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**Department
for Environment
Food & Rural Affairs**

Appendix 2 – Call-Off Procedure:

for The Research, Development and Evidence Framework 1

Tender Reference: RDE 386 - Understanding and Supporting the Flood Recovery Process

Date: 05/2024

1.0   Request for Proposal

1.1   The following document is to be used as a Call-Off template to be sent to all Contractors on a sub-lot by the Project Manager of the Contracting Authority for completion and return in accordance with the Call-Off procedures detailed in the Form of Agreement.

Research, Development and Evidence Framework	
REQUEST FOR PROPOSAL	
Project title:	Understanding and Supporting the Flood Recovery Process
Call off Reference:	RDE 386
Atamis project ref (if applicable):	C20899
Cost Centre Code (for admin purposes only)	**10004412**
Date:	**18/09/2023**

Contracting Authority (Defra and its arms-length bodies etc)			
Project Manager:	Taye Famuditi	**Phone number:**	
Authorized by:	Doug Whitfield	**Email:**	taye.famuditi@environment-agency.gov.uk
Commercial Contact (if applicable):			

Project Start Date	01/04/2024				
Project Completion Date	01/03/2025				
For any projects over the direct award threshold, full competition is required (i.e. all contractors on the Sub-Lot are invited to quote).	**Direct Award**		**Mini-comp**	X

Call off from Sub-Lot number	5.1
Proposal return date:	11/10/2023

Evaluation criteria:		
Contractors: Failure to meet any minimum score threshold stated will result in the bid being removed from the process with no further evaluation regardless of other quality or price scores.		
Technical	**Weighting**	**50%**
Commercial	**Weighting**	**40%**
Social Valye	**Weighting**	**10%**
Quality Sub-Criteria Weightings:		
Approach & Methodology	The response gives confidence that the tenderer has a detailed understanding of the project, the technical challenges that need to be addressed and the capabilities required to deliver the project. The response identifies innovative solutions for delivering the project, including scientific and project management innovation. The response should include an explanation of how further innovative solutions will be identified and developed during the lifetime of the project. The response clearly demonstrates an understanding of the end-users need for this research and how the products that it will generate will meet these needs. Suitable methods to engage and disseminate to ensure end-user take up are proposed. The method recognises the need to synthesis existing guidance and literature and proposes a sensible approach for achieving this.	**40%**
Staff Experience	The proposed team includes a senior project manager with a demonstrable track record of delivering research projects and generating user focussed guidance. Proposal clearly demonstrates relevant past experience and includes sufficient technical expertise at the appropriate level needed to successfully deliver this project. The project team reflects the breath of skills required to deliver this project successfully,	**30%**

	including team members with extensive knowledge and experience of: • Flood and coastal resilience and current flood and coastal risk management challenge. • Applying best practice techniques to build collaboration and shared understanding between the public, policymakers and stakeholders in complex situations where there are no straightforward solutions. • Working effectively with government agencies to promote community engagement. • Building partnerships between different government agencies and other key stakeholders. • Designing and implementing evaluation methods, utilising the results to re-focus and re-programme work. • Disseminating findings in a range of formats, including written reports and briefings, presentations, interactive resources, web-based material and workshops. • Appropriate policies and processes in place to address personal data protection requirements.	
Project Management	The response includes a logical and workable project programme for delivery which identifies all the key project milestones and outputs and allows sufficient time for appropriate product review and assurance. The response should demonstrate how the project could be delivered as efficiently as possible to enable the Environment Agency to be able to use outputs as quickly as possible and cease opportunities/quick wins as they are identified throughout the project. A Gantt chart depicting a realistic but efficient programme should be included in the response. All main project risks are identified, and suitable mitigating actions are developed. A suitable risk management process is suggested which will be live over the lifetime of the project. The proposal recognises the need for an end-	**20%**

	user engagement and communication plan which will be managed over the life of the project. Proposal includes approach to monthly reporting and change control. Proposal describes how data will be collected and managed as part of the project to meet requirement of GDPR and also to ensure best available data is used in delivery of key tasks.	
Quality assurance	The responses identify an appropriate approach for ensuring the quality of all key products delivered. This is not limited to the supplier's own quality management system but should consider how end-users should be consulted, how products can be best tested and assured, interaction with external Peer Reviewer and how results can be disseminated. Measures are also proposed for ensuring the quality of all meetings and workshops organised as part of each work package.	**10%**
Sustainability	Describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please address the ways in which the project will be used to conduct community outreach. There will be opportunity to discuss the importance of local sites with the public. This will allow your organisation to influence communities through the delivery of the contract.	**10% (of total)**

Specification

1. Description of work required – overall purpose & scope (including reporting requirements)

This is a project funded through the Joint Flood and Coastal Erosion Risk Management Research Programme to support strategy delivery.

People, communities, and governments tend to devote much effort to preparing for and responding to flooding, even in the face of the longer-term economic and health effects along the path to recovery. This project aims to consider the current state and arrangements of the flood recovery process and identify where opportunities to improve the current arrangements and practice might lie. This project would help to promote effective recovery plans, it is not intended to impose new, additional policies or guidance on the flood recovery process. Flooding is set to increase in the future due to factors such as climate change. The damage caused by such natural disasters accounts for an estimated

£1.1 billion of annual expenditure in the UK. The effects of flooding are wide-ranging, and many communities are likely to suffer the aftermath.

Wider links

Improving the flood recovery process is an important goal in both the English and Welsh FCERM strategies. This project aligns with Defra policy (reducing the threat from flooding, adapting to climate change) and with the Environment Agency Corporate Plan in terms of its FCRM objectives. The project will contribute to the Government's 25 Year Environment Plan for reducing environmental hazards and the following Environment Agency FCERM strategy objectives:

Strategic objective 3.3: Between now and 2030 people and businesses will receive the support they need from all those involved in recovery after flooding so they can get back to normal quickly after flooding.

- Measure 3.3.1: From 2020 risk management authorities, local responders, the insurance sector, and other partners will continue to work together to help people and businesses recover more quickly after flooding.

- Measure 3.3.2: By 2025 the Environment Agency will work with government, other risk management authorities and public health services to ensure the mental health impacts from flooding and coastal change are factored into long-term recovery planning.

- Measure 3.3.3: By 2025 the Environment Agency will have worked with risk management authorities and local responders to develop a plan for better involving the third sector in supporting significant flood incidents.

2.   Objectives and deliverables

There is a need to improve planning and the ability to respond more effectively after flood incidents, as well as identify and learn from past experiences. This project will utilise systematic review as mechanism for establishing the state of existing knowledge on the flood recovery process (a systematic map has already been produced), followed by primary research with national stakeholders and local case studies. Furthermore, it will focus on the long-term recovery process, specifically related to community well-being and mental health.

The over-arching objectives of this project are to:

Objective 1

Examine the existing recovery process for communities affected by flooding, authorities, NGOs and the private sector.

- Specific: Analyse evidence from a systematic review, stakeholder interviews and other sources to help identify flood recovery processes for individuals and communities, their strengths, and weaknesses, and how they can be used in combination with other flood and coastal erosion risk management actions.
- Measurable: Delivery of systematic review and wider evidence analysis.
- Achievable: The review will be founded on existing literature, case studies and expert knowledge. Topics to review will include good practices relating to the management of flood, impacts of flooding on communities, types of interventions.
- Relevant: Identifies areas to address in the recovery process and creates foundations for objective in stage two of the project.

- Time bound: All outputs will be delivered by winter 2023.

Objective 2

Identify processes in which affected individuals and communities can be fully supported to promote resilience, health, and well-being.

- Specific: Explore the flood recovery process in 4 regions across England and Wales. This will include research methods such as surveys, interviews, focus groups, participative community events observation, meetings, and regular communications with key stakeholders. The design of the programme and associated resources will be modified based on feedback from participants.
- Measurable: Ongoing dissemination throughout the project.
- Achievable: Delivery of stage two which will be founded on the review carried out in stage one.
- Relevant: Identification of good practice and gaps in the recovery process aims to enable flood and coastal risk management authorities to understand the processes, communication, and actions to be implemented in the aftermath of a flood to reduce issues experienced by individuals and communities.
- Time bound: All outputs will be delivered by spring 2024.

Objective 3

Determine what actions, communications or resources are required to improve the way in which flood recovery is managed.

- Specific: Produce a research report which identifies ways to improve flood recovery across the whole spectrum of activities, allowing individuals to receive the support they need after flooding so they can resume their lives more quickly.
- Measurable: Delivery of final report and dissemination materials.
- Achievable: The report will be based on findings from stages 1 and 2.
- Relevant: Lessons learnt will inform an improved knowledge; authorities can learn from evidence and best practice; communities are better supported through the flood recovery process.
- Time bound: All outputs will be delivered by summer 2024

3.   Description of work

We see this work being delivered in the stages and tasks set out below.

Stage 0. Develop project initiation plan

Task: Prepare a project inception plan and task-based programme, supported by an engagement plan, to enable the project to be delivered to time/cost/quality/sustainability. This will need to include the following activity and outputs:

0.1	Produce an inception plan describing the agreed approach to project. This should include any project management documentation to be used and updated throughout the lifetime of the project.
0.2	Review the stakeholder engagement plan to support the inception plan.
0.3	Attend a project steering group meeting (chaired by EA) to present the inception plan and clarify their involvement.

Stage 1. Evidence analysis

Task: Use evidence from the systematic mapping exercise already carried out by the Environment Agency to determine how the existing flood recovery process conforms with the FCERM Strategy that states people and businesses will receive the support they need from all those involved in recovery after flooding so they can get back to normal quickly after flooding. Use this information to identify where there are gaps in existing flood recovery processes.

This will need to include the following activity and outputs:

1.1	Undertake an analysis of the Environment Agency's systematic mapping to gather evidence on: a) Appropriate flood recovery processes for individuals and communities b) Existing flood recovery process, its successes, and shortcomings. c) Delivery of the flood recovery process in combination with other flood and coastal erosion risk management actions. d) Gaps in our understanding of the flood recovery process Topics to review will include, impacts of flooding on communities, types of interventions, community engagement in flood recovery process.
1.2	Present findings at steering group/project meeting.
1.3	Produce interim report 1 to summarise the evidence analysis. Allow for one draft and one final version following project team and steering group comments.

Stage 2. Further information gathering

Task: Gather further information and conduct stakeholder interviews to supplement evidence from stage 1. This will need to include the following activity and outputs:

2.1	Identify and review further documentation that is needed to understand the flood recovery process in addition to the systematic review. This is likely to include information from government and authorities setting out requirements and providing guidance.
2.2	Identify key national stakeholders in the flood recovery process – from authorities/government, NGOs and the private sector. Conduct interviews to help determine strengths, weaknesses and areas for improvement in current processes and practice.
2.3	Use findings from 2.1 and 2.2 to map current arrangements and start to identify gaps and areas for improvement.
2.4	Produce interim report 2 to summarise findings from stage 1 and 2. Allow for one draft and one final version following project team and steering group comments.
2.5	Attend a steering group meeting to present findings and receive feedback.

Stage 3. Case study assessment

Task: Conduct research in different regions to identify good practice and gaps in the recovery process.

This will need to include the following activity and outputs:

3.1	Select 4 case study areas to examine the flood recovery process in England and Wales.

	These will cover a range of different flooding, geographic and socio-demographic contexts. They will be selected based on findings from stages 1 and 2 and discussions with the steering group.
3.2	Conduct a range of research methods (e.g., surveys, interviews, focus groups, participative community events observation, meetings) in the 4 regions across England and Wales. These will include local stakeholders from risk management authorities, communities, NGOs and the private sector.
3.3	Produce a number of case-studies to: • examine how flood recovery is being carried out in practice in different locations • Identify how its effectiveness vary spatially, across categories of social difference and between different responsible authorities • Identify what interventions have been made to improve or facilitate the flood recovery process? • Provide examples of good practice and lessons learnt from local innovation.
3.4	Use the findings from the case studies to make recommendations on: • appropriate long-term recovery processes, specifically related to community well-being and mental health. • how they can be used in combination with other flood and coastal erosion risk management actions • what difference that will make in the management of flood events.
3.5	Produce interim report 3 to summarise the activities, case studies and findings.
3.6	Attend a steering group meeting to present findings and receive feedback.

Stage 4. Final reporting and Dissemination

Task: Synthesise main findings from stages 1-3 in a final report. This will need to include the following activity and outputs:

4.1	Engage and consult with the project steering group, a representative range of stakeholders, authorities, and NGOs to review and gather feedback on the project findings. *(Note: Please allow at least 3 1-hour webinars for this activity).*
4.2	Using the findings and feedback make recommendations for the best ways in which flood recovery process can be improved and how communities can be fully supported.
4.3	Describe how this could contribute to Environment Agency strategy objectives and other relevant areas of work.
4.4	Provide a final report. This should summarise the method and findings from all stages, and present recommendations.
4.5	Produce dissemination material: • 2-page science summary / briefing note • Record and provide a 1-hour webinar/video, with slides, summarising the project method and findings (this will be recorded and widely shared). • Provide support at two 2-hour dissemination webinars.
4.6	Attend a steering group meeting to present findings and receive feedback.

4.   Summary of project products

All methods and products should be quality assured by the supplier project team before providing to the EA project team for their review. Provide all interim and final reports in draft for review by the project team and steering group. Allow sufficient time to undertake edits and supply a final version. All content, including any supporting information, will need to be supplied in a format and style that meets the Environment Agency's accessible documents policy.

As part of that all reports and presentations must use either an Environment Agency corporate template or a Joint Research Programme template, adhere to the styles and instructions it contains, and follow the instructions set out in 'LIT 16613 – Accessible Word Documents – a checklist'. Both will be provided by the project manager at the start of the contract. As proof of accessibility all reports and presentations supplied should be checked using the Accessibility Check tool in Adobe Acrobat and must pass that check on all counts. The Accessibility check report generated should be returned with each document.

Following submission final reports and presentations will be subject to technical editing, internal review, and peer review where necessary. Provision should be made to address any changes required. The final version from the contractor may not be the final version that is published on gov.uk.

The project shall produce the following products:

Product	Description	Responsible party	Timing
Project management resources			
Agenda for start-up meeting	As described	Environment Agency PM	2 weeks before date of meeting
Agendas of future meetings	As described	Consultant PM	2 weeks before date of meeting
Record of minutes and actions of all meetings	Summary of key discussion points and feedback, record of actions with owners and due dates	Consultant PM	Within 1 week after the meeting
Progress teleconference with EA project manager (PM)	Short summary of progress, any issues	Consultant PM	Fortnightly for duration of project. Can be reviewed to monthly if needed
Monthly project briefings	Progress report Financial update (spend to date and invoice schedule) Updated risks and issues log	Consultant PM	Monthly
Monthly invoices	Please quote the purchase order number and send to APinvoices-ENV-U@gov.sscl.com cc'ing the EA PM	Consultant PM	Monthly
A project plan	A detailed plan of tasks, dependencies, milestones, reviews and deliverables.	Consultant PM	Supplied with the tender, discussed at the start-up meeting & amended following any points of concern
Risk register	Risk register to include list of risks, mitigating actions, owner and costs.	Consultant PM	Supplied with the tender, discussed at the start-up meeting & amended

			following any points of concern. Reviewed monthly.
Registers with ongoing updates: Actions log, data register, IPR register (if needed)	IPR register to include any relevant licenses.	Consultant PM	Develop ready for project start up meeting and update over lifetime of project
A stakeholder log and engagement plan including dissemination activity	To include list of organisations / consultees, method of engagement and timings.	Consultant PM	At project commission / reviewed at key milestones
Project deliverables (to be issued as drafts and final versions)			
Interim report 1	Synthesis of objectives, method, findings, and recommendations from stage 1.	Consultant PM	End of stage 1
Interim report 2	Synthesis of objectives, method, findings, and recommendations from stage 2.	Consultant PM	End of stage 2
Interim report 3	Synthesis of objectives, method, findings, and recommendations from stage 3.	Consultant PM	End of stage 3
A final project report	A project report describing work completed, findings and recommendations.	Consultant PM	Near project completion
Project summary	A 2 page plain English summary of the project	Consultant PM & EA PM	Near project completion
Project presentation	A PowerPoint presentation summarising the project findings and outputs to be delivered and shared with the project team.	Consultant PM	Near project completion
Recorded webinar / video	Recorded using the presentation material & provided in a suitable format for the EA to share.	Consultant PM	Near project completion

5.   Project governance

Work will be controlled by a Consultant project manager, overseen by the Environment Agency Project Manager. Technical supervision will be provided by the Environment Agency project manager and other business functions as appropriate.

The contractor can expect support from an industry-wide specialist group (known as the Project Steering Group (PSG) which will be convened by the Environment Agency and will include representatives from the relevant stakeholders and specialists. The decision-making responsibilities will remain with the project board consisting of Environment Agency representatives.

Members of the project board:

- Project sponsor: Dane Broomfield (Environment Agency, Manager, Incident Management)
- Project executive: Richard Taylor (Environment Agency, Senior Advisor, FCRM)
- Project manager: Taye Famuditi (Environment Agency, FCRM, Research & Development)
- Senior user: Jacqui Cotton (Environment Agency, Incident Management and Community Resilience).

The Environment Agency project manager will be responsible for managing project delivery on a day-to-day basis and liaising with the consultant project manager.

6. Required skills

The key skills required to do this project are listed below:

- Technical understanding of flood and coastal resilience and current flood and coastal risk management.
- Technical ability for undertaking literature reviews and evidence gathering. Experience of undertaking research projects is welcome.
- Experience of working with RMAs and knowledge of their processes for reporting progress in flood risk management.
- Project management skills to oversee the development and delivery of the project to time, cost, and quality criteria
- Clear verbal and written communication for discussions with key project staff and stakeholders. Innovative and varied communication approaches are expected to ensure stakeholders are well engaged during delivery and are readily able to use and embed outputs.

7. Contract length

The aim is to commence in September 2023 and complete by April 2024, although this is not a fixed timetable. It is expected that the consultant supports non-technical editing and formatting requirements between April 2024 and August 2024.

The Contractor should allow enough time and costs for project board/Project Steering Group (PSG) meetings (all will be virtual and hosted on an agreed platform like Microsoft Teams).

The project board and PSG meetings should be programmed to align with project milestones and should be used to help assure the project outputs. The contractor will need to allow time to prepare for the project board and PSG meetings if asked to present findings.
The programme should provide a breakdown of tasks, durations, and dependencies, and allow for:

- A project start up meeting
- Monthly updates between consultant and Environment Agency project managers
- Project board meetings (fortnightly)
- Dissemination events
- At least 2 weeks for draft deliverables to be reviewed, and time for any updates following the review

8. Contact information and timeline

This contract shall be managed on behalf of the Environment Agency by Taye Famuditi. Main contact email: taye.famuditi@environment-agency.gov.uk

Anticipated dates for activities are below:

Activity	Due date
Project start-up and initial scoping	Ongoing
Business case approval	July 2023
Consultant selections	August 2023
Consultant responses for Request for Quote	August 2023
Evaluation of Request for Quote submissions	September 2023
Award of contract	February 2024
Peer review	January 2025
Consultant support for publishing	February 2025
Report publishing and project closure	March 2025

The Environment Agency Research and Development terms and conditions will be used for this contract. Terms can't be amended once the contract has been awarded and will remain for the duration of the contract.

9. Information to be returned

Please complete and return the following information:

- completed Pricing Schedule (Appendix A)
- completed Prior Rights Schedule (Appendix B)
- confirmation that terms and conditions are accepted (Appendix C. Please note that the terms cannot be amended later).
- details of the personnel you are proposing to carry out the service, including CV's of your key personnel.
- details of proposed methodology, including Gantt chart of programme.
- detail your recent experience of carrying out similar contracts.
- risk register, including details of how you propose to mitigate identified risks of carrying out similar contracts.

Tender submissions should be limited to 2,000 words. Format should be as an A4 document suitable for printing.

10. Evaluation criteria

We will award this contract in line with the most economically advantageous tender (MEAT) as set out in the following award criteria:

Tenders will be evaluated against a Cost/Quality weighting ratio of: 40% Cost and 60% Quality.

Quality

The Technical assessment will specifically cover the core criteria, outlined below:

Criteria	Weightings

Methodology	40
Project Management	20
Staff track record	30
Quality Assurance and sustainability	10

Methodology (40%)

The response gives confidence that the tenderer has a detailed understanding of the project, the technical challenges that need to be addressed and the capabilities required to deliver the project. The response identifies innovative solutions for delivering the project, including scientific and project management innovation. The response should include an explanation of how further innovative solutions will be identified and developed during the lifetime of the project.

The response clearly demonstrates an understanding of the end-users need for this research and how the products that it will generate will meet these needs. Suitable methods to engage and disseminate to ensure end-user take up are proposed.

The method recognises the need to synthesis existing guidance and literature and proposes a sensible approach for achieving this.

Project management (20%):

The response includes a logical and workable project programme for delivery which identifies all the key project milestones and outputs and allows sufficient time for appropriate product review and assurance. The response should demonstrate how the project could be delivered as efficiently as possible to enable the Environment Agency to be able to use outputs as quickly as possible and cease opportunities/quick wins as they are identified throughout the project. A Gantt chart depicting a realistic but efficient programme should be included in the response.

All main project risks are identified, and suitable mitigating actions are developed. A suitable risk management process is suggested which will be live over the lifetime of the project.
The proposal recognises the need for an end-user engagement and communication plan which will be managed over the life of the project.

Proposal includes approach to monthly reporting and change control.

Proposal describes how data will be collected and managed as part of the project to meet requirement of GDPR and also to ensure best available data is used in delivery of key tasks.

Staff/Track record (30%):

The proposed team includes a senior project manager with a demonstrable track record of delivering research projects and generating user focussed guidance. Proposal clearly demonstrates relevant past experience and includes sufficient technical expertise at the appropriate level needed to successfully deliver this project.

The project team reflects the breath of skills required to deliver this project successfully, including team members with extensive knowledge and experience of:

- Flood and coastal resilience and current flood and coastal risk management challenge.

- Applying best practice techniques to build collaboration and shared understanding between the public, policymakers and stakeholders in complex situations where there are no straightforward solutions.
- Working effectively with government agencies to promote community engagement.
- Building partnerships between different government agencies and other key stakeholders.
- Designing and implementing evaluation methods, utilising the results to re-focus and re-programme work.
- Mediating between parties to achieve mutual understanding of common ground, engender respect and, where possible, agree a way forward.
- Disseminating findings in a range of formats, including written reports and briefings, presentations, interactive resources, web-based material and workshops.
- Appropriate policies and processes in place to address personal data protection requirements.

Quality assurance and Sustainability (10%):

The responses identify an appropriate approach for ensuring the quality of all key products delivered. This is not limited to the supplier's own quality management system but should consider how end-users should be consulted, how products can be best tested and assured, interaction with external Peer Reviewer and how results can be disseminated. Measures are also proposed for ensuring the quality of all meetings and workshops organised as part of each work package.

Cost

All prices quoted must be exclusive of VAT. Prices will be submitted on a task pricing schedule. The supplier with the lowest lump sum price will achieve the highest available score of 100. Every other supplier's pricing will be ranked and given a mark based on the difference between the lowest prices using this formula:

$$\frac{\text{Lowest tenderer's score}}{\text{Tenderer's score}} \times \text{maximum available marks (i.e., 100)}$$

The criteria listed above will be assessed on a 0 to 10 basis and will reflect the following judgements:

Rating of Response The tenderer provides a response which in the opinion of the evaluators is:	Score
Excellent: Addresses all of the requirements and provides a response with relevant supporting information which does not contain any weaknesses, giving the Agency complete confidence that the requirements will be met.	10
Very Good: Addresses all of the requirements and provides a response with relevant supporting information, which contains very minor weaknesses, giving the Agency high confidence that the requirements will be met.	8
Good: Addresses all of the requirements and provides a response with relevant supporting information, which contains minor weaknesses, giving the Agency reasonable confidence that the requirements will be met.	6
Satisfactory: Substantially addresses the requirements and provides a response with relevant supporting information which may contain moderate weaknesses but gives the Agency some confidence that the requirements will be met.	4

Weak: Partially addresses the requirements or provides supporting information that is of limited relevance or contains significant weaknesses, and therefore gives the Agency low confidence that the requirements will be met.	2
Nil: No response or provides a response that gives the Agency no confidence that the requirements will be met.	0

11. Contract management

This contract shall be managed on behalf of the Agency by Taye Famuditi email: taye.famuditi@environment-agency.gov.uk

It should be noted that these timescales and activities may be subject to change. Where work is to be subcontracted, quality assurance of contractors will be the responsibility of the main contractor (the supplier); we reserve the right to request additional checks and approvals where subcontractors are completing work.

Receipt of the purchase order number will constitute contract execution and award.

Once the contract has been awarded, we will ask the supplier to develop an invoice profile based against milestones. Payment shall be made following satisfactory delivery of milestones. We anticipate each milestone to contain a single large report or several small reports.

Before we approve milestones for payment, the Project Manager will review and approve the edits against the milestones. We will complete this within 5 full working days of receipt unless prior agreement is made.

The Environment Agency reserves the right to return unsatisfactory edits for further work before approving the milestone.

Before the invoice is issued, a fee note must be emailed in advance to the contract manager for approval. All invoices must quote the purchase order number to be processed.

All prices will remain fixed for the duration of the contract award period.

3. Proposed program of work and payment table (Detailing specific tasks, key milestones, deliverables & completion date where appropriate) Payment schedule should detail the % amount that will be paid after delivery of each task (*We always hold back a minimum of 30% until the project is complete. Set out how you want the Section 7 cost proposal table broken down (e.g. by key task/sub-tasks; deliverable etc). Note, this can be left to Contractors if you do not have a format in mind, but must be complete at award.*)

Task no.	Task and deliverable	Completion date	Payment schedule
0	**Project plan and PM** **Deliverable: Project plan and revised stakeholder engagement plan**	**12th May, 2024**	▓▓▓▓
1	**Evidence analysis** **Deliverable: Interim report 1**	**31st May, 2024**	▓▓▓▓
2	**Further Information gathering** **Deliverable: Interim report 2**	**2nd August, 2024**	▓▓▓▓

3	Case study assessment (engagement with authorities/institutions) Deliverable: Draft Interim report 3	11th October	███████
3	Case study assessment (engagement with members of communities) Deliverable: Final Interim report 3	TBC	███████
4	Final report and dissemination Deliverable: Final report, dissemination materials and presentation to PSG	7th March 2025	███████

Product	Description	Responsible party	Timing
Project management resources			
Agenda for start-up meeting	As described	Environment Agency PM	2 weeks before date of meeting
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Monthly project briefings	Progress report Financial update (spend to date and invoice schedule) Updated risks and issues log	Consultant PM	Monthly
Monthly invoices	Please quote the purchase order number and send to APinvoices-ENV-U@gov.sscl.com cc'ing the EA PM	Consultant PM	Monthly
A project plan	A detailed plan of tasks, dependencies, milestones, reviews and deliverables.	Consultant PM	Supplied with the tender, discussed at the start-up meeting & amended following any points of concern
Risk register	Risk register to include list of risks, mitigating actions, owner and costs.	Consultant PM	Supplied with the tender, discussed at the start-up meeting & amended following any points of concern. Reviewed monthly.
Registers with ongoing updates: Actions log, data register, IPR register (if needed)	IPR register to include any relevant licenses.	Consultant PM	Develop ready for project start up meeting and update over lifetime of project
A stakeholder log and engagement plan including dissemination activity	To include list of organisations / consultees, method of engagement and timings.	Consultant PM	At project commission / reviewed at key milestones
Project deliverables (to be issued as drafts and final versions)			
Interim report 1	Synthesis of objectives, method, findings, and recommendations from stage 1.	Consultant PM	End of stage 1
Interim report 2	Synthesis of objectives, method, findings, and recommendations from stage 2.	Consultant PM	End of stage 2

Interim report 3	Synthesis of objectives, method, findings, and recommendations from stage 3.	Consultant PM	End of stage 3
A final project report	A project report describing work completed, findings and recommendations.	Consultant PM	Near project completion
Project summary	A 2 page plain English summary of the project	Consultant PM & EA PM	Near project completion
Project presentation	A PowerPoint presentation summarising the project findings and outputs to be delivered and shared with the project team.	Consultant PM	Near project completion
Recorded webinar / video	Recorded using the presentation material & provided in a suitable format for the EA to share.	Consultant PM	Near project completion

4. Risk

Note: *This section is to be used to detail any risks or key elements relevant to the project i.e. Programme deliverable dates, workshops or external requirements, data, consultees, stakeholders etc that could impact the success of the project if they are not managed.*

2.0 Proposal

2.1 The following document is to be used as a Call-Off template to be sent to all Contractors on a sub-lot for completion and return in accordance with the Call-Off procedures detailed in the Form of Agreement.

Research, Development and Evidence Framework 2
PROPOSAL

<mark>To be completed by the Contractor</mark>

Contractor's Name: Eunomia **Call off Reference: Understanding and Supporting the Flood Recovery Process** **Sub-Lot Number: 5.1** **Date: 11/10/23**

<mark>Note:</mark> **Your proposal must not exceed 6 sides of A4 plus the Costs Proposal in Section 4 (unless otherwise indicated in project client's specification above). Attachments must not be included unless requested except for a programme diagram and full cost schedule if you consider these would support your proposal.** **Do not make or append Caveats and Assumptions in your proposal – any points of uncertainty must be raised as a clarification point prior to submitting the proposal. Where assumptions are to be made, these will be stated by the Authority's Project Manager.**

1. Approach & Methodology

<u>**Methodology**</u> **Understanding of Requirements:** Eunomia with the National Flood Forum (NFF) is pleased to present this proposal to the Environment Agency (EA). We understand the project focus is on understanding recovery processes at the personal, community and institutional level and how those can be supported by institutions such as the EA and Local Authorities (who have statutory responsibility for recovery). We use a general definition of recovery: "The process of rebuilding, restoring and rehabilitating the community following an emergency" 1 . Recovery is a long-term process involving many agencies and, for communities to build resilience, support is needed to "bounce forward". Actions and impacts take place in individual, community, and organisational spaces, all of which need to be understood, together with how they interact. Past research highlighted a gap between the "prolonged struggle to recover from a flood and the lack of effective support during that process" 2 , as well as the potential for severe effects on mental health for some who are affected3 . Research looking at reinstatement in the context of improving the uptake of

resilient repair reveals recovery to be a fragmented process with a multi-stakeholder landscape. 4 " The challenge will be to unpack the different processes and understand where support can make a difference and we bring an innovative proposal and expert team to tackle this. We would like to further clarify the scope during inception: in understanding the experience of flood recovery processes for individuals and communities and/or understanding the experiences and effectiveness of organisational flood recovery processes to ensure efficient use of resources.

Stage 0 Project inception plan and project management: The Project Director (PD) and Project Manager (PM) will attend the inception meeting at which we will further clarify the scope of the research, confirm the definitions and research questions, discuss the project inception and, stakeholder engagement plans and any project management issues. We will review the existing stakeholder plan using our team knowledge of key stakeholders in the recovery process and indicate who and how we will engage through the project. We will submit the finalised project inception plan (Task (T)0.1) to the client two weeks after the inception meeting, together with the meeting minutes. We will present the project inception plan and finalised stakeholder plan (T0.2) at the Project Steering Group (PSG) (T0.3). Ongoing project management will consist of regular monthly reports, as well as attendance of the PD and PM at the fortnightly Project Board meetings and 4 PSG meetings through the project. Other team members will attend meetings as required.

Stage 1 Evidence Analysis: We understand a systematic map to be a comprehensive catalogue of the literature that has not been analysed or synthesised. This Stage will do that analysis (T1.1). To structure this, we propose a working definition of flood recovery processes as the processes by which people and communities build psychological, social, economic, institutional, and physical capacities to enable them to rebuild, restore and rehabilitate after a flood, and set of research questions derived from the topic areas within the specification, and situated within a framework of community resilience to flooding[5]:1) What evidence is there around the existing flood recovery processes? Where are they working well? Where are they not working as well? 2) How is the flood recovery process being delivered in relation to other FCERM actions? 3) What are the gaps in understanding of flood recovery processes? 4) What are the main impacts of flooding on communities? What aspects are there most evidence for? 5) What types of interventions have been tried to improve recovery processes? What has worked well? What has not worked well? 6) How are communities engaging in flood recovery? What has worked well? What has not worked well? It will also be important to draw out what people and communities are recovering (impacts) from, to understand where support is needed. There is an emphasis on the speed of "getting back to normal" so exploring individuals, communities, and organisations' perceptions and whether there are shared understandings of timeframes for recovery will also be important. We will use Excel to structure the synthesis drawing out common themes within each of the research questions and bringing them together into the first interim report (T1.3) which will be presented at a PSG/project meeting (T1.2).

Stage 2 Further information gathering: From the analysis of the systematic review we will decide on what further information would be useful to gather (T2.1) together with our expert interviews of 10 stakeholders from local authorities, government departments e.g., EA, Defra Cabinet Office, DHLUC and key academics known to the team e.g., Prof Sally Priest. (T2.2). Interviews will last up to 40 minutes, will be recorded and notes taken adhering to GDPR. Notes will be analysed using thematic analysis in line with the research questions and supported by Dedoose[6] software. We will tailor information gathering to gaps in the systematic review and documents relevant to the case study areas e.g., government information and guidance at different scales [7] . We will develop a visual map of current recovery arrangements at different levels and start to identify gaps and areas for

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improvement (T2.3). Findings from this stage will be combined with the Stage 1 report into a second interim report (T2.4) to be finalised after presentation at the PSG (T2.5)

Stage 3 Case study assessment: This stage will focus on understanding recovery processes in four case studies and will require an innovative approach given the complexity of recovery. We will build up "stories of change" 8 in each of the case study areas from different perspectives to show how recovery happens and what interventions facilitate or hinder recovery. By layering the different perspectives, it should be possible to point to strengths and weaknesses across time. Criteria, (e.g., geography, socio-demographic characteristics, flood type, length of time since flood, existing contacts), together with NFF's knowledge of flooded communities will be used to select the case studies in discussion with the client. (T3.1). We will need to discuss with the EA how to balance the sensitivities of contacting people who have recently flooded with gathering data on recent events. We will combine a snowball and quota approach to sampling therefore it will be important to draw on and/or develop local contacts in each area early in the project (Month 2). Qualitative research will be most appropriate for gathering detail on how processes are working in practice, so we have budgeted to carry out 10 interviews with local stakeholders, 2 focus groups with members of the community and a local document review for each case study, but this can be tailored to the context (T3.2). Interviews will last up to 45 minutes long, recorded with notes taken. Focus groups will be with 8-10 people for up to 2 hours, recorded with notes taken. Both will adhere to GDPR good practice. The findings will be analysed and written up as individual case studies showing the timeline from the flood, the stories of change across recovery processes, variation across context and drawing out good practice interventions (T3.3). Finally, we will provide recommendations on improving long-term recovery processes and their potential implications for management of flood events (T3.4). These will form the interim report (T3.5) which will be presented at a PSG (T3.6).

Stage 4 Final reporting and dissemination: We understand the importance of dissemination materials and have put emphasis on these within our bid to ensure there is time to engage key stakeholders in their development. In discussion with the EA, we will identify key audiences and tailor the three webinars accordingly (T4.1). We suggest engaging stakeholders in co-creation around recommendations and will design the webinars accordingly to include interactive elements as well as presentation of findings. In T4.2 we will review the recommendations co-created with stakeholders with the EA to ensure they focus on improving the recovery process and supporting communities, as well as examining their contribution to the EA FCERM Strategy objectives (T4.3). The method, findings and recommendations will be brought together into the final report (T4.4). As the final report is being drafted, we will discuss with the EA the focus for the dissemination material, content, audiences and delivery to understand how any recommendations to improve the recovery process might be enacted as a result of the project and this will form the basis for delivery of T4.5. We have budgeted for the activities listed in the specification but would welcome discussion with the EA to ensure they are most appropriate and targeted. We suggest the PSG meeting (T4.6) to present findings and receive feedback happens once the draft final report has been submitted to enable comments to be taken on board.

2. Project Management (inc Project plan). A project plan may be provided as an attachment with your reply (delete if not required)

Project Management

Our well-established project management practices are governed by a Quality Management System (QMS), which is modelled on the PRINCE2® framework and is ISO 9001:2008 and ISO 14001 certified. Day-to-day management of this project will follow a structured approach, focusing on each stage in turn to deliver the planned outputs, supported by strong communication across the team. The following principles will be applied throughout this project: defining project objectives and regularly reviewing progress; understanding the project's terms of reference and required outputs; defining roles and responsibilities and selecting appropriately qualified staff; developing a clear cost plan and resource allocations; preparing a project programme, including milestones, dependencies, deliverables, and critical paths; setting clear deadlines and strong programme management; establishing and maintaining lines of communication internally and externally; developing a client communication plan and regularly reviewing progress; evaluating a project's successes and lessons to learn; and ensuring, where possible, flexibility and responsiveness to changing needs. We believe that open and regular communication with EA is important to help identify issues when they first arise and prevent them from becoming problems later on. We have established data protection and General Data Protection Regulation (GRPR) systems. Our policies and practices independently conform with requirements of GDPR and the Data Protection Act 2018. We will take responsibility to ensure that our standards and approaches are followed by all staff.

Proposed project management roles and tasks: Project management procedures will be overseen by our Project Director (PD), Dr Clare Twigger-Ross, and Project Manager (PM) Rolands Sadauskis, who form the Management Team. Quality Assurance will be integrated throughout the project by Paula Orr (see "Quality Assurance"). The PD will have overall responsibility for contract delivery, project direction and quality control; be responsible for the agreed programme and budget; contribute to and oversee all stages of the work; and participate in meetings with the EA project board and the steering group. The PM will be responsible for day-to-day coordination; ensure that technical inputs are delivered to programme; maintain the risk register; liaise with the project team to coordinate tasks and inputs through ensuring tasks are appropriately assigned and delivered. The PM will act as main point of contact with EA, while the PD will handle any issues requiring escalation. We also have Stage leads who will ensure that each stage is delivered with quality and on time. The project will be supported by an internal EA Project Board (PB) and a Project Steering Group (PSG) in an advisory function, both PM and PD will attend the PB (fortnightly) and PSG meetings (4, one at each stage), including providing materials at least a week before, and circulating notes within a week of the meeting.

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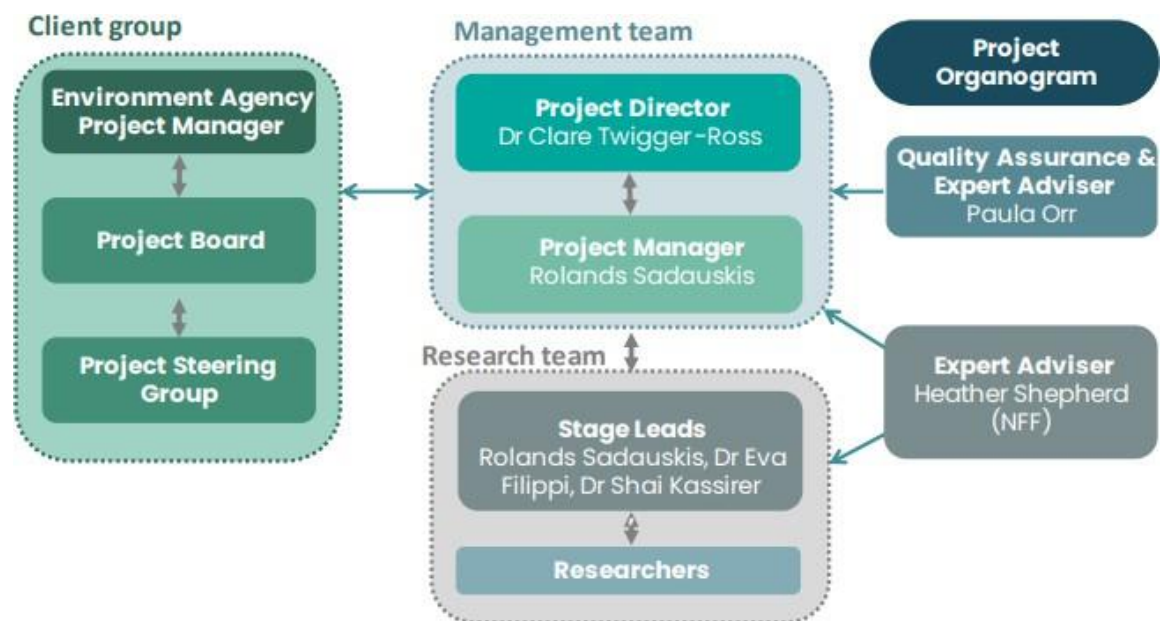
**Progress reporting and communicating with EA:** the Project Management team will:
 • Develop a detailed Project Plan, including a timetable for the work based on our proposed approach and method with clear and agreed milestones and deadlines, roles and responsibilities and quality assurance processes. This will be updated as necessary.
• Hold fortnightly progress update meetings (via Teams) with the EA PM, to review progress and discuss task delivery, findings and any emerging issues.
• Provide brief monthly progress email updates to the EA PM, detailing how the project is progressing against the plan, raising outstanding issues and or emerging risks, and highlighting where guidance is required. More frequent updates will be provided if any significant issues arise.
• Convene PSG meetings at the end of each Stage of the project to provide feedback on key tasks and draft deliverables. We will agree the exact timings of meetings with the EA PM.
• Convene an internal project team start-up meeting, and regular check-in meetings throughout to communicate task updates, discuss findings and resolve any issues that may arise.
Escalation routes: Our PD is responsible for ensuring timely and high-quality project delivery. Should EA have any complaints or identify under-performance, our PD should be contacted in the first instance to discuss approaches and resolution with the EA. If needed a senior Eunomia team member not involved in the project (Owen White, Market Area Lead) may be brought in for escalation. Further escalation involves Head of Operations and MD.
Resourcing: We use a comprehensive system (NetSuite) to allocate appropriate resource to projects to ensure timely completion to a high standard, and all staff time has been ringfenced so that they are available to deliver it. To mitigate potential risks due to team members' unexpected absence or illness, if needed, members with relevant expertise will be proposed for review and approval by EA. Paula Orr will deputise for Clare Twigger-Ross as PD; Dr Eva Fillipi will deputise for Rolands Sadauskis as PM, if either is unavailable.
Project Plan: The updated Gantt Chart shows timelines for project activities, meetings, and deliverables. We have extended the timeline to ensure successful data collection and time for analysis which we will discuss with the EA. A detailed Project Plan will be developed as part of the inception stage.
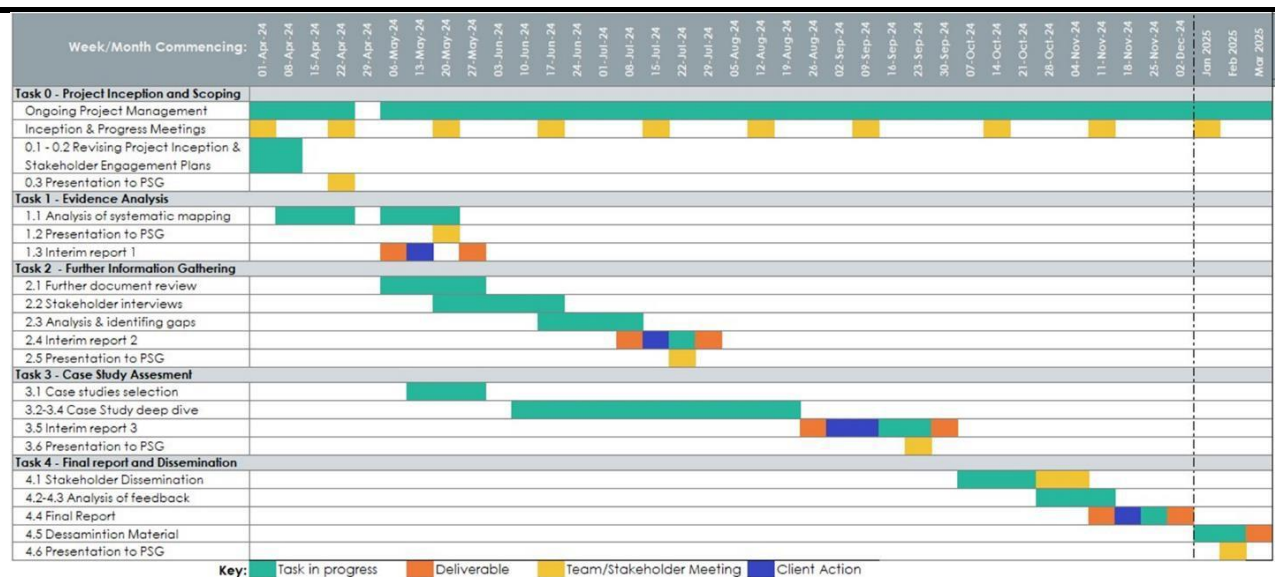
Risks: an initial risk register is presented below. All risks will be discussed with EA at the inception meeting and an updated register prepared. The register will be maintained throughout the delivery period to highlight any emerging risks, track existing ones, and identify mitigation measures.

Identified risk	Likelihood / Impact	Mitigation strategy
Low attendance / limited capacity to participate in case study data collection	Medium / High	We will work with the EA and the NFF to identify case study areas where there are existing contacts. We will also communicate the value of participation, and ensure stakeholders are aware of the purpose of each activity. Early agreement will be sought on dates for the interviews and focus groups to ensure ample time to recruit participants. Interview schedules will be designed to facilitate participation. Reminders of the dates will be sent to all participants in advance of events with flexibility in time of interviews and focus groups.
Not completing tasks to timescales	Low / High	A well-thought-out Project Plan against which progress is reviewed regularly to ensure that tasks are to schedule and any issues are identified early. Our PM to coordinate closely with Defra PM and monitor progress. Raising issues with Defra PM at the earliest opportunity to agree solutions.
Loss or unavailability of key staff	Low / High	Team with overlapping skills: staff members can be replaced if necessary. Staff handover protocols are in place. Any costs for changes at expense of Eunomia. Any change communicated to EA PM as soon as possible.
Flooding in the case study areas during the project	Medium / High	Given the case study areas will be areas that have flooded there is likely to be a chance that they will flood again. If this happens during the project, it will not make it possible to carry out the case study either at all or in the way in which it might have been intended. To mitigate this the case study list will have more than four on it so that another place could be chosen.

3. Proposed Staff who will do the work and briefly state previous relevant qualification/experience. Contractors experience of undertaking similar projects and accreditations (if requested).

Eunomia will be responsible for the contract. The proposed team to deliver the work is led by senior staff from the Eunomia team, which includes staff who previously worked for Collingwood Environmental Planning (CEP) which joined Eunomia in 2021. and we will draw on CEP's previous extensive expertise, complemented by Eunomia's considerable resources. Our team also includes the National Flood Forum (NFF), specifically Heather Shepherd as a subcontractor providing expertise and advice. We have put together a project

team that combines considerable skills and experience in flood and costal resilience, social and institutional aspects of flooding, social and health impacts of flooding, as well social research and knowledge sharing. Our team has extensive experience of managing Defra contracts and has all the skills and experience required to deliver the requirements in the Specification. The project team will be led by Dr Clare Twigger-Ross, who will be the Project Director, and Rolands Sadauskis, who will be the Project Manager and Technical Lead for Stage 2. Dr Shai Kassirer and Dr Evangelina Filippi will be Technical Leads for Stages 1 and 3, respectively; They will be supported in delivering the project by the Researchers: Will Fitter, Sam Hirons and Zoë Boulderstone; and by Eunomia Admin Team. Paula Orr will be an Expert Adviser and QA and Heather Shepherd from National Flood Forum (NFF) will be an Expert Adviser. CVs for all staff are in the Appendix, for Project Organogram see "Project Management". Our team has extensive senior experience of managing and undertaking similar contracts, including for Defra and EA. We have summarised below four examples of relevant projects that the proposed team has managed over the last five years.

Dr Clare Twigger-Ross (CTR): Project Director. Principal Consultant at Eunomia (previously Technical Director at CEP) with over 20 years' experience of social research and flood risk management policy and practice. She is a member of the Policy, Strategy and Investment TAG for Defra/EA FCERM R&D Programme Board. She has considerable experience of research and practice in relation to flood resilience of individuals and communities.

Rolands Sadauskis (RS): Project Manager & Task leader. Senior Consultant at Eunomia. In more than a decade of professional involvement in the environment and climate domain he has worked in public administration, research as well as policy advocacy settings. Rolands has highly developed research skills with particular experience in undertaking evidence and literature reviews, researching and developing case studies, and collection and analysis of qualitative and quantitative data.

Paula Orr (PO): QA & Expert Adviser. Principal Consultant at Eunomia. Social scientist with over 25 years' experience with extensive experience of social research in the context of flooding and resilience, including for Defra and EA.

Heather Shepherd (HS): Expert Adviser. Head of Community Engagement at NFF. She has 24 years' extensive experience of working with communities and stakeholders in the flooding arena. Heather built and is managing a network of over 400 Flood Action Groups with communities affected by floods and participating in the DEFRA Round Table on Resilience and Resistance.

Dr Evangelina Filippi (EF): Task Leader. Eva is a Senior Consultant in Eunomia focusing on disaster risk reduction, climate change adaptation and urban resilience. She has more than ten years academic experience conducting research on these subject matter areas and engaging with participatory and action research methodologies with multiple stakeholders.

Dr Shai Kassirer (SK): Task Leader. Shai is a Senior Consultant at Eunomia, Shai is a social scientist and an environmental communication expert with 16 years' experience of working on social aspects of environmental policies through the use of qualitative research methods, including interviews, surveys and workshops.

Will Fitter (WF): Researcher. Will is a Consultant at Eunomia. Skilled in primary research with extensive experience in stakeholder engagement and analysis, including interviews, workshops and focus groups. He had supported several projects relating flood risk management.

Sam Hirons (SH): Researcher. Sam is a Consultant at Eunomia with a background in Ecology and environmental resource management. Since joining Eunomia in 2022 he has utilised proficient quantitative and qualitative research and analytical capabilities to play a key role in supporting several projects relating to flood risk management at a national scale.

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Zoë Boulderstone (ZB): Researcher. Zoë is a junior consultant and is skilled in literature reviews and stakeholder engagement.

Our team covers all areas of skill and experience outlined in the specification:

Areas of skill and experience	Eunomia/CEP								NFF
	CTR	RS	PO	EF	SK	WF	SH	ZB	HS
Project design & management skills	√	√	√	√	√	√	√	√	√
Technical understanding of flood & coastal Resilience & current flood and coastal risk management	√	√	√	√		√	√		√
Literature reviews and evidence gathering	√	√	√	√	√	√	√	√	
Experience of working with RMAs and knowledge of their processes for reporting progress in floor risk management	√	√	√		√	√	√		√
Designing and implementing evaluation methods	√	√	√	√	√		√		
Working effectively with government agencies to promote community engagement.	√	√	√	√	√	√	√		√
Building partnerships between different government agencies and other key stakeholders	√	√	√	√	√	√	√		√
Focus groups design, facilitation and support	√	√	√	√	√	√	√	√	√
Design and delivery of interviews	√	√	√	√	√	√	√	√	√
Verbal and written communication	√	√	√	√	√	√	√	√	√

Eunomia/CEP recent experience with similar projects: Research on Flooding in the UK for British Red Cross (May – Sept 2022) This research for the British Red Cross focussed on flooding in the UK in the context of climate change. It had four tasks: a desk review synthesising BRC's evidence review of current flooding impacts and climate risk across the UK and the profiling of areas for field research; Focus groups with local residents in four areas, two which were at risk of flooding (Belfast and Glasgow) and two where there had been flooding (Hull, Rhonda Taf),all areas flooding was predicted to increase under climate change; Expert interviews, which were carried out with 12 flooding experts to explore the increased flood challenges due to climate change; and a review and repurposing of BRC existing tools and a recommendations workshop with people with lived experience of flooding. The data were analysed using thematic analysis and findings from the research were incorporated into the BRC publication Every time it rains.

Evaluation of Property Flood Resilience (PFR) Grant Scheme. For Defra (Aug '21 - Nov '22) Defra commissioned CEP (with partners including FHRC) to carry out a process and impact evaluation of the PFR grant scheme. This evaluation considered the PFR grant schemes for 2013/14 and 2019/20, focussed on the scheme's delivery process and the impact in areas affected by flooding. Qualitative data collection for the process evaluation involved reviewing key literature, conducting interviews with stakeholders (local authorities, contractors and community representatives) from areas affected in the 2019/2020 flood, facilitating focus groups with LAs, householders and experts from insurance sector and qualitative analysis of the information gathered. Quantitative research to evaluate the impact from implementation of the 2013/14 PFR scheme included identifying a control group, questionnaire design, and delivering two questionnaire surveys (householders and businesses).

Communities and Flood and Coastal Risk Management (FCRM) R&D Framework. For the Environment Agency (2019-21) CEP with Middlesex FHRC and HRW developed a research framework to understand past and future research needs around communities engaging in managing flood risk assets, preparing for/responding to flood incidents, participating in decisions/designs/funding for schemes, and having conversations about long-term adaptation. The final report presented a framework to improve the knowledge base on participation between communities, Risk Management Authorities, and other organizations in FCERM. It includes an evidence review, analytical framework, workshop design, and information synthesis, highlighting 12 priority areas for future research.

Sustainable Communities Engagement Pilots Evaluation (led by NFF) For Natural

Resources Wales (2017-18) In this project, the effectiveness of establishing community flood groups to engage communities in the management of flood risks was evaluated. The project consisted of two interrelated elements: i) Practical action by NFF to engage with three communities and set up flood groups, and ii) evaluation of the work programme led by CEP using an evaluation framework that ran concurrently with the practical action. Observation, interviews, focus groups and analysis of action logs were used to evaluate the different elements of the engagement process.

4. Quality Assurance

A focus on quality is one of Eunomia's core values, and quality control forms an integral part of our project design and project implementation practices. Our approach to quality hinges on planning, doing, checking, and acting to achieve high standards at each stage of the project cycle. We value working in partnership with our clients and we aim consistently to provide a quality service by:
• Fully understanding our clients' requirements;
• Ensuring we meet or exceed clients' requirements and expectations, and
• Meeting our own high standards of quality.
In this section, we outline our internal quality control procedures and explain how they will be specifically applied to this project.
Our approach to Quality Assurance (QA) We have developed an in-house Quality Management System (QMS) based on industry best practice and backed by the PRINCE2TM project management framework. Our QMS is accredited to the ISO 9001:2015 standard. In addition, as part of our strong commitment to environmental principles, Eunomia has developed a comprehensive Environmental Management System, which is ISO14001:2015 accredited. These systems set out operational procedures and regularly updated targets and objectives, along with methods for measuring performance. Both our QMS and EMS have been accredited to the relevant ISO standards since 2010, and in 2016 we were one of the first UK companies to be re-certified to the new higher 2015 standards. We can thus confirm that our Quality Standards are very high and have been effectively implemented across the company. We work to assure quality through:
Effective project management and client communications: Our Project Director (Clare TwiggerRoss) and Project Manager (Rolands Sadauskis) have extensive experience in managing and delivering research projects for clients, including the Environment Agency (EA). Our mechanisms for reporting progress and client liaison will ensure we create and use clear lines of communication throughout the project cycle, including fortnightly progress update meetings, monthly progress update emails and Project Steering Group meetings at the end of each stage of work.
Clear work plans with milestones that are monitored through regular, effective communications. The Project Manager will use the agreed Project Plan and stakeholder engagement plan to monitor progress and ensure delivery to agreed milestones.
Auditable and traceable work records: We have sound file and document management systems in place, and the Project Manager will be responsible for keeping a record of all project outputs and communications in a manner that can be audited and checked as necessary. We maintain effective version control of outputs by assigning a document owner and ensuring version numbers and/or dates are recorded in the document title and file name. Draft versions of reports and documents will be clearly labelled as such; versions approved by the EA will be labelled as final.
Validation and verification of analysis where applicable: Our team includes experts in

qualitative and quantitative research to ensure that the methodological processes followed are robust. All outputs will be reviewed internally for QA, and the project has a dedicated QA Adviser (Paula Orr).

High quality outcomes and final deliverables: Our internal quality assurance processes are designed to ensure the high quality of all outcomes and outputs of the projects we deliver. We pride ourselves on the quality of our research and reporting, and we have a long track record of producing excellent reports and other outputs.

Timely and cost-effective provision of deliverables: Our project implementation plan is designed to ensure timely delivery of the required work, for example by building in overlap and iteration between tasks. Our team comprises a balance of senior and junior expertise; this will contribute a high level of knowledge and experience to the project and for specific tasks, while enabling us to deliver it in a cost-effective manner.

Awareness of the importance of confidentiality and security: We will raise and discuss any issues relating to General Data Protection Regulation (GDPR) and data management at the inception meeting and build any necessary measures into the work programme and management.

Quality Assurance Measures

Eunomia has developed its own in-house style guide for preparing reports and other project materials, including guidance on writing style, grammar, and presentation. Rolands Sadauskis, Project Manager, will take editorial control of outputs from across the whole project team to ensure that all our deliverables are of consistent quality and align with EA expectations, as well as with GRPR requirements. Paula Orr, as QA Adviser, will act as our main point of contact for any quality issues. We will conduct a formal series of internal language and technical checks of all materials submitted to the EA, including:
• The first interim report, presenting evidence analysis against RQs (Stage 1);
• The second interim report, presenting current recovery arrangements and identifying gaps and areas for improvement (Stage 2);
• The third interim report, presenting case studies and recommendations (Stage 3);
• The final report, summarising the method and findings and presenting recommendations.
• Presentations and supporting materials for three webinars.
• Other dissemination materials, including the 2-page science summary and the presentation for the 1-hour webinar summarising the method and findings.

Author review: in which the lead author of each draft deliverable ensures that research requirements have been met and that the deliverable meets expectations in terms of language, structure, content, and format.

Project Manager review: in which the Project Manager reviews the draft deliverable for technical content and presentation, and to ensure that it is in line with wider project needs and expectations; they will provide feedback to the lead author so that any issues can be addressed.

Independent internal QA: in which Paula Orr, as QA Lead, will undertake an independent review of key project deliverables to ensure that requirements and objectives have been met and provide feedback to the lead author so that any issues can be addressed. Specifically, Paula will conduct a QA review of the three interim reports, the final report and all dissemination materials. Following this process of internal review and QA, draft deliverables will be submitted for review by the EA and others (including key stakeholders and end-users) as appropriate. Should external peer review be necessary, The Project Manager (Rolands Sadauskis) will liaise with the Peer Reviewer and coordinate our response to comments and feedback on all deliverables reviewed. Any comments, suggestions, and written comments arising will be addressed before final deliverables are submitted to the EA. The quality of all materials to be disseminated will follow the above procedure, and we will always provide

opportunity for the EA and other stakeholders as appropriate to check and approve any documentation to be circulated beyond the project team.

5. Health & Safety (only complete if requested in defined evaluation criteria)

N/A

6. Sustainability (only complete if requested in defined evaluation criteria)

This section describes how we will ensure opportunities in delivering this project will contribute to social value. We set out our method statement and a plan (linked to our project methodology) for how this will be operationalised. Specifically, the project will advance Theme 5: Wellbeing in the Social Value Model, with the policy outcome of 'Improved Community Cohesion'.

Method statement

The goal of improving community integration is central to our methodology for this project, and at each stage we will maximise opportunities for collaboration with stakeholders and communities. The aim of the project – to enhance flood recovery processes at personal, community and institutional levels – brings considerable opportunity for collaboration, co-design and the support of integrated communities. Our approach is one that will engage with key national stakeholders from a range of sectors (public, NGO, private sector) and local actors in the flood recovery process as well as communities and individuals affected by flooding and recovery from flood events. In doing so we will provide opportunities to strengthen community integration and enhance connections between stakeholders at national and local levels – for example, in case study areas.

As set out in our methodology and project plan (below), at the outset of the project we will review the existing stakeholder plan, and this will provide an early opportunity to consider how social value in the form of community integration can be maximised. Our proposed methodology will contribute to social value in at least three ways:

1. Improved understanding of the flood recovery process and the roles of different actors and organisations, enhancing the ability of stakeholders to engage with and act effectively and facilitating joint and collective understanding and responses.
2. Ensuring meaningful participation, especially in case study communities, where we plan to engage with communities and individuals as well as those with a role in flood recovery.
3. Involvement in reviewing and shaping the outcomes of the project with representative stakeholders (at national and local levels), and ultimately engaging directly in proposals and subsequent process changes that may emerge.

In the evidence analysis, we also propose to consider the extent to which flood recovery processes for individuals and communities already play a role in community cohesion and identify opportunities where this may be enhanced through the project or its outcomes.

The project team brings together the core skills and experience needed to contribute to social value through its delivery. Specifically, members of the team have a long track record of managing relationships with stakeholders in complex project environments, drawing on strong engagement skills to build trust and support1 . Similarly, they have extensive experience using innovative communication approaches to ensure stakeholders are well engaged during the project delivery and able to incorporate, embed and translate learning into actions. Finally, all our projects are underpinned by the core principles of ethics in social

science research.

Project plan and process

Given the nature of this project as one defined by collaboration and participation, we will weave social value into each stage of our methodology. Our approach to social value in general, and community integration specifically, draws on the principle of catalysing impact from the bottom up, sharing learning(s) and scaling up. Our methodological approach will ensure close working with stakeholders at all levels.

Stage 0: Project inception plan and project management In clarifying the scope of the research and through stakeholder engagement planning, Stage 0 will provide the foundation for strengthening social value in the form of community integration. Specifically, it will do this by ensuring that community integration is considered in identifying the range of stakeholders to be engaged and in the engagement planning from the outset.

Stage 1: Evidence analysis Our proposed research questions, which will guide the evidence analysis, include ones that will enable us to gain insights and frame the work to follow in subsequent stages, so that opportunities to maximise social value in community integration in particular can be maximised. One example is Q6 on what has worked well and less well for communities engaging with flood recovery.

Stage 2: Further information gathering Building on Stage 1, the interviews will provide a further opportunity to help understand current concerns as well as opportunities for the project and subsequent flood recovery process improvements to enhance community engagement, collaboration and integration.

Stage 3: Case study assessment Stage 3 offers direct opportunities for social value enhancement for local communities and individuals. Interviews and focus groups in each case study area will be used to understand individual and community needs, relationships and understandings of roles in flood recovery. This process will be collaborative by design, with national and local stakeholders involved to the extent possible in the design of engagement. By bringing together community groups, individuals affected by flooding and those involved in flood recovery, the case studies provide a space in which all stakeholders can engage with and better understand each other's roles and needs, strengthening integration and cohesion. Participants will also be invited to review all case study outcomes.

Stage 4: Final reporting and dissemination Our approach to Stage 4 includes the engagement of all stakeholders, including communities and individuals in case study areas, in co-creating the recommendations through review and interaction (via webinars). Tailoring outputs and reporting to audience needs can also enhance social value by ensuring their accessibility and relevance.

Monitoring, measurement and reporting The project team will report progress against the social value target on a quarterly basis and make any adjustments where necessary. This reporting exercise will be part of the broader reporting cycle/updates to the ESG, to secure consistency and avoid duplication of efforts. The latter is also justified on the premise that we do not consider the social value component as separate but intrinsically embedded in our methodological proposal.

Metrics and data The main metric that we will use to keep track of our contribution to social value is the number of people-hours spent supporting local community integration (e.g., time spent across the multiple activities previously described for each stage). Thus, we will keep track of the individuals who participate in each of the activities, number of hours they commit to these activities and the feedback they provide after each of them.

Feedback and improvement The scoping proposed in Stage 0 and the further information gathering activities in Stage 3 will provide opportunities to reflect on and adjust the social value component, alongside helping to inform the overall evidence needs and research approach.
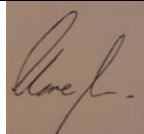
Transparency
Whenever stakeholders or individuals (in case studies) are engaged in the project, we will provide opportunities to review and comment on materials, such as reporting from focus groups. The webinars in Stage 4 will also provide a mechanism for transparency, review and feedback.

7. Cost Proposal
Please use day rates, including any applicable discounts, as agreed under the framework contract. A full cost schedule may be attached to support the costs summarised below.

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By signing this form Eunomia agree to provide the services stated above for the cost set out in your Cost Proposal and in accordance with the Research, Development & Evidence Framework 1Conditions of Contract.

Contractor Project Manager:	Clare Twigger-Ross
Signature:	
Date:	11/10/2023

3.0   Order Form

3.1   The following document is to be completed by the Contracting Authority and sent to the Contractor for counter signature to form a Call-Off contract.

Research, Development and Evidence Framework 2 **ORDER FORM**
<mark>**To be completed by Contracting Authority Project Manager and sent to Contractor for countersignature. PLEASE INCLUDE ENTIRE DOCUMENT**</mark>
Project title: Understanding and Supporting the Flood Recovery Process **Call off Reference: RDE386** **Atamis project ref (if applicable):** C20899 **Date: 8 April, 2024**

THE Contracting Authority: DEFRA

THE CONTRACTOR: EUNOMIA

[Contracting Authority guidance: This Order Form, when completed and executed by both Parties, forms a Call-Off Contract. A Call-Off Contract can be completed and executed using an equivalent document or electronic purchase order system.

APPLICABLE FRAMEWORK CONTRACT

This Order Form is for the provision of the Call-Off Deliverables and dated [Insert date of issue]. It's issued under the Research Development & Evidence Framework Agreement reference 30210 for the provision of [Insert name of project].

CALL-OFF SUB-LOT: 5.1

CALL-OFF INCORPORATED TERMS The following documents are incorporated into this

Version 5.0
LIT 58468

Call-Off Contract. Where numbers are missing we are not using those schedules. If the documents conflict, the following order of precedence applies:
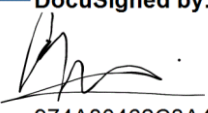
1. Defra Framework Terms and Conditions;
2. Request for Proposal;
3. Proposal;

No other Supplier terms are part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

CALL-OFF CONTRACT START DATE: 8 April 2024
CALL-OFF CONTRACT EXPIRY DATE: 8 March 2024

CALL-OFF PERIOD: 11 months

Signed by the Supplier:

DocuSigned by:

974A80462C3A49A...

Full Name: Michael Brown

Job Title/Role: Authorised Signatory

Date Signed: 13 May 2024

Signed by the Authority:

DocuSigned by:

Felix Austin-Doonan

5F1EA945B332415...

Full Name: Felix Austin-Doonan

Job Title/Role: Commercial Officer

Date Signed: 13/05/2024