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for Environment
Food & Rural Affairs

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The Involve Foundation
18 Victoria Park Square
London
E2 9PF

Our ref: 31342
Date: 09/11/2020

Dear Sir/Madam

Award of contract for the supply of Citizens Jury – Planning and Facilitation

Following your proposal for the supply of Citizens Jury – Planning and Facilitation to Environment Agency, we are pleased to award this contract to you.

This letter (Award Letter) and its Annex set out the terms of the contract between Environment Agency as the Authority and The Involve Foundation as the Supplier for the provision of the Services. Unless the context otherwise requires, capitalised expressions used in this Award Letter have the same meanings as in the terms and conditions of contract set out in Annex 1 to this Award Letter (the “**Conditions**”). In the event of any conflict between this Award Letter and the Conditions, this Award Letter shall prevail. Please do not attach any Supplier terms and conditions to this Award Letter as they will not be accepted by the Authority and may delay the conclusion of the Agreement.

For the purposes of the Agreement, the Authority and the Supplier agree as follows:

1. The charges for the Services shall be as set out in Annex 2 the Supplier’s Proposal
2. The specification of the Services to be supplied is as set out in Annex 3
3. The Term shall commence on 09/11/2020 and the Expiry Date shall be 31/03/2021
4. The Authority may require the Supplier to ensure that any person employed in the provision of the Services has undertaken a Disclosure and Barring Service check. The Supplier shall ensure that no person who discloses that he/she has a conviction that is relevant to the nature of the Services, relevant to the work of the Authority, or is of a type otherwise advised by the Authority (each such conviction a

“Relevant Conviction”), or is found by the Supplier to have a Relevant Conviction (whether as a result of a police check, a Disclosure and Barring Service check or otherwise) is employed or engaged in the provision of any part of the Services.

Payment

Our preference is for all invoices to be sent electronically, quoting a valid purchase order number (PO Number), to [REDACTED] we will send you a unique PO Number. You must be in receipt of a valid PO Number before submitting an invoice.

To avoid delay in payment it is important that the invoice is compliant and that it includes a valid PO Number, PO Number item number (if applicable) and the details (name and telephone number) of your Authority contact (i.e. Contract Manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment. If you have a query regarding an outstanding payment please contact our Accounts Payable section either by email to [REDACTED]

Liaison

For general liaison your contact will continue to be [REDACTED] [REDACTED]
[REDACTED]

We thank you for your co-operation to date, and look forward to forging a successful working relationship resulting in a smooth and successful delivery of the Services. The [Authority] would be grateful if you could arrange the contract to be executed, by way of electronic signature, on behalf of The Involve Foundation as soon as possible.

Yours faithfully,

[REDACTED]

[REDACTED]

Execution of this award notification letter is carried out in accordance with EU Directive 99/93 (Community framework for electronic signatures) and the Electronic Communications Act 2000. The Contract will be formed on the date on which both Parties communicate acceptance of its terms on the Authority’s eSourcing System.



RETHINKING WATER: CITIZENS' JURY: PLANNING AND FACILITATION

Proposal to the Environment Agency

CONTACT

[Redacted contact information]

[Redacted contact information]

[Redacted contact information]

[Redacted contact information]

01. INTRODUCTION

We welcome your decision to involve people in “rethinking water” through running a series of citizens’ juries, and share your belief that:

“To continue to protect and restore our environment, it is crucial to engage the wider population in place-based management to shape practices and deliver changes in behaviour.”

We note that you have a number of objectives for the citizens’ juries, including to:

- Help understand the ways in which people value water;
- Enable influencers to understand the shape of local climate action, by providing insight into what people want in rural, urban & at national scales; and,
- Provide a mandate to make change happen by developing principles and recommendations for local environmental action within the context of climate resilience.

Citizens’ juries, in common with other deliberative processes, are a great tool for engaging diverse groups of people to make recommendations on complex issues. We are particularly pleased to see your commitment to championing and taking on board the recommendations of the citizens’ juries.

We understand the requirement for juries to be delivered in three locations across England (Durham and surrounding area; Leeds and surrounding areas and/or Chilterns or Hertfordshire) and the need to work with yourselves to plan out the organisation, design and delivery of these three juries.

Based on the current and likely Covid-19 situation during the course of this project, we have proposed an entirely online process. As outlined further in this proposal, we are currently planning and delivering a number of such processes, including with participants with limited or no IT technology and literacy. Through an in-depth onboarding process and the use of tried-and-tested online methods, we are confident in delivering a robust and engaging process that will achieve your objectives.

Our proposal, as outlined in further detail below, is based on:

- 3 online citizens’ juries;
- 20 members per citizens’ jury (60 members in total);
- 6 meetings of two hours duration per citizens’ jury (12 hours per citizens’ jury).

However, as also stated, our approach is to design based on the purpose, people and context of the issue area in question. We therefore expect to develop and refine our approach based on conversation and collaboration with you.

02. OUR APPROACH

We're committed to delivering high quality deliberative processes that support people to engage with complex issues and develop informed recommendations. We do not deliver off-the-shelf processes, but instead work to ensure that the design is driven by the purpose, people and context of the issue area in question.

Here we set out our approach to designing and facilitating citizens' juries.

Process design

We start all of our projects by going through a detailed design process. This helps to ensure that we have a clear shared understanding of the purpose of the project and, subsequently, that all other design choices flow from this.

We would look to hold an inception meeting with you at the earliest available opportunity in order to clearly define:

- The objectives and scope for the overall process;
- The question that the public will be asked to help you answer;
- The final product and the difference you hope it will make;
- Who needs to be involved (including internal stakeholders);
- The elements of the process and how they fit together (especially the three different juries);
- The timeline and key deadlines;
- Ways of working between us, including primary contacts and mutual expectations.

Based on this discussion, we will agree with you on any revisions to our approach and develop a detailed project plan that outlines clear deadlines and responsibilities. What we present below, therefore, is a starting point for discussion that we expect to develop and refine with you. The steps outlined below will be required across each of the juries.

Our standard approach is to work collaboratively with clients and partners to ensure that process designs are informed by the range of expertise and insights that different people bring. We therefore expect to work closely with you in planning and coordinating the citizens' juries. This will likely include identifying and briefing speakers, developing materials and planning the content for sessions. Alongside this, in close communication with you, we will undertake all of the planning and logistics for onboarding and supporting participants, and setting up and delivering the citizens' jury meetings.

Based on the current Covid situation, we propose that the citizens' juries would take place entirely online. This would entail each citizens' jury meeting online over six sessions of two hours each. These sessions would be spread over the course a couple of weeks. Across the three citizens' juries, this will equate to 18 sessions and 36 hours of events.

We propose this format for a variety of reasons, including:

- Online discussion is best in small chunks, in order to avoid “Zoom fatigue”;
- Time between sessions allows participants to reflect on what they’ve heard and discussed, and potentially speak to their family, friends and neighbours;
- Spacing allows some reflexivity to respond to participants.

In practical terms, this would mean something along the lines of the following schedule for each citizens’ jury. We have provided an indicative focus for each session, but these will be revised in the planning phase with you.

Session	Week	Time	Session Focus
1			
1			
1			
1			
1			
1			

Between sessions, participants could be asked to engage with some other evidence resources. Ideally, these would be interactive and/or multimedia. As outlined further below, we will create a centralised point of access for the jury members where documents, links, video inputs, agendas, discussion forums etc can be hosted and accessed, and interacted with, by participants.

Participant onboarding

Good participant onboarding and care is key to participants’ experience of the process and ability to engage. This is particularly important for online processes, as we propose here.

This will start with an initial email contact to introduce the team. This is to ensure that participants have the practical and process information they need to feel prepared and we can ask about any additional support needs they might have. This initial contact will also be used to assess participant’s access to the internet and a computer, laptop or tablet in the meetings, as well as their self-declared IT competency.

Follow up contact will be made with anyone who identifies as needing support to put measures in place. These could include:

- [REDACTED]

We have designated a budget to cover the cost of providing this technology to participants.

Introductory Zoom calls will be arranged for all participants in the week prior to the first citizens' jury meeting. These will take place in small groups of between 5 and 10 participants, depending on the individuals' assessment of their own confidence and capability in using online forms of communication. The purpose of these meetings is not to begin discussions of the topics but rather to ensure all members are able to access Zoom and understand its features (including providing a first name only on screen to protect their privacy). This is also an effective way to start introducing participants to each other.

These sessions would also involve, in a low risk and light-hearted way, introducing members to some of the other key tools we will be using during the meetings. Following these meetings, 1-2-1 virtual tutorials will be offered to members who have had particular difficulties to ensure they are ready to participate in the first meeting. We know from experience that making these contacts friendly and efficient, and establishing a relationship with participants before the meetings, is an excellent way to maximise participation.

Equally as important as members being prepared and comfortable to participate in the first meeting is retaining their participation across the 6 sessions in order to benefit from their accrued learning. To help ensure this a light touch evaluation process will be included at the end of each meeting, including opportunities for members to suggest measures that would improve their experience of participating in the Panel. Where possible these suggestions will be taken into account in the planning of future meetings.

In keeping with good practice, we will also suggest that all participants are paid an honorarium for their participation. It is widely accepted that the payment of incentives is essential in reaching those who do not normally take part in such engagement initiatives. We suggest each participant is paid [REDACTED].

Citizens' jury process

A clear structure is important to ensure that participants can take part effectively. Participants need to go through a logical series of steps in order to arrive at their conclusions. The citizens' jury – in common with other deliberative processes – would go through a three step process of:

-

We will start every session by reminding participants of the objectives of the citizens' jury, outlining the goals of the session and setting it in the context of what's happened and what's to come.

At the beginning of the process, participants will agree guidelines for how the deliberation will take place. This will support participants to manage their own behaviour and give facilitators the license to step-in should any issues arise. This step is important for establishing the conditions in which all participants feel able to participate.

We will design the process to ensure all participants are able to meaningfully take part, taking into account that a diverse group of citizens will have different ways of learning, knowing and communicating. This includes supporting the citizens to engage with inputs (including evidence and analysis) through a range of different formats, including presentations, graphical representations, Q&A discussions and written briefings.

It is important to distinguish citizens' juries from more extractive marketing research techniques, such as focus groups. The distinguishing features include that:

- Participants have sufficient time to consider a wide range of information and perspectives, and to deliberate with their peers;
- Participants have some control over the process, including requesting additional information;
- Participants determine their recommendations, which are reported in their own words.

Learning

During the learning phase, information can be presented in a variety of ways including presentations from 'experts', written information and through facilitated discussions. Where presentations from experts are being used, these should typically be no longer than 10 minutes per speaker.

During this, citizens may not interrupt unless they need clarification or to pick up on the use of complex language and jargon. Following a presentation, or series of presentations, participants will reflect (in breakout groups) on the presentation(s) and agree questions. Back in the large group – or sometimes remaining in the small groups – these questions are posed to the speaker(s). This process ensures that participants can engage deeply with the material and avoids questions only being asked by the most confident individuals.

It's important that a citizens' jury has access to a range of information sources, including objective evidence and data (for example through expert presentations) and different opinions and perspectives. It is also important to recognise that members' learning can also be from their peers within the jury, as people have the opportunity to share their own lived experience relating to the topics under discussion. Through the layering of these different information sources, the knowledge of the citizens' jury is built throughout the process up to its final sessions.

Deliberation

Our approach emphasises the use of time for personal reflection and small group discussions in order that all participants, particularly those who are less confident, can form and put forward their own opinions. Discussions will typically take place in breakout groups of 6 to 8 participants, supported by a group facilitator. This has been found to be the optimum size for group deliberation and helps to ensure that everyone has the opportunity to contribute.

The deliberative process allows time for people to develop and test opinions on issues that are new to them (and on which they do not have a pre-existing opinion), explore their pre-existing opinions in light of what they have heard and encourages a wider understanding of the opinions of others. We will use a range of diverse exercises in order to support citizens to explore different perspectives, develop their opinions and deliberate.

Decision-making

This involves participants coming to collective conclusions based on what they have learnt through a process of public reasoning. Depending on the stage of the process and the specific question being asked this could be, for example, a choice between binary options, a set of recommendations, a prioritised set of preferences, and/or new suggestions for a solution. While consensus based decision-making processes are the ideal, in an online jury of this duration it is likely that voting systems will need to be used to ensure clear outputs are attained that reflect the views of all members.

Online methods

While the current context means that communicating online, and through video conferencing in particular, is becoming more common for many people it still remains an unfamiliar context, especially as a media for discussing complicated and contentious issues with people that you do not know. Consideration has therefore been given to the length of meetings, with experience showing that 2 hours is the maximum time that most people can constructively engage with an online event in a single sitting.

Key to ensuring the continued and productive engagement of members, even over a 2 hour duration, will be that the event plan includes a variety of ways to interact and contribute. Even more so than in a face-to-face engagement exercise it is important that online sessions allow for and support different learning and communication styles and preferences. For this

reason, alongside using Zoom as the primary tool for bringing people together, we propose using a range of complimentary platforms to add value to the breakout room discussions.

The complimentary tools we are proposing to use include:

- [illegible]

Each citizens' jury will be facilitated by experienced facilitators from our team. We will provide one lead facilitator, who will be responsible for the overall process. They will introduce sessions and speakers, and ensure that the process keeps on track to deliver its objectives. In addition, we will provide three group facilitators to run breakout groups and one support staff to manage the technology and participant care.

Reporting and wash up

We will work with you on the post event reporting and wash up, including supporting with writing up the outputs of jury meetings and reporting on the process and recommendations. It is important that this is done in a way that faithfully reports the conclusions of the participants, as far as possible in their own words. Our preferred approach is to check back drafts of outputs with participants, so that they retain ownership of their conclusions.

We will be on hand to help present the citizens' juries and can facilitate the involvement of members of the citizens' jury in presenting their recommendations to the Environment Agency and local and national partners. Hearing first hand from members of a citizens' jury is often one of the most powerful ways of translating recommendations into action.

1 [REDACTED]

03. OUR EXPERIENCE

3.1. About Involve

Involve is the UK's leading public participation charity. We work towards creating a more vibrant democracy, with people at the heart of decision-making. We have a mission to develop, support and campaign for new ways of involving people in the decisions that affect their lives.

Everything we do is driven by our values:

- **Collaboration** – because change comes when broad coalitions of people work towards a common vision;
- **Equality** – because everyone in society has an equal right to be listened to and participate in decisions that affect their lives. No one should be held back by societal divisions or prejudice;
- **Independence** – because we are committed to the integrity and impartiality of participatory and deliberative processes;
- **Purpose** – because participation must have an impact. We reject tokenistic or ineffectual engagement; and,
- **Quality** – because effective participation requires time, attention and commitment.

We have been at the forefront of the development and practice of public participation and deliberation in the UK and internationally. We have experience of designing and facilitating a range of deliberative processes – including citizens' juries, citizens' assemblies, deliberative workshops – on a variety of topics. For example, in the last year we have been involved in developing, designing and delivering deliberative processes on a range of issues at a local, devolved and national level:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]

As further outlined in the next section, we have experience of designing and facilitating deliberative processes online. This includes [REDACTED]

Beyond our practical experience, we have also led the development of standards, guidance and peer learning on citizen deliberation in the UK.

This includes conducting research and developing guidance on [REDACTED]

Our [Deliberative Democracy Practitioners' Network](#) brings together practitioners of dialogue and deliberation in the UK in order to build capacity and capability; facilitate peer-to-peer support; build knowledge, understanding and learning; and develop standards and principles.

Over the past couple of months, we have led both national and international discussions on how to do deliberation online. This has included:

- [REDACTED]

3.2. Previous projects

Below we give some more detailed examples of our work to design and deliver deliberative processes, such as citizens' juries, including on related issues.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[illegible]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

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[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

3.2. Our team

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Onboarding team

The onboarding of participants will be conducted by experienced members of our team who have been trained in supporting digital inclusion and access.

Facilitation team

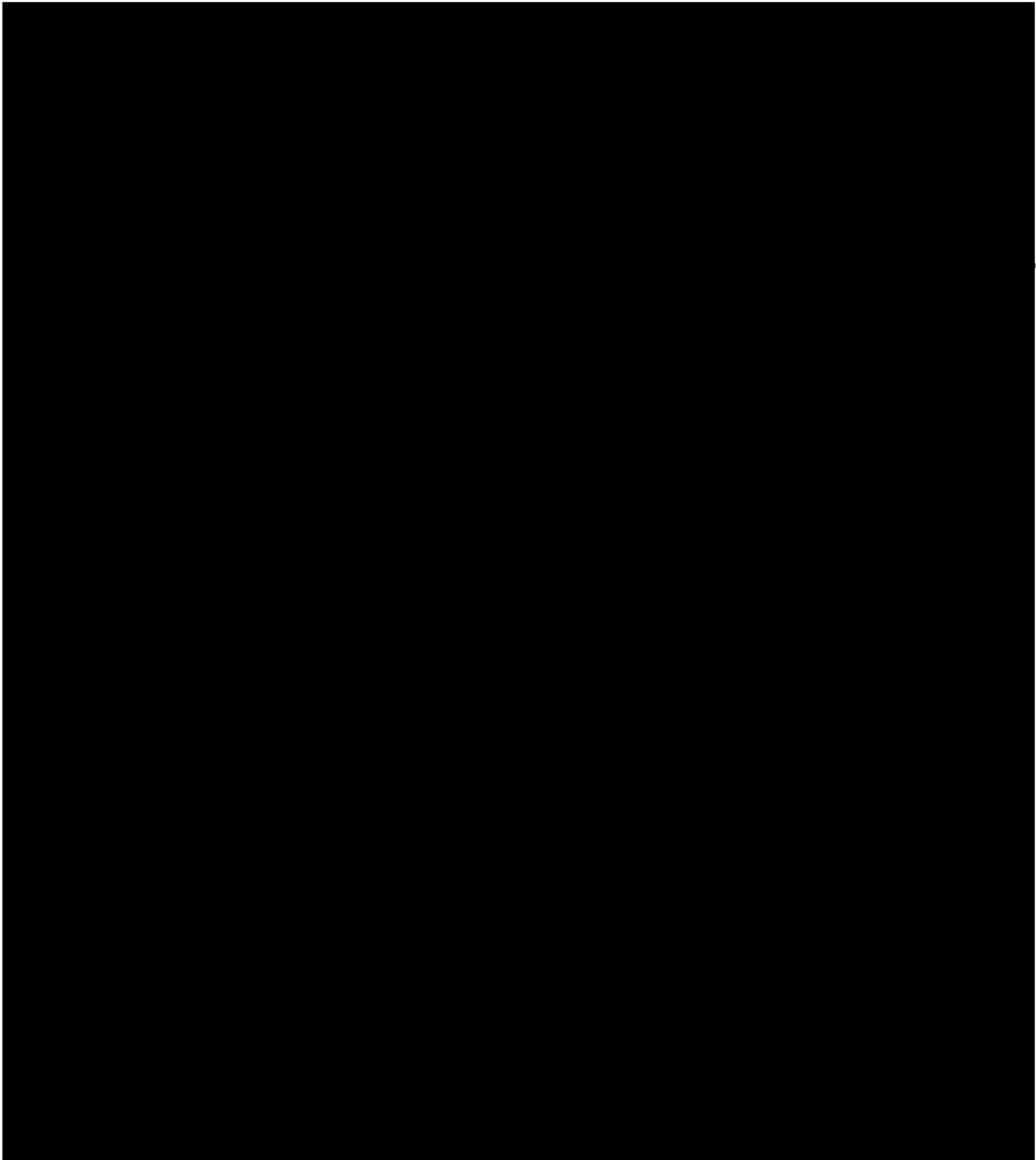
The facilitation team will be drawn from our pool of associate facilitators. These are experienced professional facilitators who we work with on a regular basis to deliver a range of deliberative processes.

04. BUDGET

The total proposed budget is [REDACTED] plus VAT. This is based on the assumptions outlined throughout this proposal.

[illegible]

TOTAL				
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Rethinking Water: Citizens' Jury Planning and Facilitation

Specification

1. Background to the Requirement

We need to change how we think about water and we need to do it now. If we do not, the climate crisis, population growth, and the way we use our land is going to make managing water, and balancing the needs of wildlife with ours, an impossible task. Water security is one of the most pressing societal challenges globally, affecting over 700 million people in 43 countries and it is predicted to affect up to 1.8 billion people by 2025.

Research has demonstrated that one of the primary effects of climate change is the disruption of the water cycle through changing precipitation patterns, increased drought and increased flooding. These changes will soon start to impact on more and more aspects of everyday life and planning, from the availability of drinking water supplies through to sanitation and food and energy production.

However, our water environments are already being actively challenged even before the long term impacts of climate change are mitigated or experienced in full. Data collection suggests that overall improvement in water quality is levelling off and continued improvements will be difficult to achieve.

To continue to protect and restore our environment, it is crucial to engage the wider population in place-based management to shape practices and deliver changes in behaviour.

To help us achieve this, we plan to stimulate engagement through running a series of "Citizens' Juries" in three rural locations in England. This will also help us understand the ways in which people value water by establishing a national discussion that can help inform and guide future policy development.

Output from the Citizen's Juries will enable influencers to understand the shape of local climate action, by providing insight into what people want in rural, urban & at national scales.

Ultimately, the Citizens' Juries will provide the people's mandate to make change happen as they will develop principles and recommendations for local environmental action within the context of climate resilience. The Citizens Juries will present their recommendations and issues to the Environment Agency Board of Directors and a virtual national forum of practitioners from the Environment Agency and the National Water Leaders Group, to enact the recommendations. The Environment Agency will then cascade the recommendations to local partners enabling new, targeted actions specific to their individual climate delivery frameworks. Finally, changes that are needed through policy or legislation will also be adopted by the Environment Agency nationally.

Each Citizens' Jury will be made up of 12-20 members of the public (Jurors) who will already have been selected and recruited. **Therefore, the selection and recruitment of Jurors will not form part of this contract.** The Environment Agency will provide you with the Jurors' contact details during the planning phase.

Jurors will have been selected from the local area and stratified random sampling will ensure that the Jury as a whole is representative of that area's wider population.

We have also put a panel of local and national partners (experts/witnesses) together who will give us access to wider expertise to feed into the conversation.

2. Specific Objectives/Deliverables

The purposes of this fixed term contract are:

- To plan and facilitate three citizen juries. The format of the citizen juries is anticipated to be similar in nature.
- To provide the Environment Agency with a robust plan for the organisation, delivery, and facilitation of an effective and engaging 2 day face to face or a number of, but at least 4 shorter online session over a two week period, "Rethinking Water" Citizens' Jury event consisting of

people from the (Durham and surrounding area; Leeds and surrounding areas and/or Chilterns or Hertfordshire). We will consider recommendations on the number, length of time of the sessions and duration of the whole citizen jury.

- to lead, in collaboration with the Environment Agency, on the organisation, delivery, and facilitation of the Citizens' Jury.

Deliverables and actions:

- to provide an effective plan for each event that focusses on positive outcomes and includes post event actions and follow up.
- to work collaboratively with the Environment on the planning and coordination of the events.
- to host and facilitate the events.
- to engage with the Environment Agency in post event mop up, decisions and recommendations.

Citizens' Juries would normally involve, and benefit from, everyone being in the same place however, given the current restrictions on travel and social distancing due to the Covid-19 pandemic, the use of digital platforms to conduct the Jury should also be considered as an option. That said, to ensure there is maximum inclusivity, a local facility with internet connectivity will also need to be provided (unless Covid-19 restrictions preclude) to anyone selected who does not have their own online access.

You may provide more than one quote if, for example, you wish to provide both "online" and "face-to-face" options. You may also want to separate out the quote for the three events. Please provide a breakdown of all costs in your quote so that it is clear what option you are quoting.

Any per diems or accommodation, travel and subsistence costs for Jurors and expert witnesses as well as venue hire and catering, where applicable, will also need to be factored in to your quote(s).

3. Timescales/Deadlines

Our aim is to run these events within the current financial year. We anticipate running the Durham event first prior to Christmas and the Leeds and Chiltern event being held next year, prior to March 31st.

4. Skills of Personnel Required

To deliver this work we would anticipate that the contractor would have proven experience of planning, delivering and facilitating effective and productive Citizens' Juries.