


## DPS Schedule 6 (Order Form and Schedules) V2

### LPA Spheres of Influence - C17109

#### Section 1- The Requirement

ORDER REFERENCE:	C17109
THE BUYER:	Environment Agency
BUYER ADDRESS	Horizon House Deanery Road Bristol BS1 5AH
APPLICABLE DPS CONTRACT	This Order Form is for the provision of the Deliverables and dated 17/05/2023. It is issued under the DPS Contract with the reference number <a href="#">RM6126 – Research &amp; Insights DPS</a> for the provision of <b>LPA Spheres of Influence</b> .
DPS FILTER	Climate Change Land Use Planning/ spatial planning Natural Environment Policy analysis and development England
ORDER START DATE:	T0 shall be the first working day after Acceptance of an Offer, Subject to Contract. T0 desired by 03.07.2023
ORDER EXPIRY DATE:	T0+12 months (T0 is the Contract start date)
ORDER INITIAL PERIOD:	1 Year
DELIVERABLES	See Specification (below)
MAXIMUM LIABILITY	The limitation of liability for this Order Contract shall be 125% of the Yearly Charges.
ORDER CHARGES	See Specification. The Charges will not be impacted by any change to the DPS Pricing. The Charges can only be changed by agreement in writing between the Buyer and the Supplier because of: <ul style="list-style-type: none"><li>• Specific Change in Law</li></ul>
REIMBURSABLE EXPENSES	None
BUYER'S INVOICE ADDRESS:	The Buyer's preference is for all invoices to be sent electronically, quoting a valid Purchase Order Number (PO 

**DPS Schedule 6 (Order Form Template and Order Schedules)**

Crown Copyright 2021

	<div data-bbox="507 192 1252 461" style="background-color: black; width: 100%; height: 120px;"></div> <p>Within [15] Working Days of receipt of your countersigned copy of this Order Form, we will send you a unique PO Number. You must be in receipt of a valid PO Number before submitting an invoice</p>
BUYER'S AUTHORISED REPRESENTATIVE	<div data-bbox="507 613 1401 792" style="background-color: black; width: 100%; height: 80px;"></div>

**DPS Schedule 6 (Order Form Template and Order Schedules)**

Crown Copyright 2021

ORDER INCORPORATED TERMS	<p>The following documents are incorporated into this Order Contract. Where numbers are missing we are not using those schedules. If the documents conflict, the following order of precedence applies:</p> <ol style="list-style-type: none"> <li>1. Order Form including the DPS Order Special Terms and Order Special Schedules/ Appendices: <ul style="list-style-type: none"> <li>• 1a DPS Schedule 6- Order Form</li> <li>• 1b LPA Spheres of Influence DPS RM6126 Specification Appendix 2 Theories of Change (ToC)</li> </ul> </li> <li>2. Joint Schedule 1 (Definitions and Interpretation) [RM6126 – Research &amp; Insights DPS]</li> <li>3. DPS Special Terms</li> </ol> <p>The following 4'x' Schedules in equal order of precedence:</p> <p>Joint Schedules for [RM6126 – Research &amp; Insights DPS]-</p> <ol style="list-style-type: none"> <li>4a. Joint Schedule 2 (Variation Form)</li> <li>4b. Joint Schedule 3 (Insurance Requirements)</li> <li>4c. Joint Schedule 4 (Commercially Sensitive Information)</li> <li>4d. Joint Schedule 6 (Key Subcontractors)</li> <li>4e. Joint Schedule 10 (Rectification Plan)</li> <li>4f. Joint Schedule 11 (Processing Data)</li> </ol> <p>Order Schedules for [RM6126 – Research &amp; Insights DPS]:</p> <ol style="list-style-type: none"> <li>4g. Order Schedule 1 (Transparency Reports)</li> <li>4h. Order Schedule 2 (Staff Transfer)</li> <li>4i. Order Schedule 3 (Continuous Improvement)</li> <li>4j. Order Schedule 7 (Key Supplier Staff)</li> <li>4k. Order Schedule 10 (Exit Management)</li> <li>4L. Order Schedule 14 (Service Levels)</li> </ol> <ol style="list-style-type: none"> <li>5. CCS CORE TERMS (DPS VERSION) V1.0.3</li> <li>6. Joint Schedule 5 (Corporate Social Responsibility) RM6126 – Research &amp; Insights DPS</li> <li>7. Order Schedule 4 (Order Tender) as long as any parts of the Order Tender that offer a better commercial position for the Buyer (as decided by the Buyer) take precedence over the documents above.</li> </ol> <p>No other Supplier terms are part of the Order Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.</p>
*ORDER SPECIAL TERMS (3)	The following Special Terms are incorporated into this Order Contract:

	<p><b>Special Term 1</b>, that shall replace <b>Core Terms</b> on IPR:</p> <p><b>9.1</b> Each Party keeps ownership of its own Existing IPRs. The Supplier gives the Authority a non-exclusive, perpetual, royalty-free, irrevocable, transferable worldwide licence to use, change and sub-license the Supplier's Existing IPR to enable it and its sub-licensees to both:</p> <p>(a) receive and use the Deliverables;</p> <p>(b) make use of the deliverables provided by a Replacement Supplier.</p> <p><b>Special Term 2</b>, that shall replace <b>Core Terms</b> on IPR:</p> <p><b>9.2</b> Any New IPR created under the Contract is owned by the Authority. The Authority gives the Supplier a licence to use any Existing IPRs for the purpose of fulfilling its obligations under the Contract Period and a perpetual, royalty-free, non-exclusive licence to use any New IPRs.</p> <p><b>Special Term 3</b>, that shall vary the <b>4g- Order Schedule 1 (Transparency Reports)</b>-</p> <p>The Authority is required to publish the Contract into the public domain within 30 days of Contract Award. Therefore, in submitting a Tender, the Supplier agrees to submit information on Sensitive information they wish not to be disclosed within 15 days of Contract Acceptance.</p> <p><b>Special Term 4</b>, that shall clarify the Contractors Limitation of Liability; meaning within the following term</p> <p><b>11.2</b> Each Party's total aggregate liability in each Contract Year under each Order Contract (whether in tort, contract or otherwise) is no more than one hundred and twenty five percent (125%) of the Yearly Charges unless specified in the Order Form. The 'Contract year' / 'yearly charges,' shall be 1 year from the start of the Contract.</p>
<b>BUYER'S ENVIRONMENTAL POLICY</b>	

## DPS Schedule 6 (Order Form Template and Order Schedules)

Crown Copyright 2021

In addition to Joint Order schedule 5 (CSR), please see below:

### Sustainable Procurement

Addressing global sustainability impacts and Social Value opportunities within the Buyer's contracts is core to the Buyer's approach and working with its supply chain is key to achieving sustainable outcomes. In addition to supporting Defra group/ the EA to meet its outcomes we look to understand and reduce negative sustainability impacts associated with our purchases and realise benefits.

The Buyer encourages its suppliers to share these values, work to address negative impacts and realise opportunities, measure performance and success.

Suppliers are expected to have an understanding of the Sustainable Development Goals, the interconnections between them and the relevance to the Goods, Services and works procured on the Buyer's behalf.

### 25 Year Environment Plan

Sets out goals for improving the environment and details how government will work with communities and businesses to do this. There are 9 key topics all that have a link to risks and opportunities that can be relevant to the lifecycle impacts of our purchases and the outcomes we are seeking to achieve. We expect our suppliers to understand where they can support the Environment Plan goals through the work they do with Defra group/ EA directly and indirectly through their supply chain.

- Clean air
- Clean and Plentiful water
- Thriving plants and wildlife
- Reducing the risks of harm from environmental hazards
- Using Resources from nature more sustainably and efficiently
- Mitigating and adapting to climate change
- Minimising waste
- Managing Exposure to Chemicals
- Enhancing Biosecurity

### Net zero Carbon

In June 2019, the UK became the first major economy in the world to pass laws to end its contribution to global warming by 2050. The Climate Change Act 2008 (2050 Target Amendment) Order 2019 amends the 2050 greenhouse gas emissions reduction target in the Climate Change Act from at least 80% to at least 100%.

The UK has a commitment to bring the greenhouse emissions in the UK to Net zero by 2050. To achieve this carbon emissions must be avoided and then reduced as far as possible, for any resulting emissions these would need to be addressed by carbon offsetting. The Environment Agency has a corporate commitment to meet Net Zero carbon by 2030 ([see eMission 2030-https://www.gov.uk/government/publications/environment-agency-reaching-net-zero-by-2030](https://www.gov.uk/government/publications/environment-agency-reaching-net-zero-by-2030)). To achieve Net zero carbon we must think differently about how we reach the outcomes we look to achieve including the lifecycle impacts of the Goods, Services and works we procure. We need to engage with markets and think innovatively.

BUYER'S SECURITY POLICY	Not applicable
PROGRESS REPORT and FREQUENCY	<p>Progress Reports are due Monthly, at the time of meetings/ by close of play on the day of meetings;</p> <p>Progress Meetings shall be Monthly (approx. one hour, virtual). The first shall be a Project inception meeting – to discuss the programme in more detail before work commences – and the last shall be a close out meeting;</p>

**DPS Schedule 6 (Order Form Template and Order Schedules)**

Crown Copyright 2021

	Performance Reviews should take place within Monthly Progress Meetings & Reports.
SERVICE CREDITS	Service Level metrics and Service Credits apply- see '4L_Spheres of Influence_DPS Order Schedule 14 - Service Levels.'  As per Part B, paragraph 3 of '4L_Spheres of Influence_DPS Order Schedule 14 - Service Levels,' the Parties shall agree a pragmatic approach to reporting and monitoring timescales/processes, within 20 working days of Contract Award. Performance Reports and Monitoring may tag onto other reports/ meetings (such as 'Progress Reports/ Meetings) streamline efforts and cut down on duplication.
E-AUCTIONS	Not applicable
ADDITIONAL INSURANCES	Not applicable
GUARANTEE	Not applicable
SOCIAL VALUE COMMITMENT	See Evaluation Criteria (below)

**SPECIFICATION:**

<b>Project title:</b>		<b>LPA Spheres of Influence</b>	
<b>Atamis project ref:</b>		<b>C17109</b>	
<b>Contracting Authority/ Buyer</b>	Defra group Commercial on behalf of Defra group and its Arm's Length Bodies invite you to bid in this competition. This Invitation to Tender (ITT), is by Defra group Commercial on behalf of the Customer, the Environment Agency.		
<b>Project Manager:</b>		<b>Phone number:</b>	
<b>Budget Holder:</b>		<b>Email:</b>	
<b>Commercial Contact (if applicable):</b>			
<b>Contract Duration</b>		12 months	
<b>Date ITT issued to Suppliers</b>		17.05.2023	
<b>Supplier Clarification Question (CQ) deadline</b>		12.06.2023 12:00	

<b>Proposal return deadline:</b>	<b>20.06.2023 12:00</b>
<b>Buyer CQs</b>	Suppliers are expected to respond to CQs within x5 business days of receipt. The Buyer may proceed with the Evaluation in the absence of a timely and satisfactory response.
<b>Evidence requests (where required)</b>	<p>The Buyer reserves the right to check Evidence in order to Evaluate the most suitable Tender, and award to an alternative Supplier where this Evidence is not satisfactory.</p> <p>Evidence shall be submitted to the Buyer within x2 working days of request. The Evidence that may be requested is:</p> <ul style="list-style-type: none"> <li>• contract examples (x1)</li> <li>• insurance (Joint Schedule 3- Insurance Requirements)</li> <li>• cyber certificates</li> <li>• Financial health*</li> <li>• Other (to be decided if necessary)*</li> </ul> <p>*(this will be decided according to profile of Supplier)</p>
<b>Order Contract Start</b>	<p><b>Target 03.07.2023*</b></p> <p>*The working day after Acceptance from the Buyer</p> <p><b>Supplier Acknowledgement shall be within x2 working days of Buyer Acceptance (via DocuSign in Atamis)</b></p>

## Oxford to Cambridge



Natural Assets



Ecosystem Services



Benefits



Value

**LOCAL PLANNING AUTHORITY (LPA) SPHERES OF INFLUENCE**

Last updated: 27 April 2023

## 1) Introduction

### 1.1 Project origination

The Integrated Water Management Framework (IWMF) Programme of works seeks to create an interconnected water (resource, quality, environment) and flood risk approach to planning and decision making. This aligns with the Environmental Improvement Plan ambition to 'join-up management of the water system' and 'manage the water system in a holistic way'. Phase 1 of this Programme identified 'improved integrated water management standards at all scales' as one of two areas of work to be explored in Phase 2. The other being 'integrated appraisal of solutions or interventions.' Further information on the wider Programme and Phase 1 summary can be found here- <https://www.oxcamlncp.org/projects/integrated-water-management/phase-1>

It is not always easy to understand the wider impacts that the preparation of local plan policies and their subsequent use may have on the water environment (quality, quantity, flood risk, and biodiversity). Balancing different policy drivers is difficult and often there are unforeseen, direct or indirect, consequences which can be either positive or detrimental to the water environment. By supporting Local Planning Authorities (LPAs) to fully understand the impacts of their policy decision making on the water system we will be able to maximise opportunities for environmental enhancement.

This project represents the first of several pieces of work expected to be undertaken at various scales (including those considering development and regional scale planning) seeking to explore how policy can better support positive outcomes for the water environment. Providing the basis for streamlining environmental requirements and opportunities through the planning system.

It seeks to address the following underlying issues:

- Local plan policies can have unintended consequences for the water environment.
- Existing policies do not always maximise positive impacts on the water environment.
- Local Authorities wish to be more ambitious but lack (or lack access to) evidence to support stronger policy arguments (often ambitious targets are rebuffed at examination or by developers questioning scheme viability).
- Local Authorities are resource constrained and traditionally work independently from one another to address similar issues – this is not always the most efficient, or most effective, approach for the environment.
- Local Authorities have varying approaches to determining balance between conflicting factors when drafting policies e.g., growth versus environment.

### 1.2 Purpose statement

This project seeks to work in collaboration with LPA to explore ways to maximise the positive impacts of local policy on the water environment, driving consistency of application, promoting clear justification, and evidencing ambitious targets.

**Estimated cost:** £100-150k

**Estimated duration:** 1 year

## 2) Project overview

### 2.1 Project partners

Following a general introduction to Local Authority stakeholders within the Oxford to Cambridge geography three have volunteered to partner with us on this project. These LPAs



have expressed a willingness to share information on their local planning processes and to provide insight to support the preparation of three case studies. Each partnership will take the form of a simple collaboration agreement setting out time/resource requirements (between the Environment Agency and the LPAs).

On 20 February 2023 a requirements workshop was held with representatives from all three volunteer Local Authorities, the outcomes of which (see Appendix 1) have been built into this project scope. This ensures the scope reflects the needs of all directly involved stakeholders. Additional Local Authorities within the geography have expressed a wish to remain informed on project progress but have been unable to directly participate due to current resource pressures.

## **2.2 Other consultants**

The Environment Agency Oxford to Cambridge Team have in place a framework arrangement with a communication, engagement, and facilitation consultancy firm. This firm will lead any formal engagement activities required for this project, for example facilitating workshops or interviews, while relying on ourselves and the successful Applicant to provide technical input. This should be considered when project costs are proposed for the engagement activities and deliverables set out in this specification.

## **2.3 Objectives**

A theory of change has been mapped out for this project to illustrate the desired change it seeks to facilitate (Appendix 2). In general, the project sets out to achieve the following:

- To build a better understanding of the impacts, positive, negative, and cumulative, of local plan policies (existing approaches and associated decision-making processes) on the water environment.
- To provide up-to-date best practice guidance, driving consistency, outlining how to maximise opportunities for the water environment through planning policy.
- To identify evidence gaps, where this is preventing Local Authorities from setting more ambitious targets. Feeding this back into the wider IWMF Programme of works.
- To encourage a more consistent, coordinated, approach to policy development (and statutory advice services) and application that supports improvements for the water environment.
- To apply learning to create bespoke recommendations for volunteer authorities to build back into their local planning processes.

## **2.4 Project phasing**

It is suggested that the project be staged as follows (figure 1):

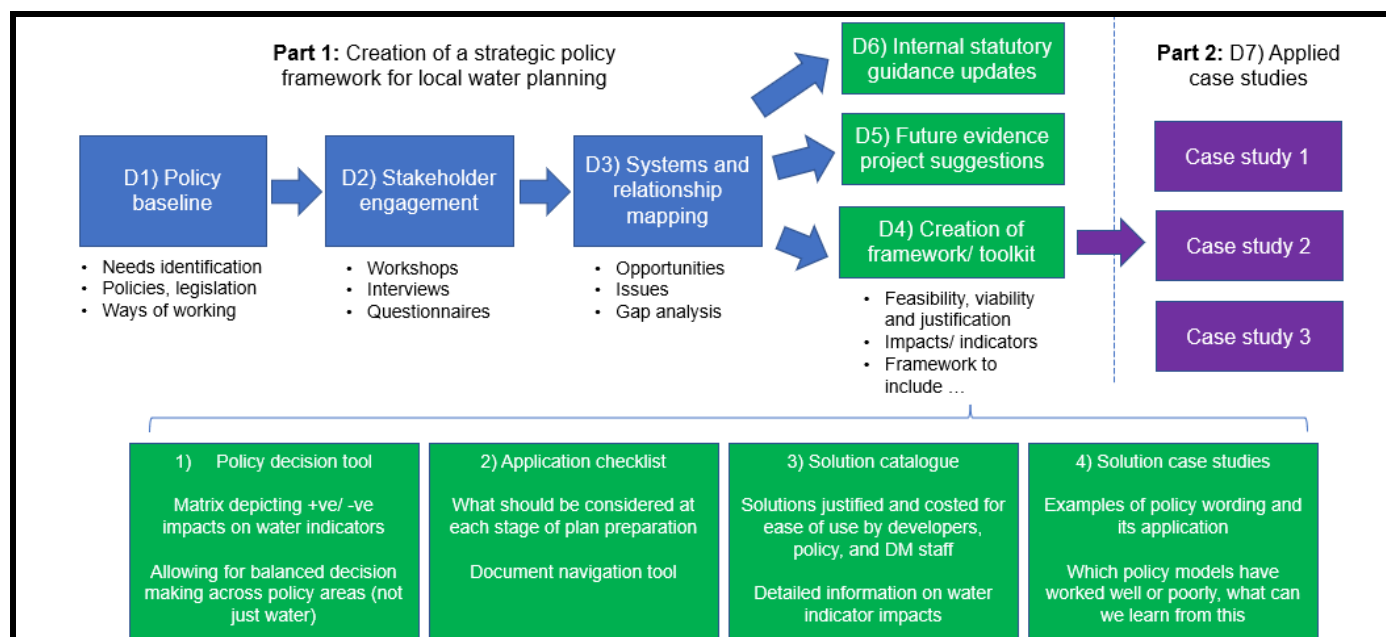


Figure 1 – Proposed project phasing

### 3) Project specifics

#### 3.1 Project requirements

Table 1 outlines a series of high-level project requirements put together following consultation with volunteer Local Authority partners and other interested Defra Group stakeholders. These should be considered in conjunction with the theory of change illustrated in Appendix 2.

Table 1 – Overarching project requirements

ID	Requirement
R1	The project shall work closely with Local Authority partners to understand how they develop local plan policies (information sources, relationships, evidence bases, approach to prioritisation), the decisions they influence, and difficulties encountered.
R2	The project shall gather information through a mixture of workshops with Local Authority staff, document reviews (including annual monitoring reports), questionnaires (to engaged wider Oxford to Cambridge Local Authority stakeholders) and telephone interviews (taking account of Local Authority resource).
R3	The project will review a broad range of policy topics (not just water specific policies) to determine how resulting decisions support or oppose ambitions for the water environment (using a shortlist of agreed water environment health/quality/quantity indicators).
R4	The project shall build on existing IWMF Phase 1 systems mapping, alongside relationship mapping and analysis, to understand the theoretical consequences of decisions taken in line with existing policies and guidance.
R5	The project shall use the information collected to identify; opportunities to maximise positive impacts through policy wording; instances where policies inadvertently oppose ambitions for the water environment; and where evidence gaps make setting and enforcing ambitious policies difficult.

R6	The project shall review existing policy preparation guidance notes and statutory advice services (including relevant Environment Agency planning advice notes) to determine how these could be strengthened based on the gathered information.
R7	The project shall undertake a gap analysis of supporting evidence, cataloguing available evidence to support ambitious policies (and building this into a suitable framework/ toolkit) and determining what else is required to fill gaps.
R8	The project shall prepare best practice policy wording and application case studies, these shall be evidence based, justified, and scrutinised to ensure they would be accepted at local plan examination.
R9	The project shall prepare a framework, or toolkit, for use by Local Authorities, developers, and wider decision makers outlining the impacts of policies, how they should be considered at each stage of plan preparation, how they should be evidenced and justified, and provide worked examples to illustrate the relative affordability of proposed measures e.g., water efficiency measures.
R10	The project shall consider how this framework/ toolkit will be received by developers, anticipate questions, and include appropriate justification to assist with enforcement of higher ambitions.
R11	The project shall produce three additional 'applied' case studies, one for each volunteer Local Authority, outlining how the framework/ toolkit could be used in practice to support achievement of their water ambitions.
R12	The project shall ensure that evidence collected, and conclusions drawn, are articulated in a manner that is accessible to technical and non-technical readers alike and that learning is transferrable to other projects and geographies.
R13	The project shall generate a suite of appropriate communications materials including; case studies, literature review, evidenced reports and analysis, non-technical note, and slide pack.
R14	The project shall ensure that any policy wording proposed would be acceptable at examination stage, utilising external Planning Inspectorate expertise/feedback (or similar).
R15	The project shall retain awareness of planning reform and consider how the outputs could be applied to ongoing consultation around national development management policies (if applicable policies are removed from the Local Authority remit).

### 3.2 Tasks and deliverables

The tasks to be completed under this contract are outlined in Figure 1 and are explained in more detail in Table 2 below, alongside expected deliverables and delivery dates.

**Table 2- Key Deliverables table:**

Ref.	Deliverable	Delivery date (months)
D1	<p>Create a policy baseline within the Oxford-Cambridge geography, to determine how policies could be strengthened to achieve more for the water environment. To include:</p> <ul style="list-style-type: none"> <li>Reviewing existing guidance available to Local Authorities and provided by statutory consultees (planning advice notes)</li> <li>Baselining policy wording from across the Oxford to Cambridge geography</li> </ul>	T0 + 3

# **DPS Schedule 6 (Order Form Template and Order Schedules)**

Crown Copyright 2021

	<ul style="list-style-type: none"> <li>• Reviewing evidence available to support stronger water policies, and identification of any significant evidence gaps</li> <li>• Policy validation (including costing) and local plan examination criteria</li> </ul>		
D2	<p>Work with three volunteer Local Authorities to gather information on their approach to policy preparation, decisions, difficulties, opportunities and enforcement. To include:</p> <ul style="list-style-type: none"> <li>• Technical input into workshops and interviews with Local Authority staff</li> <li>• Wider questionnaires with other engaged Local Authorities in the Oxford to Cambridge geography</li> <li>• A review of available information on policy effectiveness (including issue logs and Local Authority annual monitoring reports)</li> <li>• A comparison of approaches and their relative effectiveness</li> </ul>	T0 + 3	
D3	<p>Preparation and analysis of systems and relationships maps for each of the three Local Authorities. To consider:</p> <ul style="list-style-type: none"> <li>• Where policies have unintended consequences or conflict with water ambitions</li> <li>• Opportunities to maximise policies or interaction within the plan to achieve more for the water environment</li> <li>• Whether key relationships and evidence sources are being used optimally</li> </ul>	T0 + 3	
D4	<p>Collation of findings and preparation of a framework/ toolkit to drive evidence-led policy preparation, application, and approaches to optimise benefits to the water environment. This should draw together project outputs, including;</p> <ul style="list-style-type: none"> <li>• A policy decision tool, indicating the positive and negative impacts of policy types and associated solutions on a range of water environment indicators</li> <li>• An application checklist clearly specifying how the guidance should be used at each stage of policy preparation</li> <li>• A catalogue of solutions, justified and costed for ease of policy application by development management staff and developers</li> <li>• A series of case studies providing examples of best practice policy wording and its application alongside the pros and cons of different approaches</li> </ul>	T0 + 9	
D5	<p>Recommendations to feed back into the IWWMF Programme highlighting evidence gaps and how they can be bridged. To include:</p> <ul style="list-style-type: none"> <li>• Suggestions for how they could be filled (future project ideas, estimated durations and costs)</li> <li>• Why they need to be addressed to allow us to maximise opportunities for the water environment</li> <li>• Who should be responsible for pushing them forward</li> </ul>	T0 + 9	
D6	<p>A review of internal Environment Agency local plan guidance and recommended amendments should be made to reflect the project outcomes/ recommendations.</p>	T0 + 9	
D7	<p>Three 'applied' case studies, specific to the three volunteer Local Authorities. Case studies shall be specific to the needs to each Local Authority, based on where they are in their local plan process. They shall draw on the recommendations from the rest of the project and provide worked examples to illustrate how the framework/ toolkit could be used in practice.</p>	T0 + 12	

D8	Technical report: A comprehensive framework/ toolkit report drawing together all tasks, with detailed information appended, and proposing recommended next steps. The likely audience will comprise Local Authorities, decision makers, and developers.	T0 + 12
D9	Briefing materials: A non-technical briefing note, and associated communication and engagement materials, aimed at disseminating results to a non-technical audience.	T0 + 12

Note- Payments for the Deliverables D7-9 combined, shall be worth at least 30% of the total Contract value.

All outputs shall use graphics where appropriate, accessible language where possible. Reports shall be presented to the client for review and will be subject to peer review by relevant project stakeholders. Engagement materials shall be prepared with end users in mind.

### 3.3 Constraints and exclusions

The following constraints, assumptions, exclusions, and interdependencies have been identified following consultation with key project stakeholders:

1. The project should be forward looking, while it is important to understand the current situation and context the focus on the project shall be on supporting and enabling ambitious targets and environmental betterment.
2. The volunteer Local Authorities are already undertaking significant work preparing integrated water management strategies and supporting documentation, this should be taken into account.
3. Local Authorities have predetermined, and non-flexible, local plan timescales. When busy this work will need to take priority so project requests will need to flex around this existing workload.
4. The project should retain awareness of emerging policies areas and the possible interdependencies, for example Local Nature Recovery Strategies.

### 3.4 Risks and challenges

The following risks and challenges have been identified following consultation with key project stakeholders and should be taken into account:

1. There is ongoing uncertainty around planning reform and what this will mean for national development policies and which policy decisions will remain with local planners.
2. There is a risk that despite this project without significant changes to Building Regulations, and the way these are maintained, these will continue to block the establishment of more ambitious targets in local policy.
3. Councils have conflicting concerns, priorities, funding, and levels of resource, making it difficult to achieve consistency within the water policy space.
4. There is a risk of scope creep into 'development scale' issues and a clear remit should be established between this project and the work of the emerging Enabling Water Smart Communities project (<https://waterinnovation.challenges.org/winners/water-smart-communities/>).
5. Early phases of the Contract carry a higher risk of identifying revised timelines in the Key Deliverables and shall be agreed in accordance with clause 24 – Changing the Contract, of the 5\_Spheres of Influence\_RM6126-Core-Terms.

### 3.5 Measures of success

The project shall be considered complete, and successful, if the following success criteria are met by the appointed consultant:

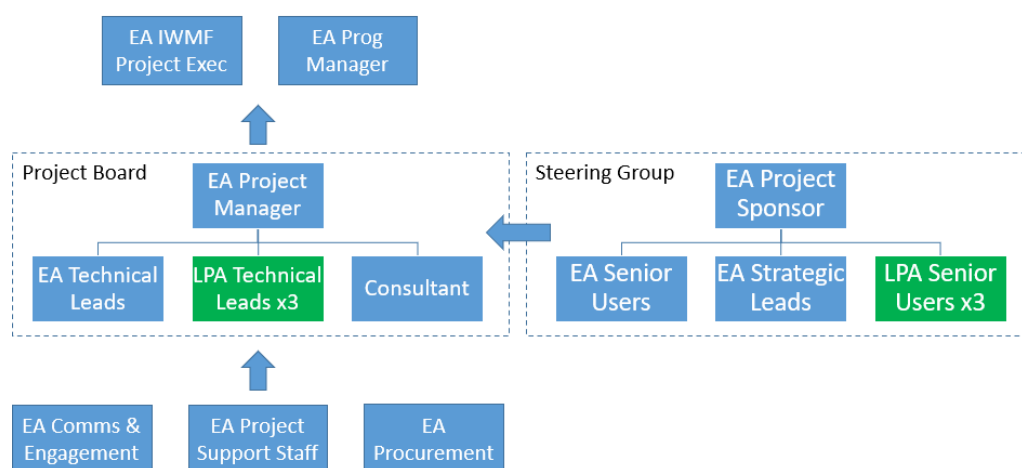
- The deliverables set out in Table 2 are prepared to a high standard
- The objectives posed in Section 2 are satisfactorily and proportionately answered

- The requirements set out in Table 1 are met as far as is reasonably possible
- The deliverables are prepared within the outlined time, cost, and quality constraints
- The deliverables shall be reviewed by the Project Board and Steering Group, and approved by the Environment Agency.

## 4) Project governance

### 4.1 Project set-up

The project will be set-up as outlined in Figure 2.



**Figure 2 – Project governance structure**

It is anticipated that each volunteer LPA will provide access to two key members of staff – a technical lead for day-to-day contributions and a senior lead to engage in project steering discussion and decisions. The steering group will also include members of the wider Defra family – Natural England and Defra Group – alongside internal Environment Agency teams e.g. National Office of Sustainable Places. The project will report directly into the wider Integrated Water Management Framework Programme of works.

Other stakeholders, including Local Authorities within the Oxford to Cambridge geography, with an interest in the project but lacking resource for direct engagement shall be kept informed via regular communication by the Environment Agency project team.

The Environment Agency will enter into formal collaboration agreements with the three volunteer LPAs to include their input, access to information and data, engagement, and the resulting bespoke case study.

## Appendix 1 – Workshop notes

### Spheres of Influence – Requirements Workshop Outputs

Workshop held: 20 February 2023

#### Key:

- Include in SOI scope
- Scope belongs elsewhere in the IWMF Programme
- General observations

## KEY POINTS

- Viability is key to the success of this piece of work, policies and solutions need to be workable and able to be tailored to individual circumstances.
- Outputs should include something simple (a checklist of similar) that can be used by Local Authority staff to plan, evidence, and justify policies with developers.
- Policy recommendations need to be tested to ensure they stand up to examination.
- The emphasis should ideally be placed predominantly on forward looking policies and resource/funds not wasted on reviewing out of date policies.

## ISSUES

### 1) Are there any underlying issues missing from this list?

- Different councils take different approaches to emerging standards from Water Companies and Building Regulations – need to adopt a similar approach to reviewing and applying standards.
- National policy is not robust enough to enable Local Authorities to implement the ambitious approaches they would like to see without collaboration, but resource is too scarce (policy vacuum and resource squeeze preventing achievement of ambitions).
- Constraints imposed by Building Standards, preventing more ambitious water efficiency policies. A stronger consistent evidence base would allow Local Authorities to challenge this effectively.
- Water Company processes and local planning are out of sync – both await more detailed information from each other to enable decision making, chicken and egg situation = no progress.
- All Local Authorities need to support each other where possible when preparing evidence base information to ensure consistency of approach and to share lessons learnt (positive or negative).

### 2) What is causing/maintaining these issues?

- Uncertainty about changes to national planning policy, including new overarching development management policies e.g., will Local Authorities still be able to set water efficiency policies? What capability will Local Authorities have to go above and beyond these?
- There are positive improvements, for example virtual meetings make collaboration easier.
- Turnover of internal Local Authority staff makes implementation of ambition and consistency of policies difficult to achieve, need to maintain good relationships with the right people. Long standing, reliable teams and maintaining issue logs is important in this situation.
- Viability of projects, often despite ambitious policies requirements can be phased out because they make the cost or deliverability of projects too difficult to achieve. When determining viability the environment is usually last on the list, and first to be cut from borderline projects. Providing consistency and clarity of requirements to developers will allow early understanding of costs.
- Requiring evidence bases, for example SFRAs, to be updated or frequently requires resource that could be used elsewhere. Also, Local Authorities lack the funds to refresh models on their own so need to rely on the Environment Agency modelling programme to achieve this.
- Developers are far better resourced than Local Authorities which makes it difficult to push back when they cut environmental requirements from projects.

### 3) What attempts have been made to address these issues before?

- Ensuring a good relationship is maintained with members, ensuring that the preparation of evidence and explanation is not wasted, and that they support approaches/ ambitions.
- Use of focus groups to assess policies during plan preparation, involving officers from different areas by theme to determine whether there are unintended consequences and scrutinising policy wording and how it could be interpreted by developers.

### 4) Will addressing these issues create or solve other problems?

- Work like this will contribute to our collective understanding of what it means to adopt a natural capital approach, including contribution to evidence. At the moment there is insufficient evidence to support these issues when making planning decisions in the balance.
- The project provides additional capacity and a forum for addressing some issues a bit harder than Local Authorities could achieve with limited resource themselves.
- The project could enable Local Authorities to raise the profile of these aspirations and better equip staff to support them, particularly development management staff.
- The project could improve ways of working generally, providing information to promote nature-based solutions and multi-functionality, allowing working at catchment case rather than being constrained by traditional Local Authority boundaries.

## **OBJECTIVES**

### **5) As a stakeholder what else do you hope the project will accomplish?**

- The project should not only identify evidence gaps that need to be filled, but it should also highlight existing evidence and how it can be used effectively. A tangible checklist that has been benchmarked and could be used by development management staff. This should be bitesize and easy for staff to draw on quickly when put under pressure by developers.
- Advice, or a checklist, for development management staff to work from should be costed so they can illustrate to developers that the requirements are viable and can be worked into plans.
- Supporting working towards the Arc Environment Principles, demonstrable progress.
- Findings should be fed back into DLUHC to influence the work they are doing on national planning policy revisions and also Building Standard restrictions.
- Consistency and coordination of policies, including both across regions but also policies and approaches to emerging initiatives like LNRS.
- Provision of really strong evidence to support the recommendations of the project, either collation of or creation of new evidence as required to push more ambitious targets. This would save each Local Authority from going off and undertaking their own research – efficiencies of scale.

### **6) What business needs could this project help you address?**

- Generating a better appreciation of catchment scale planning when working with water, not just traditional boundary to boundary planning.
- Better informed and coordinated decision making around cross-boundary infrastructure projects and how they can help to deliver multi-functional natural capital solutions.

### **7) Are these the best ways to approach the issues we have identified?**

- Case studies are key to justify the contribution of Local Authority time. This will allow the project to illustrate and justify (cost) real life solutions and application of the project recommendations. This should include a comparison with and without use of the proposed recommendations.

## **OUTCOMES**

### **8) Are there other possible positive consequences of this project?**

- Strengthening the relationships of those three LPAs involved in the project directly.
- The project outcomes could be ratified by the emerging Pan-Regional Partnership and rolled out more widely as part of their approach to achieving the Arc Environment Principles.
- The work needs to result in a better approach, not just for Local Authorities, but also for Water Companies. Finding a better approach to water planning across organisations not just plans.
- Identification of the items/ issues falling through the cracks at the moment and ensuring that someone takes responsibility for advocating and addressing these issues. Pressure needs to be put on the water system for long term change, not just production of a new report.



- Is there more that can be done to show the benefits to developers of addressing these environmental issues, to tackle the problem and provide them with worked solutions? A worked example or case study could be used to evaluate different options and their viability.
  - Evidence that with better place management, and economies of scale, some of the simpler interventions can be demonstrated as cost effective, or even cost neutral.
- 9) What are the possible negative consequences of this project?**
- Not all proposed solutions will be viable in all locations, it will come down to cost. There needs to be a degree of flexibility (a toolkit of options) worked into policy wording to account for this.
- 10) What circumstances are required for these outcomes to be successful?**
- **Lead Local Flood Authority colleagues need to be involved in this project.**
- 11) How will we know the project is complete/measure it's success?**
- Need to ensure that the specification for consultants is set correctly and well managed, ensuring they don't waste time collecting information partners on the project already have easy access to.
  - **The value of the project needs to be equivalent to the effort the consultants are putting in.**
  - Concerns that the project adds to a library of recommendations but no tangible tools/ outputs.
  - Outputs can be taken off the shelf by Local Authorities and used to prepare and submit evidence and policies that will stand up to local plan examination.

#### **INPUTS**

- 12) Are there other data sources required to facilitate the project?**
- A similar type of project was undertaken by CIRIA, assessing policies for their advantages and disadvantages - [Item Detail \(ciria.org\)](https://www.ciria.org/ItemDetail?iProductCode=C787F&Category=FREEPUBS) - <https://www.ciria.org/ItemDetail?iProductCode=C787F&Category=FREEPUBS> 'Delivering Better Water Management through the Planning System (C787F)'.
- 13) Will any of these data sources be difficult to deliver/get access to?**
- This will likely depend on other Local Authority commitments and the resource available at the required time during this project (e.g., avoid periods of examination).
  - Some Local Authority data is held, or being led, by consultants who are not being paid to engage with the Environment Agency specifically, so a way around this will need to be found.

#### **CONTEXT**

- A) Who are our stakeholders?**
- Supportive: LLFAs, Canal and Rivers Trust, Water Companies, Natural England, Planning Advice Service, local environment/ river groups, DLUHC, Defra Group, local flood groups
  - Unsupportive: landowners not supportive of the PrP/Arc concept
- B) How should we engage with our stakeholders?**
- Online workshops, focus groups, sharing best practice
  - Need to find the right stakeholders who are open to discussing innovative approaches
- C) What strategic priorities does this project contribute to?**
- Achievement of the Arc Environment Principles, including water resource, nature recovery, climate adaptation and mitigation, and regional water plan ambitions
- D) What are the risks/ barriers to achieving this project?**
- Legislative: Building Regulation restrictions, new national Development Management policies,

secondary Biodiversity Net Gain legislation, changing local planning remit, other regulatory regimes including water planning and Green Infrastructure framework

- Environmental: conflicting priorities including multifunctional spaces, metrics and measures
- Political: conflicting council priorities, lack of consistency and consensus on key issues, project specific conflicts, availability of funding and resources
- Other: resources, implementation of policies and recommendations

**E) Is there anything you feel should be excluded from the project scope?**

- Ensure outputs benefit all equally
- The approach should be forward looking rather than dwelling on outdated policies

**F) Are you undertaking/aware of any related work?**

- Milton Keynes are already reviewing existing policies through a series of workshops
- Work is ongoing considering a framework for LNRS within the Oxford-Cambridge geography to ensure continuity of approach and share best practice
- Greater Cambridge and Milton Keynes are both undertaking work on an Integrated Water Management Strategy currently
- Bedford are preparing a Supplementary Planning Document for South of Bedford which could form a potential case study/ worked example

**G) What capabilities should our project team/Supplier have?**

- An understanding of how Local Authorities work – structure, plan preparation, viability testing
- Good knowledge of natural capital and nature-based solutions
- An understanding of the national planning policy situation and Building Standard Regulations
- Skills required to prepare useful outputs – e.g., GIS and facilitation

**H) What documents/data sources should we consider?**

- Proposed NPPF changes, existing local plans, evidence and supplementary documents
- Council ambitions, strategies (e.g., open space, sustainability, net gain, surface water)
- Water Company plans and ambition documents

**Appendix 2 – Theory of change**

**See attached file for Appendix 2 (pdf.)**

**Health and Safety Requirements**

Supplier to submit H&S risks/ information where applicable

**Sustainability Considerations**

Supplier to set out any sustainability risks and considerations. Please see the Buyers environmental policy statements above.

**DPS Schedule 6 (Order Form Template and Order Schedules)**  
 Crown Copyright 2021

<b>Cost/Price Proposal (£)</b>							
<b>The Total Price for the work shall be a fixed price.</b>							
<b>Reference</b>	<b>Grade of individual / Role</b>	<b>Day rate</b>	<b>No. of Days or part thereof</b>	<b>Cost</b>			
	Principal Consultant / Project Director						
	Senior Consultant / Project Manager						
	Consultant / Project Coordinator and Researcher						
	Associate Consultant / Quality Assurance						
	Principal Consultant / Senior expert & advisor						
	Associate Director / Senior expert & advisor						
	Associate Director / Senior expert & advisor						
	Senior Researcher / Associate						
	Senior Environmental Planner / Researcher						
	Consultant Planner / Researcher						
	Trainee Consultant / Researcher						
	<b>Total Staff Costs</b>						
	<b>Expenses (please detail type i.e. travel, accommodation etc.)</b>				<b>Travel to workshops / meetings</b>		
<b>Other-</b>							
<b>Other-</b>							
<b>Profit %</b>							
<b>Total Price (excluding VAT)</b>							

## **LPA Spheres of Influence - C17109**

### **Section 2- The Offer**

Bidding Suppliers are to complete:

Proposal Item	Submitted/ Notes / Not applicable
1a. DPS Schedule 6 (Order Form and Schedules) - Complete Section 2 and 3 (sign).	Submitted (this document)
4c. Joint Schedule 4 (Commercially Sensitive Information)	Submitted
4d. Joint-Schedule 6 - Key Subcon, if sub-contracting	See the subcontractor details required in 4d. Joint-Schedule 6 below
4f. Joint Schedule 11 (Processing Data) - If applicable	Submitted – we have added our details as the Supplier
4j. DPS Order Schedule 7 - Key Supplier Staff	Submitted
7. Order Schedule 4- (Order Tender)- your Technical Proposal	Submitted
Other	

Supplier Details	
THE SUPPLIER:	Eunomia Research & Consulting Ltd.
SUPPLIER ADDRESS:	
REGISTRATION NUMBER:	
DUNS NUMBER:	
DPS SUPPLIER REGISTRATION SERVICE ID:	

## **Section 3- Signatures**

### **OFFER AND ACCEPTANCE:**

Bidding Suppliers are to sign the Offer below.

By signing this form Eunomia agree to provide the services stated above for the price set out in your Proposal and in accordance with the Terms and Conditions of Contract. Tenderers are required to print off the Form of Tender which must be signed by an authorised signatory. The signed Form of Tender must be uploaded and submitted via the Buyer's eSourcing System as part of a Response in accordance with the instructions in the Buyer's eSourcing System.

#### **Offer - Authorised signatory, for and on behalf of the Supplier**

Signature:

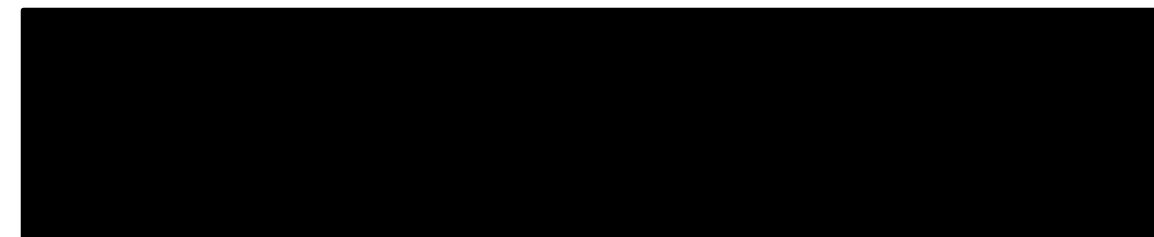
Name:

Role:

Date:

#### **Acceptance (via DocuSign, within 60 days of Offer)**

Authorised Signatory, for and on behalf of the \_Buyer



#### **Acknowledgment (via DocuSign, within 2 working days of Acceptance)**

For and on behalf of the \_Supplier

