

PROCUREMENT STRATEGY DOCUMENT

Contract/ project Number: ENVRENW002129	Contract Title: NW Bathing Waters ~ Wave 1 Plan Development (phase 1)
Directorate/Team: EPE: Environment Programme Cumbria and Lancashire	Proposed Start date: 16 th January 2023
Contract Length: 3 months	Proposed End Date: 31 March 2023
Project Manager: Sarah Lester	Value: £30k
Category of spend:	U99.30.12.01 -Environmental & Sustainability

BACKGROUND (CUSTOMER, REQUIREMENTS, PROCUREMENT OPTIONS)

Background

Bathing Water (BW) is a high profile work focus within Cumbria & Lancashire area - CLA has 21 of the 25 coastal designations in the North West River Basin District (NWRBD). BW Classifications in 2022 found that some BWs have deteriorated in classification / failed to meet the BW Directive, classed as 'poor' for faecal indicator organisms (FIOs).

Policy links:

EA has a statutory duty for compliance with the European Bathing Water Directive (2006/7/EC) to achieve a minimum 'SUFFICIENT' classification of water quality at designated BWs.

The European Bathing Water Directive also complements other environmental policy, including the Water Framework Directive (2000/60/EC), under which BWs are one of the Protected Areas, & the Marine Strategy Framework Directive (2008/56/EC), which has in turn provided a push towards better understanding of pressures and impacts of human activities on the sea, their implications for marine biodiversity, habitats, and the ecosystems they sustain, a driving force which led to the adoption of the Single Use Plastics Directive, an important tool to implement the 2030 Biodiversity and Farm to Fork Strategies and a major contributor to achieving the Zero-Pollution ambition at sea. It is also closely linked to Strategies for Sustainable Chemicals and Smart and Sustainable Transport.

NW Bathing Waters project delivers for DEFRA 25 year plan 'Clean and plentiful water', 'Reducing the risks of harm from environmental hazards', 'Enhancing beauty, heritage and engagement with the natural environment' and 'Minimising waste' aspects.

CLA Local Outcome Plan (LOP) sets out how the Environment Agency in Cumbria and Lancashire Area will contribute to delivering the 3 ambitious goals set out in our 5 Year Action Plan EA2025. Turning Tides, related initiatives and projects deliver / compliment / have potential to deliver in relation to many LOP outcomes, in addition to direct delivery identified for Healthy Air, Land and Water (HALW7 'Our protected areas are in better condition, and priority species more resilient. Our natural capital will be enhanced through targeting resource on SSSI remedies, threats and Bathing Water actions'). In addition, the partnership brings complimentary benefits in broad terms, beyond solely Bathing Water benefits. For 'Healthy Air, Land & Water' the project is also relevant to LOP outcomes HALW 2,3,4,5,6 and compliments HALW 1,8,9 (through action to catalyse improvements in water quality and prevention in deterioration of designated Bathing Waters, especially targeting priority BW). For 'Green Growth & Sustainable Future' the project has potential to deliver GGSF 2,10 and compliments GGSF 1,3,4,5,6,7,9,11 (through actively develop sustainable, proactive funding & resourcing – expanding 10 year plan to include sourcing 'jigsaw', horizon scanning, being agile to seize arising / brought opportunities to realise the funding strategy, local beaches for local communities towards COVID recovery, valuing beaches and bathing waters for health and wellbeing, green and sustainable growth) . For 'Nation Resilient to Climate Change' the project has potential to deliver/compliment RRCC 1,4,10 and compliments RRCC 5,8,11 (through innovative / catchment approaches for Bathing Waters it is envisaged that multiple benefits will be realised towards climate change mitigation e.g. surface water capture vs rain down the drain to protect sewerage stormwater

capacity) . Turning Tides and LOVEmyBEACH work is also relevant to the Enabling Aims for 'Our People' (in that it compliments 'we have a culture that is inclusive for all our people and reflects the communities that we work within' and has potential to deliver / compliment 'engaging locally with schools and colleges and developing relationships that support our ambitions for a diverse workforce and providing apprenticeships opportunities').

TT links closely with many elements of the Government's Levelling Up policy missions, including education, health, well-being, pride in place and local leadership. Bathing Water designations straddle across many of the North West's deprived coastal communities. 8 are in *deprived areas* and an additional 7 border LAs with BWs/close-by.

The project will stimulate direct action that focuses on improving and safeguarding bathing water quality, aligning with the LIFE IP Natural Course project (LIFE14 IPE/UK/027) as this Project is particularly relevant to Natural Course task number C.5: Managing pollution from rural areas. Further information around other initiatives:

Green Finance – Natural Capital has given an ability to assess the environment as economic assets. The Environment Agency is currently working with the Green Finance Institute to develop a series of models via the Natural Environment Investment Readiness Fund and the Flood Risk Innovation Fund. This will enable private investment into natural assets such as water quality, soil, carbon, biodiversity.

Government, Private and 3rd Sector organisations are signing up to Net Zero initiatives. Part of the road map to achieve net zero is to use nature-based solutions that reduce carbon emissions. Carbon codes allow the trading of carbon to be carried out and currently include the woodland code and peatland code. The blue carbon code and other codes such as hedgerow code and soil carbon code are currently developing.

The UK Government is setting clear and ambitious medium term Levelling Up Missions, which include; spreading opportunities and improve public services, especially in those places where they are weakest; restoring a sense of community, local pride and belonging, especially in those places where they have been lost, and; empowering local leaders and communities, especially in those places lacking local agency. TT links closely with many elements of this policy, including education, health, well-being, pride in place and local leadership.

TT work to date & future direction:

EA is a key founding partner in Turning Tides Partnership (TT), supporting the Partnership since its inception in 2012 through our statutory work and via C&L Area Projects. TT has been focussed towards delivering compliance under EU Bathing Waters Directive through successful partnership work between EA, UU, local authorities and other relevant partners since 2012. TT can effect delivery with partners that EA and other partners are not positioned to bring about ourselves.

TT has been hugely successful in its first phase (securing compliance with the BWs Directive) and there is considerable momentum across the region towards the second phase work (realising the benefits for people of their local, high quality natural coastal resource, whilst continuing to work hard to maintain compliance). Turning Tides partners are also highly motivated towards engaging with marine plastics agenda, with associated reputational profile.

TT aims to inspire and change perceptions and values of key decision makers, the media, politicians, the private sector and the wider community; collaboratively striving to raise the quality and use of North West BWs. TT has brought considerable improvements in the past 10 years to achieve Bathing Water (BW) compliance across the NWRBD coastline, however concerted practical effort is needed to maintain compliance and prevent deterioration.

The Board recognises that to reach the ambition for a Blue Flag Coast (requiring 'Excellent' BW classification) then future approaches need more focussed effort and sustainable resources from all partners, bringing practical projects of direct benefit to designated BWs. The Board agreed to adapt TT delivery approaches is in recognition that to continuing the same delivery model would likely not lead to further water quality improvements, rather that deteriorations could potentially be anticipated.

Alongside EA, most partners (notably UU and LAs) have statutory roles in maintaining compliance & preventing deterioration but progress to date bringing collaborative practical action of direct, measurable benefit to BW compliance has been somewhat limited through Wave 1 (water quality) meetings and initiatives.

Aims of the project.

Through this project the current Wave 1 Activity Plan will be evaluated to identify developments needed to create an updated, fully integrated Action Plan, which reflects and is aligned with all relevant ongoing (and potential) activities, plans, investigations, research work and projects that are beneficial to maintain and improve Bathing Water quality at coastal designations in the NWRBD. Where relevant, potential local innovative finance mechanisms with associated benefits will be identified, including (but not limited to) green growth, blue carbon and climate change agendas.

EA funding of this project in 2022/23 will enable future years' development work that will bring direct water quality benefits through practical project work. The project will identify gaps in the current TT Water Quality (Wave 1) **Activity** Plan, which will enable development of a coherent, embedded TT Water Quality (Wave 1) **Action** Plan by: re-evaluating TT engagement and linkages with relevant networks; identifying gaps in stakeholder engagement and the potential to deliver for BWs through other partnerships and organisations; seeking integration of BWs beneficial initiatives and projects with relevant initiatives, plans and projects; effect a broader scope of projects and initiatives of direct benefit to BW quality at coastal designations.

Objective 1: Knowledge Transfer Within the Environment Agency and with relevant stakeholders

Objective 2: Expand the range of organisations in TT & BW work. TT Appointment of suitable delivery organisation via open outreach, competitive tender.

Objective 3: Stakeholder mapping & gap analysis: Stakeholder analysis across the NWRBD to determine relevant organisations with scope to deliver water quality improvements of direct benefit to designated coastal Bathing Waters. The analysis will focus on stakeholders who have an interest in BW / TT but also stakeholders where existing links are not currently active / have not previously existed.

Objective 4: Wave 1 (water quality) Action Plan gap analysis, development & opportunity mapping: Through inclusive, collaborative involvement of stakeholders, identify how the water quality (Wave 1) activity plan can be developed to create an updated, fully integrated action plan that reflects and is aligned with all relevant ongoing (and potential) activities, plans, investigations, research work and projects that are beneficial to maintain and improve Bathing Water quality at coastal designations in the NWRBD. Where relevant, identify potential local innovative finance mechanisms with associated benefits, including (but not limited to) green growth, blue carbon and climate change agendas.

Key Stakeholders.

Internal:

Nicki Rushton (Project Sponsor)
Amy Heys (Project Executive)
Sarah Lester (Project Manager)
Sara Bushnell (Procurement Business Partner)

External:

A number of partnerships and organisations across the North West will be stakeholders in the project, including (but not limited to):

Catchment Partnerships CaBA	Local businesses
Coastal Partnerships	Local volunteering groups
County Councils	Local Nature Partnerships
Eden Project North	Marine Conservation Society
Keep Britain Tidy	Morecambe Bay Partnership
Living Seas North West Programme	National Trust
Lancaster/ Manchester University	Parish Councils,
(Environment Centre)	RSPB
Local Authorities	Turning Tides Partnership

Opportunity not to buy.

Without this project the potential for a fully integrated action plan and innovative resourcing strategy for Bathing Waters will not be progressed, limiting the impact of partnership potential, not making full use of collaborative advantage, not maximising the impact and use of engagement materials previously produced towards coherent delivery of projects for maximum impact along the coast and across Operational Catchments in NWRBD. If this project is not delivered, there is likely to be a significant impact due to loss of existing momentum and engagement of key partners, along with reduced Bathing Water public messaging/engagement. The missed opportunity to utilise significant match funding, combined with the negative impact this would have on BWs in the NW, would represent a significant reputational risk to the EA.

This project will build on previous partnership work via the hugely successful Turning Tides Partnership, compliment and match-fund IPE/UK/027 work. NW Bathing Waters project is a key to delivery of LIFE IP Natural Course project (LIFE14 IPE/UK/027) as this project is particularly relevant to Natural Course task number C.5: Managing pollution from rural areas by stimulating direct action that focuses on improving and safeguarding bathing water quality through the development and realisation of the future Turning Tides Strategy.

The opportunity will be published on Contracts Finder and the contract will be awarded to the supplier demonstrating best overall value, which will balance between financial cost and building capacity for the project's future sustainability and legacy through local partnership approaches with suitable organisations wherever possible.

The data and information acquired will strengthen and build capacity to enable development and delivery of new activity to benefit bathing water quality, whilst widening and strengthening collaboration across the NWRDB.

Existing resources such as data and communication materials will be provided to the successful contractor. However, there is currently no resource available to deliver the project in house.

Due to commitments within the Governments 25 year plan and the Cumbria & Lancashire Local Outcome Plan, the preferred option is to take advantage of continued collaboration work with United Utilities, Local Authorities, existing Turning Tides partners and to further develop collaborative relationships with suitable partnerships and organisations. Also to maximise partnership activities that are of benefit to BWs through embedding coastal water quality alongside more well represented additional benefits.

Opportunities to re-use / buy recycled.

Bathing Waters are not distinct from the rest of the environment continuum, from catchments to coast. Embedding the Wave 1 activity plan within relevant plans held locally by other partnerships and initiatives will make most efficient use of resources and maximise effectiveness in delivery. Any materials will be in keeping with 'avoid, reuse, reduce and recycle'.

Innovation.

Communication technology develops rapidly, which brings opportunities and risks when developing web resources for this project. The successful supplier will need to maximise the benefits, whilst ensuring any physical and digital materials produced remain fit for purpose over the project period and beyond. The successful supplier will be encouraged to suggest innovative methods of engagement in order to reach the widest audience of relevant stakeholders, including individuals and organisations that have previously not been engaged with Bathing Waters / Turning Tides Partnership.

Current framework availability & procurement options

Working on development of partnership action plans is not a new concept but for the Environment Agency to work with partners and stakeholders to develop an integrated plan including all designated coastal Bathing Waters across the River Basin District is a new and different way of working.

Greater government focus on working in partnership with external organisations and delivering green action on the ground has increased since the publication of the Governments 25 Year Environment Plan. These factors were considered when evaluating the potential market for these services.

The market to deliver this work appears to be split into four main sectors:

- a. Traditional Commercial Sector
Expertise in this area does exist in several of the recognised environmental consultancy firms such as JBA Consultants, APEM etc., with on the ground delivery being carried out by sub-contractors. The experience of undertaking works via this route has previously been through standard projects that consist of minimal stakeholder and partnership working. Whilst some consultants may see it as an attractive opportunity to develop their experience in this area, it is unlikely to provide value for money.
- b. Other Defra family, CCS or pan Government Frameworks
Whilst there may be some frameworks available for traditional consultancy this option is likely to have the same constraints as using a traditional commercial contractor above.
- c. Third Sector and Not for Profit Organisations
This sector is made up of a large number of organisations which vary in size and structure and objectives. This includes trusts, partnerships, research bodies, RMA partnerships and community or social based organisations. Some operate on a semi-commercial basis such as Groundwork MSST, whilst others may be wholly dependent on attracting grants or similar funding sources. This sector has been instrumental in developing partnership networks and outreach work, delivering projects on the ground to date, developing methods and providing monitoring data to underpin local research. Many of these groups are already involved in projects to enhance the environment in the Cumbria and Lancashire Area through working on water quality improvement projects delivered via collaborative working. The Environment Agency is seen as a very attractive partner by these organisations and a high level of interest is expected in this opportunity.

Recent liaison with partners and stakeholders has highlighted the appetite to work with the Environment Agency to co-ordinate efforts in tackling Bathing Water quality across the River Basin District.

The risks associated with working in partnership with this sector is the fractured nature of market with multiple organisations with niche expertise and networks and the lack of commercial awareness that exists. It is unlikely any single partner in this sector could deliver all the requirements, so would either need to sub-contract elements of the work to a commercial company or partner with other similar organisations who do have the required skills but may have a broad partnership network.

Whilst a collaborative approach has been considered, one of the main project objectives is to broaden the network of partners engaged in bringing environmental improvements for coastal Bathing Waters. An open, competitive process tendering via Contracts Finder is preferred because it will raise the profile of Turning Tides Partnership, attract interest from partners that are not yet strongly engaged and publicise the focus on development of projects bringing direct benefits for water quality, therefore will catalyse more activity across a wider range of stakeholders.

SUPPLIER SELECTION

Based on lessons learned from other projects where the Environment Agency has attracted criticism for selectively awarding organisations funding in the past, with no transparency around how funding decisions were made, and as a way of maximising the funding opportunity, it is intended to run a light touch open tender process. The opportunity will be advertised on the Government Contract Finder website. This approach will allow a fair appraisal of all proposals submitted and will comply with the principles of the Public Contracts Regulations 2015 legislation without being a full formal tender exercise.

The project team have good relationships with the wide network of stakeholders who will be potential delivery partners but there may other organisations that respond to the advert that the team are not aware of.

The procurement approach is to invite organisations to submit costed proposals for consideration. Submissions will be assessed to compare project outcomes and overall value for money. Proposals will be considered from individual organisations, consortiums or other combined partnership arrangements. If a consolidated proposal is presented, a single organisation must be nominated to act as project/management lead.

Discussions were undertaken with the project executive and commercial lead as to the best way to structure the competition to encourage partnership working, in an efficient and compliant form, from the outset. Proposals from commercial organisations will not be excluded, the criteria for evaluating their bids will be the same and they may wish to look at a partnering approach rather than using the traditional sub-contractor route. A full criteria for the assessment of the proposals will be agreed and issued with the invitation to bid documentation.

It is recognised one or more of the key external stakeholders may submit tenders to run the project, either individually or as a consortium which may lead to friction in the group if they are not successful.

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Supplier Quotation List

Turning Tides Partnership Board (member's networks)

North West Coastal Forum (member's networks)

Catchment Partnership Hosts & Rivers Trusts (via EA Catchment Coordinators)

Universities (via EA Catchment Coordinators)

Project Selection

Rather than take the traditional approach of the Environment Agency scoping and specifying a method to be used, the preferred approach is to use an outcome based specification. The Invitation to Tender will state the desired outcomes required for the project, leaving it to potential suppliers to determine the best way to deliver the service or design the most appropriate product; this encourages suppliers to develop innovative solutions.

The focus will be on identifying gaps in the current TT Water Quality (Wave 1) **Activity** Plan, which will enable development of a coherent, embedded TT Water Quality (Wave 1) **Action** Plan by: re-evaluating TT engagement and linkages with relevant networks; identifying gaps in stakeholder engagement and the potential to deliver for BWs through other partnerships and organisations; seeking integration of BWs beneficial initiatives and projects with relevant initiatives, plans and projects; effect a broader scope of projects and initiatives of direct benefit to BW quality at coastal designations. Consideration will be given to projects delivering through existing networks that will catalyse Bathing Waters benefits becoming embedded in work programmes outside of the current scope of Turning Tides Partnership / Wave 1 stakeholders.

The methodology will be appraised on the following points:

- Evidence of existing knowledge of and familiarity with networks of stakeholders across NWRBD and able to determine relevant organisations with scope to deliver water quality improvements of direct benefit to designated coastal BWs (including those currently outside TT current scope)
- Evidence of expertise and experience in stakeholder mapping and analyses, including suitable techniques to map, analyse and present stakeholder mapping in an easily understood format coherently across the NWRBD (including those currently outside TT current active networks)
- Evidence of ability to work inclusively and collaboratively with a wide range of stakeholders. Engagement and networking skills are essential to the success of the project as the selected supplier will need to work effectively with multiple stakeholders with different agendas driving their engagement and involvement

- Evidence of ability to think creatively as to how Turning Tides Partnership can integrate practical actions more closely, increase understanding of BWs agenda and deliver benefits for BWs most effectively through varied routes across networks of relevant stakeholders NWRBD (including those currently outside TT current active networks).
- Able to 'work with' (vs do it to / for) stakeholders, helping individuals within organisations to see how their agenda and organisation are integral with Bathing Water quality at coastal designations in the NWRBD.
- Able to provide evidence of being adept in practical approaches with own ideas about how the water quality (Wave 1) activity plan could be developed to become an updated, fully integrated action plan that reflects and is aligned with all relevant ongoing (and potential) activities, plans, investigations, research work and projects that are beneficial to maintain and improve designated coastal BWs.
- Evidence of awareness of and access to expertise of potential local innovative finance mechanisms with associated benefits, including (but not limited to) green growth, blue carbon and climate change

The strength of this approach is that all types of organisations will have a fair chance of submitting projects for consideration without an overly onerous tender process, which often deters some of the groups the project team wish to attract as they do not have the structure, resources and formal processes in place to provide an equal footing with other bidders. A fair and transparent approach to resourcing additional funding is essential to develop trust with partners and aid delivery going forward, it also encourages partners to work together or individually as appropriate to ensure their requirements are best met. It also allows clarity on what the expected outputs will be and what other benefits partners can bring.

EVALUATION

The project will be assessed on 70% quality and 30% cost. This split is suggested as the focus is on the quality of the outcome rather than securing the lowest cost.

Quality

Submissions will be evaluated against the following quality criteria which will be published in the invitation to tender documents. The focus will be on the organisations' experience of successfully planning and managing similar collaborative projects.

Criteria	Weighting
Project Management and Planning	20%
Methodology and Collaborative Approach	25%
Expertise, Experience and Project Team	25%
Health, Safety and Wellbeing	10%
Sustainability	10%
Additional Benefits / Funding opportunities	10%

Price

Tenderers will be required to submit a costed activity schedule, broken down into individual tasks, which will serve as their fixed price offer. The total cost figure will be used in the price evaluation.

RISK MANAGEMENT

Key Commercial & Sustainability Risk Assessment.

Issue	Managing Action	Responsible
Challenges to award decision from unsuccessful organisations.	Undertaking a competitive process will significantly reduce this risk. ITT documents will be worded to clearly set out how proposals will be evaluated including assessment criteria. Assessors to keep full notes of how projects were assessed and decisions reached. This risk cannot be fully removed but this is considered a better option than a 'direct award' approach. The contract will not exceed the current OJEU threshold for services, there is limited opportunity for formal recourse but a low reputational risk remains.	CC- Commercial
Assessing value for money - it will be difficult to assess value for money in the traditional way (quality: cost) as proposals may take different or novel approaches to achieve the desired outcome and some benefits may be difficult to monetise.	It is not possible to fully monetise some of the benefits the project may deliver. However, the quantifying method will be developed to enable each mandate submission to be compared like for like. Cost proposals will be split down into component parts so costs for base line research, networking time, project management, outreach methods can be compared fairly.	SL – Project Manager
Selecting an unsuitable partner organisation - reputational risk, breaching state aid rules, rules for other funding streams or fraud.	All tenders will be evaluated using the criteria set out above to evidence their expertise and experience of successful delivery of similar projects. Bidders will need to clearly evidence that outcomes already funded by other means are not duplicated in their bid.	CC - Commercial
Sharing of sensitive partnership data (e.g. Activity Plan) undermines future sustainability of TT / Wave 1	Share information that is already within the public realm e.g. Swimfo website – BW Plans; links to RBMP (2015 & draft 2021); CaBA story maps, redacted Wave 1 Activity Plan (minus named / identifiable specific locations, UU source apportionment data & pie charts)	SL – Project Manager
Supplier bias influences project outputs – this is a risk if a NFP supplier is selected. Although overall business aims may align with EA project, may focus on own objectives rather than what project requires.	Clear scope and deliverables set at tender stage and confirmed at tender award. Regular review milestones/gateways set and managed by PM (with support from Project Board)	SL – Project Manager
Duplication of materials and effort – end product does not provide added benefit to planning and development of Bathing Water beneficial projects.	For the project to add value, the chosen contractor will utilise materials identified through working with key stakeholders and partners agreed with the Environment Agency at the start up meeting.	SL – Project Manager
Health, Safety and Wellbeing – low risk for this project but some risk attached e.g. desk-based working, travel to & participation in meetings.	Basic capability will need to be evidenced in proposals. Health and Safety will be the responsibility of the project organisation.	SL – Project Manager
Sustainability (environmental & financial) e.g. embedding approaches across existing and new collaborations to maximise future delivery potential	Tenderers' approach to sustainability will be examined during the tender stage. The focus on local delivery by partnerships that are a good fit with the Environment Agency culture is expected to deliver socio-economic benefits and provide wider benefits	SL – Project Manager

COMMERCIAL TERMS

Award & Pricing Strategy

The contract will be awarded to the highest scoring supplier after the Quality:Cost evaluation is completed.

The contract will be awarded on a fixed price basis based on the activity schedule submitted at tender stage.

What is the proposed length of the contract and extension options?

It is expected that the project will be delivered between January 2023 and March 2023.

Conditions of Contract

- a) Collaborative Agreements, Partnership Grants or similar.
It is expected that if the successful bid is from a National Framework Partnership (NFP) partner and they are bringing tangible match funding or other quantifiable in kind benefits, the contract form will fall under some form of partnership agreement.
- b) Commercial Contracts
It is anticipated that projects accepted that do not meet the parameters of a partnership agreement i.e. constitute a purely commercial arrangement to contract out services, will be let under the Environment Agency's Standard Terms - Services.

CONTRACT MANAGEMENT

The contract will be managed by the Environment Agency PM, Sarah Lester with support from the EGS Technical Commercial Lead (tbc).

There will be a project board set up to manage the project as follows:

A Project Board will be set up in order to:

- steer the progress of the project;
- monitor progress and difficulties encountered with the project;
- manage any proposed changes to the manner in which the project is run;
- manage the time spent on the project;
- manage the financial spend/invoices during the previous period;
- act as the technical quality review panel for the work and outputs. Key outputs may be subject to external peer review. The Project Board will review all draft reports produced by sub-contractors, prior to acceptance;
- seek to resolve difference and disputes arising between the parties.

Project Board members (and chair):

- Amy Heys: Environment Agency: Project Executive (Chair)
- Sarah Lester: Environment Agency: Project Manager
- Contractor: TBC

Frequency of meetings: As necessary and to be decided at the Start Up meeting

Voting rules: Only Project Board members vote. Majority decision (Chair will have the deciding vote)

PROCUREMENT PLAN/TIMETABLE

Contract Finder Advert published / Tender Pack released:	9th December 2022
Tenders returned:	28 th December 2022
Tender Evaluation:	28 th -29 th December 2022
Tender Award:	16 th January 2023

APPROVAL

Project Sponsor

Name: Nicki Rushton



Date: 8th December 2022

Project Executive

Name: Amy Heys

Signature



Date: 07 12 2022

Project Manager

Name: Sarah Lester

Signature



Date: 7th December 2022