FRAMEWORK AGREEMENT SCHEDULE 4

ORDER FORM/
WORK PACKAGE ORDER

FROM

Authority	Secretary of State for Environment, Food and Rural Affairs
Address	Defra Group Commercial 3rd Floor, Mallard House 1-2 Peasholme Green York YO1 7PX
Contact Ref:	Phone: [redacted] Email: [redacted]
Order Number	Ref: ecm_56805
Order Date	22/11/2019

TO

Contractor	Dr Belinda Wheeler
For attention of:	Name: [redacted] Phone: [redacted] E-mail: [redacted]
Address	Cloudstreet, Brentor Road Mary Tavy Tavistock Devon PL19 9PY

1. SERVICES REQUIREMENTS

(1.1) Services and deliverables required:

The Authority is the UK Government Department responsible for the environment, food and farming and rural affairs. The Authority's priorities are to secure a healthy natural environment; a sustainable, low-carbon economy; a thriving farming sector and a sustainable, healthy and secure food supply. Further information on the Authority can be found at: Natural England

Long-Term Impacts of Agri-Environment Management including sward enhancement interventions on Upland Hay Meadows

Project Aims and Purpose

The aims of the project are:

- to provide an updated assessment of the impact of agri-environment schemes and in particular Environmental Stewardship on upland hay meadows
- to assess the effectiveness of techniques designed to

introduce and/ or increase the frequency of wildflower species in upland hay meadow swards

These will be achieved through a resurvey of the condition of a sample of sites for which there are existing data. The effectiveness of enhancement techniques such as seed introduction and green hay spreading will be investigated by including a sample of receptor meadows subject to such interventions through specific partner projects that have utilised scheme capital payments.

The assessment will involve a field survey of each parcel, including collection of vegetation, field management and soil data. The analysis and reporting will describe the current condition of the sample and include comparison with data collected previously. Understanding the effectiveness of restoration techniques at the field and landscape scale will inform future Environmental Land Management System payments and advice

1. Background

This project forms part of the 'Framework for the delivery of Environmental Stewardship monitoring and evaluation' contract number FRW22707. It lies within the scope of Framework Contract Lot 7 and will contribute to a programme of thematic projects describing specific elements of scheme delivery. Outputs of this project will contribute to regular reports supporting the Rural Development Programme monitoring framework and describing the overall outcomes of the programme (see figure 1).

<table>
<tr><th>Inputs</th><th>Activity</th><th>Output indicators</th><th>Result indicators</th><th>Impact indicators</th></tr>
<tr><td>Level of financial investment and other resources</td><td>How well do schemes work to encourage uptake of options?</td><td>Have appropriate options been taken up?</td><td>Have farm agreements achieved their environmental objectives?</td><td>Have schemes had a longer term, environmental impact at regional and national scales?</td></tr>
<tr><td></td><td colspan="3">Agreement-scale monitoring</td><td></td></tr>
<tr><td></td><td colspan="2"></td><td colspan="2">Landscape-scale monitoring</td></tr>
</table>

Figure 1. Simplified logic model for Agri-Environment monitoring and evaluation.

Upland Hay Meadows are a Priority Habitat for action under Biodiversity 2020, and are afforded protection under Annex 1 of the Habitats Regulations as analogous with habitat 38.3, mountain hay meadows. The habitat is defined by the National Vegetation Classification (NVC) as Community MG3 (*Anthoxanthum odoratum – Geranium sylvaticum*) and has its main UK distribution in the valleys of Northern England, where traditional hay meadow management has been practiced at altitudes of 200-400m. Some meadows include communities that represent an upland variant of NVC Community MG8 (*Cynosurus cristatus – Caltha* palustris), whilst meadows that have been subject to a degree of improvement may be closer to other grassland communities such as MG5, MG6 and MG7. Many of the best Upland Hay Meadow sites have been designated as Sites of Special Scientific Interest (SSSI), and a selection fall within the North Pennine Meadows Special Area of Conservation (SAC).

With such a restricted range and being vulnerable to agricultural improvement and potentially to climate change, the extent of Upland Hay Meadow habitat is small, and based on Habitat Action Plan reporting, may have continued to decline. This suggestion is also supported by previous agri-environment scheme monitoring (Critchley *et al*, 2007) and a study of *Geranium sylvaticum* (Pacha & Petit, 2008).

Agri-environment schemes are the major vehicle for delivering management to conserve and restore Upland Hay Meadows; this was initially through the introduction of the Pennine Dales ESA in 1987 with the Countryside Stewardship Scheme (CSS) addressing land outside the ESA from 1991; these schemes were then replaced by Higher Level Stewardship (HLS) from 2006 and most recently, with the closure of HLS to new agreements, some meadows have now been entered into the latest Countryside Stewardship Scheme. As a result many meadows have now been managed continuously under agri-environment schemes for 30 years. Throughout this period, the schemes have aimed to deliver management that maintains the quality of the highest value meadows and facilitates the restoration of degraded meadows to favourable condition, thereby increasing the extent of the habitat. To support the delivery of agri-environment schemes, Defra has also funded research into management and restoration techniques, including approaches to enhance botanical diversity in species-rich grasslands.

The schemes provide annual payments to support sustainable management and access to capital grants and guidance for enhancement work. In the three northern regions, 640 HLS agreements have included capital payments for native seed introduction over the course of the scheme, totalling £1.4m.

Defra and Natural England have monitored upland hay meadows since the introduction of Agri-Environment Schemes in various ways.

- Permanent quadrats were established in the early days of the ESA scheme in a sample of meadows providing a framework for monitoring the effectiveness of the ESA scheme. Many of these meadows have now been monitored several times since 1987, with the most recent survey undertaken in 2012 (report attached in section 10.0), at which survey some new sites were added to the sample to reflect uptake of HLS.
- To support the development of an inventory of high-value sites, 'Phase 2' grassland monitoring surveys were undertaken of some meadows in the 1990s and 2000s by NCC/English Nature, this again involved recording of vegetation species and cover in representative quadrats.
- A CSM rapid condition assessment methodology was applied to a sample of non- statutory upland hay meadow sites in 2002 and repeated in 2017/18 (Wheeler and Wilson, in prep).
- Some upland hay meadow sites, mostly designated as SSSI, have been monitored through Natural England's 'Integrated Site Assessment' programme.

In addition, various local scale or more targeted monitoring activities for specific projects have been undertaken on upland hay meadows, for instance by AONBs and National Parks. Some of this is related to work by partner organisations such as the North Pennines AONB and Yorkshire Dales Millennium Trust to identify donor and receptor sites for targeted meadow enhancement work. These bodies were successful in obtaining additional external funding to provide greater support to agreement holders and co- ordination of restoration work on a significant scale, including project co-ordination staff, donor site identification and specialist machinery. Among the relevant projects delivered:

- The North Pennines Hay Time Project ran from 2006 to 2012, carrying out work on 93 fields (NP AONB, 2013; Starr-Keddle, 2018);
- The Yorkshire Dales Hay Time project added seed to 141 fields between 2006 and 2011 (Gamble *et al*, 2012);
- A similar project in Bowland AONB dealt with 65 fields between 2012 and 2018; the original project reported by Robinson & Gamble, 2014.
- A further project by the Cumbria Wildlife Trust carried out

restoration work on 114 meadows, partially reported in Cornish & Hooley (2012).

The existence of data from these various agri-environment monitoring programme and restoration project surveys ensures a robust quantitative dataset is available for comparison with contemporary data. In the context of Biodiversity 2020 targets and ongoing objectives described in the Government's 25 Year Environment Plan, it is important that these historic datasets are exploited to provide a more comprehensive and updated understanding of the condition of Upland Hay Meadows and the role of Agri- environment schemes and in particular, more recently, Higher Level Stewardship in their conservation.

2. Project Objectives and Requirements

The objective of the project is to provide an updated assessment of the impact of agri- environment schemes, including specific enhancement measures, on upland hay meadows by resurveying the condition of a core sample of sites for which there are existing data from 2012 and for many sites earlier. The assessment will involve field survey and analysis of vegetation and soil data, including comparison with data collected previously. Where possible, basic site management information will be collected and used in analysis. An additional objective of the project will be to look at a sample of meadows which have had enhancement interventions within a specified time period and which will be identified via the various project lead organisations. It is possible there could be some overlap with the existing 2012 agri-environment sample, but there is likely to be some variation in baseline methods between samples and within the sample of enhanced meadows derived from different geographical project areas.

The project will:

- Provide an assessment of the current condition of a sample of Upland Hay Meadow sites that are in HLS or CS management, including those subject to sward enhancement interventions.
- Use data from the core sample gathered in 2012 and 2020 to explore any changes in the condition of Upland Hay Meadows that have been managed under HLS, making a comparison between meadows managed under maintenance and restoration management regimes.
- Compare 2020 survey data from the meadows targeted for enhancement with baseline data collected by partner organisations prior to intervention.
- Explore aspects of change in botanical quality including frequency of positive indicator species, goodness of fit to target communities, and indices of species diversity and environmental influence (eg Ellenberg);

- For those sites where data is available, assess the longer-term change in condition of the meadow in response to management in agri-environment schemes for 30 years, including where possible pre and post any enhancement intervention.
- Evaluate management, soil and other relevant information and explore the reasons for any change in vegetation condition observed. The effectiveness of different restoration techniques and contributing factors, including subsequent management will be explored in the enhancement sample.

Make recommendations for delivering grassland restoration in future land management schemes.

The project will deliver on these objectives by:

a) Agreeing a Sample to be monitored

The contractor will agree the sample to be monitored with the Natural England project team. All sites will be within Northern England and the sample will comprise:

- all the 106 sites monitored in 2012, as listed in the 2012 report. This existing sample was stratified to enable separate assessments of the impacts of management option HK7 designed to restore degraded sites and HK6 designed to maintain existing high value features, as well as looking at longer term trends against the shorter term impacts of HLS.
- a sample of 100 enhancement sites to be identified in consultation with the various partner projects. The enhancement sites will be under a current agri-environment agreement as this will increase the likelihood of favourable management since interventions took place. At least 5 years will have elapsed since the funded work was carried out, and sites will have compatible pre-intervention baseline data. The enhancement sites will be stratified by project area and intervention technique, if possible. Project leads covering the different geographic areas- North Pennines AONB, Yorkshire Dales Millennium Trust, Bowland AONB and Cumbria Wildlife Trust – have been contacted in preparation for data sourcing and the contractor will liaise directly with Natural England and partners to finalise the sample.
- a tranche of 20 extra sites selected to provide a long-term counterfactual – these should be sites that were recorded in the original ESA monitoring sample that have not had a history of recent management under HLS or CS. These sites would be chosen in liaison with Natural England. These sites will be added to the sample if the project budget can accommodate them.

All sites will be within Northern England.

b) Survey Planning

Natural England will send an initial letter to agreement holders notifying them of the intention to survey. The contractor will then be responsible for subsequent liaison with site managers to arrange a suitable time to visit and undertake the field survey.

Natural England will supply the agri-environment scheme agreement data required for planning the field survey. Botanical data from all previous Defra surveys will be supplied by Natural England and for enhancement sites via the partner project leads or NE.

c) Field Survey

Each site to be surveyed will consist of one field parcel. The methodology will as far as possible be consistent across all sites but there will necessarily be some variation to reflect the methods used in previous surveys.

The methodology for the agri-environment monitoring sample will repeat that used in the 2012 survey but in general terms will involve:

- Where appropriate, the relocation of existing permanent quadrats (which will require use of GPS and metal detector).
- Recording to species level all higher plants present within three 2m x 2m fixed quadrats per site. The cover of all plants present within each quadrat will be estimated and measurements of vegetation structure taken.

For the enhancement meadows, the successful contractor will need to consider to what extent the field method can be standardised across the geographic range of the project or if variants will be required, which is likely to affect how the data can be analysed. The basic method is likely to involve:

- A 'W-shaped' walk covering the site, recording a range of attributes at a number of stops to allow an assessment of condition. All higher plants present will be recorded to species level at each stop, to allow a frequency score to be derived for each species.

Additional elements common to both samples will be:

- Mapping or reassessment of the extent of existing Upland Hay Meadow priority habitat.
- A condition assessment of the Upland Hay Meadow stand to be undertaken using the Common Standards Monitoring methodology
- Collection of a soil sample, aggregated from several sampling locations within the site (n.b. The sample will be submitted by

the contractor for analysis but Natural England will pay for the soil analysis itself). Sampling should follow the standard NE method available here: :Soil sampling for habitat recreation and restoration - TIN035

The final report for the 2012 project with annexes is provided in section 10.0 of this tender, as are links to the restoration project final reports, where available.

d) Data Handling

Data should ideally be collected in the field using electronic data capture and workers derived from Natural England's Environmental Monitoring Database (EMD). Should this not be feasible, data will need to be captured on paper forms, and entered subsequently into an EMD worker.

All fieldwork should be undertaken during the months of May to July, prior to meadows being cut.

e) Parcel Management

In addition to the field data, the contractor will collect simple management information e.g. details of cutting and grazing management, manure or lime application etc. This data should be collected from the agreement holder either (ideally) by phone at the time of arranging the field survey, at the time of the survey visit or if necessary at a separate time by telephone. For enhancement meadows the contractor will also record the types of intervention that took place following the baseline botanical assessment, for example whether sward disturbance took place and how, if green hay was used or seed collected and broadcast, plug plants introduced, and whether there was staged introduction or other follow-up. This will largely be available from the partner project leads but should be checked with the agreement holder at the time of arranging the survey.

f) Analysis

The tender will incorporate full proposals for data analysis to include the following:

- For core sample meadows, a description of each quadrat and the associated vegetation stand in terms of the NVC Communities present.
- A description of each quadrat using a range of Community Variables (Positive/Negative Indicator Species present, Species-richness, Suited Species Scores, Ellenberg etc.), as applied in previous upland hay meadow monitoring.

- For enhancement meadows a comparison of the number and frequency of positive indicator species between baseline and resurvey, and meadow scores (O'Reilly 2006, to be supplied to contractor)
- For all meadows, an assessment of the overall condition of the existing stand.
  Condition should be described in terms of
    - Is BAP habitat present, and if not does the site have potential for restoration of a BAP habitat, using BEHTA Keys 2A, 2B and 2C alongside Natural England's latest Technical Guidance?
    - Common Standards Monitoring (CSM) attributes using generic thresholds and where appropriate, site-specific, thresholds;
    - Indicators of Success as set within the HLS agreement.
- Quantification of any change in vegetation composition from previous surveys using standard techniques e.g. Ordination, DCA etc. The contractor will need to familiarise with previous reports and techniques. Change should be assessed in terms of:
    - On all sites, the impact of the HLS agreement between 2012 and 2020.
    - For those sites with longer term data, change over the 30-year period of agri- environment scheme history.
    - Comparison with the counterfactual sites.
- Exploration of the relationship between vegetation change and management using data from soil and management surveys.
- Exploration of any possible impact of external factors such as climate change or air pollution.
- Evaluation of progress, where possible, against the Indicators of Success set in Part 3 of the HLS management agreement.

g) Reporting

The contractor will produce a comprehensive report drawing on the findings of the fieldwork and associated analysis, including existing analysis of change in the enhancement meadows done by some of the partner projects with input from members of the project steering group and other key specialists within Natural England. Drawing on the analyses described above, the report will address the objectives listed.

The report should also update the brief anonymised pen picture of each site produced following the 2012 survey, noting any indication of the direction of botanical change and any potential explanatory factors, and additional pen-pictures for the restoration sample sites.

The final report will be available as a public document via the Defra Science Website.

As well as a final report, the contractor should consider the potential to produce a scientific paper or papers describing key outcomes of the project, in conjunction with Natural England authors. The production of the paper will be subject to agreement of a short extension to the contract to be agreed by Natural England and Defra.

All data and metadata collected during the survey, including any hard copies of field sheets and EMD workers and associated spreadsheets populated with data will be provided to Natural England at the completion of the project.

The contract will be complete by 31st January 2021.

3. Project management, outputs and timetable

It is envisaged that the project will be delivered in two separate packages, an initial planning and preparation phase between November 2019 and end of March 2020; and delivery of the fieldwork, analyses and reporting between April 2020 and the end of January 2021. Tenders should cover both packages, costed separately, but award of the second will be dependent on NE's budget settlement for 2020-2021, and successful completion of the first package (subject to successful delivery further additional funding may be available for an extension to produce scientific papers). The project will be overseen by a project steering group (PSG) with representation from Natural England, Defra and the successful Contractor team, possibly also selected external partners.

The successful Contractor will appoint a project manager, who will be responsible for the management and delivery of the project and will act as the primary liaison point with the NE project officer.

The Contractor's project manager will be responsible for:

- maintaining a project plan, communications plan[1], risk register etc., to conform with an established project management framework, and agreeing and reporting on these to the PSG
- reporting on progress to the Natural England project officer via a monthly telecall
- convening face to face PSG meetings at appropriate points during the project (2 per year, most likely location to be at NE offices in Bristol, York, Leeds or London, whichever is most convenient) to inform project design and focus, data collection, analysis and interpretation, the presentation of results, conclusions and recommendations,
- the organisation of PSG meetings, secretariat, production of a record of the meetings and its circulation to the PSG.

The NE project officer will provide copies of all the relevant

documentation. Natural England will also provide contact details for agreement holders and NE delivery staff, with the NE project manager undertaking to ensure local delivery staff are aware of the project.

Natural England will send introductory letters to each agreement holder giving as much notice as possible (4-6 weeks' notice, if possible). The contractor will then follow up to arrange a suitable time for the survey itself.

The detailed project plan to be included in the tender should set out a project timetable with dependencies, and milestones, linking these as far as possible to deliverables, for each work package. Interim claims and payments (maximum 4 per year) should be linked to project milestones and the related outputs will be used as evidence that a milestone has been met. The milestones should be linked to delivery e.g. PSG meetings, numbers of agreement surveys completed in a field season, submission of an interim report, agreed, peer reviewed, final report etc. Where any payment-related milestones are not associated with a formal report, the Contractor will submit a short note providing evidence of delivery to support the claim (see below).

The first face to face PSG meeting will be a project inception meeting to be held at a Natural England location convenient to the contractor and PSG. At this meeting the requirements for agreement data provision, timing of PSG meetings and confirmation of the project plan (any amendments to that set out in the tender) and milestones will be agreed and clarification provided on any other aspects of the project.

Invoices against project milestones can be submitted to the NE project officer by email. The project will be funded from the Technical Assistance measure of RDPE and invoices will need to include supporting evidence relating to spend incurred (e.g. summary of time input, travel and subsistence incurred etc).

4. Project Outputs

All project outputs should be quoted as fixed cost.

- Protocols for both packages; preparatory work including sample identification and obtaining contact details; and fieldwork, analysis and reporting. This should be based on experience with the forgoing project from 2012 and baseline surveys of enhancement meadows but clearly identifying any updates or amendments to the previous methodology.
- Surveys of 106 core sites and 100 enhancement sites undertaken as agreed with NE project officer.
- A separate quote for the proposed survey of 20 counterfactual sites, to be identified by Natural England from within the same area.
- A draft final report, to include analysis with evaluation, conclusions

and recommendations based on analysis of all work undertaken so far. This should include full discussion on the data collected against the requirements;

- a finalised, externally peer reviewed (by at least 2 people), project report, suitable for publication as a Defra science report (the cost of peer review should be itemised). Independent peer reviewers will be agreed with project steering group;
- An updated pen-picture, building on that produced for the previous report, describing the nature of any site-scale change observed.
- Individual short summaries (in Word format) of species found on each site surveyed, with frequencies suitable for sharing with the agreement holder and appropriate NE staff;
- an updated copy of the EMD worker containing all field data, to be provided to Natural England on completion of the project;
- all field survey and data files (including Geographic Information (GI) files) etc., to be provided to Natural England at the completion of the project;
- a brief, 2 page, summary note, detailing key outcomes and conclusions of the project (guidance and summary format are provided as an annex);
- A webinar presentation of the final results to interested parties

All reports should be provided in MS Word and PDF format. Databases and spatial data should be supplied in a form to be agreed with the PSG.

5. Data Collection and Data Management

We require the Contractor to extract data from the EMD worker and return an updated worker at the end of the project, together with all hard and electronic data used to support the contract.

6.0 Timetable

Package 1 (2019-20)	
November 2019	Project Inception meeting, start of project, agree overall project plan
November/December 2019	Identify and check contact details for 2012 survey sites. Make contact with enhancement project partners, identify potential sites
End February 2020	Finalise project sample, contact details and prepare site maps and dossiers. Obtain any existing analysis and reports from partner project leads
Package 2 (2020-2021)	

End March 2020	Project meeting; Field Survey Project Plan Agreed; Letters to agreement holders sent out by Natural England in advance of survey.
May 2020 – July 2020	All fieldwork undertaken
August/Sept 2020	• Project Steering Group Meeting to discuss outcome of fieldwork and proposals for analysis
December 2020	• Draft Project Report Submitted, Project Steering Group Meeting as required
January 2021	• Final Report Submitted • Summary data sent to agreement holders • Individual site pen pictures updated. • 2 Page project summary completed (see Annex 6 for standard template). • Data and dossiers supplied to Natural England.

7.0 Property rights, publication and confidentiality

All data resulting from this project, project documents and other materials will be the property of Natural England.

Natural England and Defra intend to publish the final project report as a Defra science report. The published report will be made available on the Natural England and Defra Science websites. It is likely to be shared directly with partners as part of regular liaison over the progress of Agri-Environment Scheme and wider RDPE Delivery.

Natural England encourages widespread publication, and welcomes the use of appropriate trade press, peer-reviewed journals and sector-specific journals, but it is a requirement that all plans to communicate outcomes, including publications and oral presentations, from funded research are agreed with the project manager (who will ensure Natural England and Defra QA requirements are met) before publication or presentation.

The Contractor(s) will be responsible for ensuring the quality of the work, the presentation of the final report and any other material to be published.

8.0 Survey control approval

Natural England and Defra are strongly committed to minimising the burden they place upon businesses and local authorities; as a result proposals for new surveys must be assessed by the Survey Control Liaison Unit (SCLU). It is not anticipated that Survey Control Unit approval will be needed for this project.

9. Biosecurity

Natural England requires all Contractors to follow Natural England's Biosecurity Good Practice Guidance, attached in the Bravo entry.

Further documents for information, attached in the Bravo entry:

- BEHTA manual
- Countryside Stewardship Options Grid
- 2012 Report & Annexes

(1.2) Commencement Date: 22 November 2019

(1.3) Completion Date: 21 January 2021

2. PERFORMANCE OF THE SERVICES AND DELIVERABLES

(2.1) Key Personnel of the Contractor to be involved in the Supply of the Services

(2.2) Performance Standards

(2.3) Location(s) at which Services are to be provided:
Cloudstreet
Brentor Road
Mary Tavy

Tavistock Devon PL19 9PY
(2.4) Standards:
(2.5) Contract Monitoring Arrangements For the avoidance of doubt the services required are being provided under Framework Agreement 22707

3. PRICE AND PAYMENTS
(3.1) Contract Price payable by the Authority excluding VAT, payment profile and method of payment (e.g. Government Procurement Card (GPC) or BACS)) £93,720.00 For full pricing schedule see Appendix 1 Payable by BACS
(3.2) Invoicing and Payment The Supplier shall issue electronic invoices in arrears following completion of appropriate milestones.

4. Invoicing Requirements
All invoices should be sent to the Natural England Project Officer.

BY APPROVING THIS ORDER FORM THE CONTRACTOR AGREES to enter a legally binding contract with the Authority to provide to the Authority and natural England the Services specified in this Order Form, incorporating the rights and obligations in the Call-Off Contract that are set out in the Framework Agreement entered into by the Contractor and Defra on [insert commencement date].

Electronic Signature

Acceptance of the award of this Contract will be made by electronic signature carried out in accordance with the 1999 EU Directive 99/93 (Community framework for electronic signatures) and the UK Electronic Communications Act 2000. Acceptance of the offer comprised in this Contract must be made within 7 days and the Agreement is formed on the date on which the Contractor communicates acceptance on the Customer's electronic contract management system ("Bravo"). No other form of acknowledgement will be accepted.

Appendix 1 – Pricing Schedule

No.	Milestone	Staff Grade	Day £ rate	No. of days	Total price (ex. VAT) £
	Phase 1 (2019-20)				
1	Project inception, including initial meeting and preparation of work package protocols	Senior/Project Manager	[redacted]	[redacted]	[redacted]
2	Obtain details of the 106 core survey sites, make contact with partners and identify a long list of potential restoration survey sites.	Senior Project Manager	[redacted]	[redacted]	[redacted]
3	Finalise the full survey sample (106+100 sites), and prepare site dossiers with contact details and maps. Collate baseline survey data and relevant reports.	Senior Project Manager	[redacted]	[redacted]	[redacted]
4	Identify with NE a tranche of 20 long-term non-agreement sites as a counterfactual.	Senior Project Manager	[redacted]	[redacted]	[redacted]
	Phase 2 (2020-21)				
5	Project Management including update meetings/telecalls & management of survey team	Senior Project Manager	[redacted]	[redacted]	[redacted]
6	Plan field survey including arranging access with site managers, and management questionnaire (106+100 sites)	Technical/specialist	[redacted]	[redacted]	[redacted]
7	Carry out field survey and all data recording (106+100 sites)	Technical/specialist	[redacted]	[redacted]	[redacted]
8	Contact site managers, carry out questionnaire and undertake field survey for 20 counterfactual sites.	Technical/specialist	[redacted]	[redacted]	[redacted]
9	Data entry into EMD worker supplied by Natural England & QA checking of data	Senior/Project Manager	[redacted]	[redacted]	[redacted]
10	Soil submission	Senior/Project Manager	[redacted]	[redacted]	[redacted]
11	Carry out data analysis and produce a draft report	Senior/Project Manager	[redacted]	[redacted]	[redacted]
12	Update pen-pictures and produce pen-pictures for the restoration sites. Produce short species summaries for each site.	Senior/Project Manager	[redacted]	[redacted]	[redacted]
13	Report peer review	Independent peer reviewer	[redacted]	[redacted]	[redacted]

14	Submit final report and two-page summary. Supply all site data and dossiers to Natural England		[redacted]	[redacted]	[redacted]
15	Travel & Subsistence			[redacted]	[redacted]
16	Any other costs - Differential GPS hire				[redacted]
	Total exc VAT				93,720

[redacted]