledge level of each of the participants in the test. These 'exit interviews' will be used as part of the data for the final analysis and report in Objective 5 below.</p> <p>Objective 5 - The analysis of the pre-Test and post-Test interview feedback will be undertaken by the Specialist Agricultural Research Consultant. They will use the following data collected throughout the project:</p> <ul style="list-style-type: none"> • Qualitative data collected from the initial pre-Test telephone interviews from 20 landowners. • Feedback captured by the agricultural advisor collected from 10 individual landowners after the 1:1 sessions • Feedback and observations collected from one group feedback session delivered to 10 landowners. • Qualitative data collected from the post-Test telephone interviews from 20 landowners <p>They will produce a final report which will analyse the experiences of the participants in the Test. The report will and draw conclusions the basic level of understanding amongst the farming community about nature recovery networks, the feasibility of using 'opportunity' maps to help landowners identify and deliver them, and what method of communication work might best to increase knowledge and participation amongst landowners.</p>
2.7	<p>Please describe how you will monitor and evaluate the test or trial. Use this section to tell us;</p> <ol style="list-style-type: none"> a) What data you will collect? b) How will it provide evidence of what has been achieved (E.g. the test or trial objectives, outcomes and impact)? c) How do you plan to collect the data? d) How often will you collect the data?

a) Data collection – Qualitative information will be collected through conducting pre and post-Test in-depth investigative telephone interviews, and through surveying individual landowners once the opportunity mapping has been completed. This will be through open questions to ascertain how useful the exercise has been in terms of helping with **Land Management Plans**, improving their understanding the benefits of **Spatial Planning** and who might be best placed amongst the farming community to give **Advice and Guidance** on nature recovery networks.

b) Provision of evidence – This will be in the form of a comparison of the understanding of landowners before and after the Test. The hypothesis is there is a lack of understanding about what a nature recovery network is, and what it looks like in practice in the farmed landscape. By conducting a relatively simple ‘opportunity mapping’ exercise for landowners and explaining to them on an individual basis what comprises a nature recovery network and what measures can be taken to improve the network, their level of understanding will increase. If the concept is readily understood, then it might be possible for landowners to provide peer-to-peer **Advice and Guidance** to one another, and further work which might help develop appropriate and effective forms of communication.

c) Data collection – We plan to collect the data through the completion of survey forms developed by an experienced specialist agricultural market research company, compiled through telephone interviews with individual landowners.

We will also be collecting data through the completion of survey forms from landowners during feedback sessions once opportunity mapping has been completed. These will be both from individual land owners who have received advice through a 1:1 session and from landowners who have attended a group workshop.

d) Frequency of data collection – Data will be collected at four points during the Test

(1) At the start of the Test landowners will be interviewed to collect baseline data regarding knowledge and understanding of nature recovery networks.

(2) On completion of the opportunity mapping, the findings will be explained to individual landowners on a 1:1 basis and data will be collected on their knowledge and understanding of nature recovery networks.

(3) On completion of the opportunity mapping the findings will be explained to a group of landowners and data will be collected on their knowledge and understanding of nature recovery networks.

(4) At the end of the Test landowners will be interviewed again to collect information to test whether their level of knowledge and understanding of nature recovery networks has improved.

2.8	<p>What support, if any, will you need from us to collect, analyse and draw conclusions on the impact and findings of your test or trial?</p>
	<p>It would be useful to have any guidance and input from Defra on the scope of questioning, and depth of probing of farmers about their baseline knowledge of nature recovery networks as part of the overall design of the telephone interviews. Is there other ELMs/provision of public goods related information that could usefully be collected whilst there is this opportunity of speaking to a number of farmers?</p> <p>We would also welcome the opportunity for independent scrutiny of the questionnaire and workshop results.</p>
2.9	<p>What is the timeframe for the delivery of your test or trial? Where possible break this down into areas of deliverable activity. This should be set out in the form of a list of your key milestones within the table below, with dates by which you aim to achieve them.</p> <p>Be realistic, consider risks identified in 2.10 below. Be aware of the farming calendar and how this may impact upon any proposed engagement with farmers and land managers.</p> <p>Please provide a rationale for the frequency and nature of milestones in the text box below.</p> <p>This Test will run from May 2020 until September 2021. This enables the activity to fit in with the farming calendar. We anticipate there will be breaks in activity during busy periods such as lambing, harvest and drilling.</p>
<p>The proposal holder needs to set out all of the milestones contained within the proposal, including the dates on which they plan to submit claims for reimbursement of costs. The reimbursement costs should relate to the activity outlined within the milestones.</p>	
Milestone	Timeframe
20 completed interview questionnaires	By 1 st September 2020
20 NRN holding level opportunity maps	By 1 st December 2020
10 x 1:1 farm walks with land managers	By 31 st March 2021
1 x workshop with 10 land managers (or 2 x workshops with 5 land managers)	By 31 st March 2021
20 exit interviews	By 1 st June 2021
1 Final report	By 30 th September 2021

<p>2.10</p>	<p>What risks have you identified that could affect the delivery of your test or trial?</p> <p>Identify actions you will put in place to reduce or mitigate the likelihood of the risk occurring.</p> <ul style="list-style-type: none"> • Risks are defined as ‘an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives’. Mitigation is the action/s taken to minimise or eliminate the risk. • Examples include; <ul style="list-style-type: none"> ○ Risk – lack of participation by land managers. Mitigation – hold evening workshops, avoid engagement during busy times of the year. ○ Risk – reputational risk if participant’s expectations are not met. Mitigation – ensure communications are clear and consistent; participant’s involvement is clearly defined and accepted.
	<p>This is a low risk Test:</p> <ul style="list-style-type: none"> ○ Low Risk of Insufficient participants willing to take part in telephone survey – mitigation is to increase efforts to generate phone contacts through farm directories, on line resources etc. ○ Low Risk of breach of GDPR regulations – mitigation is to ensure all questionnaire responses are anonymised and only the 20 consenting landowners to have information shared with project participants ○ Low Risk of sufficient numbers of landowners willing to participate in nature recovery opportunity mapping – mitigation measure may include finding substitute landowners in the locality and including them in the before and after telephone survey ○ Low Risk of employed contractors assisting the Test being unable/unavailable to deliver their agreed actions – mitigation is that contractual arrangements will be in place and the project will be closely monitored by DEFRA Tests and Trials team ○ Low Risk of impact of the farming calendar – mitigation is to plan test around land manager availability according to individual farming businesses <p>There is a risk posed by the current Corona Virus (Covid-19) outbreak that interactions with landowners will now have to be considered in the context of this constantly changing situation.</p> <ul style="list-style-type: none"> ○ Low Risk/No Risk to telephone survey work – this will not entail human-to-human transmission ○ Low Risk to contractors being able to undertake work due to illness – timescale of project is over 12-13 months allowing for recovery, or alternative contractors could be sought ○ Low risk to conducting opportunity mapping with individual farmers – if current advice of keeping safe distance and personal hygiene rules are followed especially during the one-to-one feedback sessions. There may be a reluctance for landowners to allow visitors – or visits may need to be postponed until later in in the year when the outbreak has passed. ○ Medium risk to holding group workshop – again this may need to be postponed until the Corona Virus outbreak has been brought under control

	<ul style="list-style-type: none"> ○ Low risk due to the above in the production of final report as long as there is flexibility within DEFRA to allow the amendments and extensions to the contract as conditions dictate
2.11	<p>Does this proposal link with any other proposals for ELM tests and trials? <i>(Please provide details including how the proposals link and express your interest with working collaboratively with the other stakeholder leading the other proposal)</i></p> <p>This proposal does not link directly with the existing Stepping Stones Test and Trial in South Shropshire which relates to working in small clusters to produce Whole Farm Plans in the area around the Stiperstones and the Long Mynd to the west of this project area. [REDACTED] [REDACTED] [REDACTED] This has raised awareness of the issue and has already generated an interest in engaging in this type of work in the Clee Hills area.</p>
2.12	<p>Are there any Intellectual Property Rights that may affect the evidence or products developed from your test or trial? Does this proposal link with any other proposals for ELM tests and trials? <i>(Please provide details including how the proposals link and express your interest with working collaboratively with the other stakeholder leading the other proposal)</i></p> <p>We are not aware of any issues with intellectual Property Rights of linkages with any other proposals for ELM tests and trials</p>
2.13	<p>Will you and the participants consent to share information gathered prior to and throughout the test or trial and have any such information published, in consideration of data protection regulations?</p> <p>Authorisation Consent</p>

Section 3. Costs

3.1	<p>How much will it cost to deliver your test or trial? Please identify what funding you will need from Defra to be able to conduct your test or trial in the table below based upon the eligible expenditure detailed within the funding and reimbursement policy provided.</p> <p>The types of cost identified must align with those identified within the reimbursement policy as being eligible costs.</p>	
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	TOTAL	£45,750 (plus VAT where applicable)

3.2	<p>Value for Money (VfM)</p> <p>Please use this section to explain how your proposal provides value for money. (We have a duty to ensure that any government funding provides VfM for the public purse).</p> <p>Please tell us how you have developed your proposal, detailing how the costs included are the minimum required to ensure the delivery of the test and / or trial proposed.</p>
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We will judge each proposal on its merits, but we will also use the information supplied by you in the table below, to benchmark against similar proposals as part of the VfM assessment.

We recognise that some proposals may require more funding to deliver than others. This section provides the opportunity for proposal holders to justify the cost of delivering the proposal.

Your Tests and Trials Officer will support you to complete this section.

[Redacted]

The facilitator has over 25 years' experience in project management and delivery in the environmental sector. In order that the test is objective, a Specialist Agricultural Research Consultancy, experienced in market research has been recruited to complete the data collection/interview and reporting phases of the Test. Similarly, to avoid bias, a Specialist Independent Agricultural Advisor will lead the opportunity mapping elements of the test.

The use of contractors will help to ensure the capacity to deliver the completed Test on time and within budget.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Indicators (Outputs)	Number
No. of new and innovative mechanisms being tested and or trialled	
No. of new IT platforms / systems developed	
No. of new IT platforms / systems trialled	
No. of Land Manager / Farmers participating	20
No. of LMPs developed	20
No. of Landscape / Catchment level Management Plans developed	
No. of new (collaborative) platforms / networks developed	1
Other (please describe): 20 initial interview questionnaires 20 exit interview questionnaires final report	20 20 1
3.3	<p>Are you already in receipt of any funding to support the delivery of this test or trial? If so, provide a short description of the approximate amount, where this funding comes from and what it is being used for.</p> <p>No</p>
3.4	<p>Are you reliant upon other sources of funding to enable delivery of the proposal? If the answer is yes, confirm approval of matched funding and or confirm when approval will be granted</p> <p>No</p>

Annex A

Category	Policy Questions
Land Management Plan	<p>What mechanism will participants use to plan and record which public goods they will deliver?</p> <ul style="list-style-type: none"> • What data/information will participants require? • Will we require a combination of approaches depending on the public good or type of participant? • How will we monitor and verify that participants are delivering the public goods they have signed up to deliver? • Does the scheme design work for the variety of outcomes/outputs that we want to deliver?
Advice	<p>What expert support will participants require to help them plan and record which public goods they will deliver?</p> <ul style="list-style-type: none"> • When should this be delivered? • How many accredited experts will we require? • Should advice be mandatory? How much free advice should we give? • How will we ensure the advisers have the skills and knowledge they need?
Spatial prioritisation	<p>What mechanisms are available to set and agree these local priorities? And which is best for our needs?</p> <ul style="list-style-type: none"> • How do local priorities work within a national framework for the delivery of public goods? • How do we encourage and incentivise the delivery of outcomes that are prioritised in certain areas • How do we encourage and incentivise collaboration for the delivery of public goods?
Eligibility	<ul style="list-style-type: none"> • Does the system design work for the types of people who haven't been eligible for agri-environment schemes in the past?
Novel and innovative mechanisms	<p>How will the new scheme deliver the outcomes?</p> <ul style="list-style-type: none"> • What are the range of different mechanisms that could deliver these outcomes and what role could they play in the new system? • Do they work for all outcomes, sectors and geographies?
Payments	<p>What will the new system offer participants?</p> <ul style="list-style-type: none"> • How will payments for public goods reflect natural capital principles? • In an outcomes approach how do you trigger a payment? • How are payment rates updated overtime to reflect changing local priorities? • How are you setting payment rates for outcomes? • What will public funding pay for and on what basis? • What role could innovative and private finance mechanisms have in the new system?

Annex 3 - Monitoring and Evaluation Information Leaflet



ELM Test and Trials Monitoring and Evaluation

Information Leaflet

July 2019



Department
for Environment
Food & Rural Affairs



Defra has appointed an independent team of researchers to help ensure that learning points from Tests and Trials (T&T) are captured and used to inform the new Environmental Land Management scheme

Defra is working with farmers, land managers and stakeholders such as yourselves to conduct tests and trials for a new Environmental Land Management (ELM) scheme. These will not be testing or trialling environment outcomes but rather the methods and approaches that will form the basis for the delivery of the ELM scheme. Defra has appointed a team of independent researchers to support them in gaining insight and learning about 'what works', where, and why by carrying out a formal evaluation of the tests and trials.

The team is led by consultants, ICF, and supported by ADAS and the Centre for Ecology and Hydrology. The ICF team will be working closely with the ELM Tests and Trials team within Defra to gather and analyse information that will help us to evaluate the work and identify lessons for the design of the new ELM scheme.

This information leaflet explains ICF's role, what information we will be expecting you to collect, as a test or trial project, and how we will be able to help you meet the monitoring and evaluation requirements set out in your agreement with Defra.

The role of the ICF evaluation team

The ICF team has been contracted by Defra to:

- Evaluate findings and learning from the different tests and trials
- Identify factors that might play a role in the new ELM scheme, such as Collaboration and Co-production; Localised prioritisation; Development of Assessment Tools; Attitudes and Behaviours; Mutual knowledge and capacity building etc.
- Provide technical advice, guidance and support to the tests and trials about how to monitor and report on indicators identified to Defra.

We are evaluators, not auditors. We are interested in understanding your experiences delivering your project including what works well, what is more challenging, and identifying the key learning points. We will not be assessing any legal or regulatory elements of your project.

We will be working in partnership with Defra 'ELM Tests and Trials (T&T) Officers'. The ICF team will be engaging with you in relation to evaluation questions. Ongoing contractual, financial and other administrative matters will all be handled by your nominated T&T Officer.

Your role in the evaluation

To evaluate each test or trial, we need to understand

- What your project is testing or trialling;
- What you see is the learning from your test or trial and how it will contribute to the development of the ELM scheme;
- The lessons learnt and success factors for your test and trial and any challenges you encounter;
- The results and impacts achieved.

During the delivery of your test or trial you will be asked to take part in a number of tasks. These are:

22.2 Progress reports

You will provide regular progress reports directly to your T&T officer as outlined in your agreement. This will be the main mechanism for you to share evidence and learning with Defra to support policy development. Defra will be compiling regular reports to disseminate the evidence and learning based on the priority themes for tests and trials, such as the scope of the land management plan.

22.3 Site visit

Your Defra T&T Officer may ask to conduct a site visit to follow-up on any monitoring information provided and request further clarification or information if necessary. The Defra T&T officer will ensure that sufficient notice is provided and will seek to agree a time and date that is suitable for all. The visit will involve an informal on-site meeting. A member of the evaluation team may also be invited to participate in the site visit to provide advice about the evaluation and data collection. Site visits will be infrequent and will be considered on a case by case basis. Each test or trial is not expected to get more than two visits.

We will also need to ask you for some additional information just for the evaluation. We will try to minimise the burden of any information requests.

22.4 Online survey

We will ask that you take part in a short, online survey. The purpose of the survey is to explore whether the test or trial is being delivered as intended, what has worked well and what has been more challenging than expected.

If you are a 'Test', you will be asked to complete a survey at the beginning and towards the end of your test. If you are a 'Trial', you will be asked to complete a survey at the beginning, middle and end of your trial. The survey will ask your views about satisfaction with the processes involved, confidence, and accessibility as well as what has worked well or less well.

22.5 Case study

We may invite you to participate in a case study on a voluntary basis. Case studies will provide us with an in-depth understanding of specific types of tests or trials and the way in which they are operating.

Each case study will involve a number of telephone interviews. We will want to have a conversation with the proposal lead and a number of other people with an interest in the project, such as land managers or partners. We will work with you to make sure that the right people are approached. The interviews will take place towards the end of your project. Their purpose is to capture how the project has developed and changed over time.

We will provide you with a report summarising the key findings from the case study. Case studies will inform the final report we prepare for Defra.

We will provide you with advice and support to help you monitor and evaluate your test or trial

The evaluation team will provide a variety of support to you during your project. This support will include:

- **Webinars:**

You will be invited to participate in webinars that will provide information to help you in delivering your own project monitoring and evaluation (e.g. how to define clear evaluation questions, how to engage any partners or stakeholders).

- **Guidance documents:**

The evaluation team will provide you with short guidance documents to assist you in collecting your monitoring data and conducting your evaluation. These will include:

- How to prepare and complete a monitoring form
- Designing an evaluation approach
- Considerations and common challenges in conducting a project level evaluation
- Analysing, reporting and disseminating your findings

- **General troubleshooting:**

Your Defra T&T Project Officer will be your first point of contact should you wish to discuss any concerns you have about monitoring and evaluating your project or the wider ELM evaluation. They will assess whether you would benefit from additional support from the evaluation team and arrange a further discussion if necessary.

Your information will be protected

The findings from this M&E project will be integrated into evaluation reports that the ICF evaluation team will share with Defra. The final report is expected to be published.

The sharing of data between yourselves, Defra and the ICF evaluation team is governed by your agreement with Defra and Defra's contract with ICF. All of the information you provide will be treated in the strictest confidence and stored securely on a database hosted by ICF.

Your responses to the survey and monitoring data will not be published. Any views you provide will be anonymised and you will not be personally identifiable. Findings from case studies will, however, be reported at an individual level and the type of test or trial will be mentioned. We will not refer to you by name, but it may be possible for a reader to guess based on the description of the test or trial.

[Redacted]

[Redacted]

