Our Ref: 32321/Call off
Date: 11th February 2022

Icarus Collective Ltd,

███████████
███████████
███████████
███████████

Attn: █████████

Dear █████████

Ref: Further Competition under Contract ref: Project_32321
Title: Piloting readiness assessment with projects in the capital programme

The Environment Agency are pleased to award you the above referenced project following a further competition under Project_32321. The Environment Agency accepts your proposal for the above services based on the following:

This contract award letter and its Annexes set out.
Our invitation to tender dated – 17th January 2022
Your response receipted on 4th February 2022 (Annex 2)
Pricing Schedule receipted on 4th February 2022 (Annex 1)

The project shall commence on 14th February 2022 and will end on 31st March 2023 and the agreed price of £110,689.00shall be fixed for the project duration.

We will require you to quote the Purchase Order reference, to be advised later, on all invoices to ensure timely payment. Invoices should be sent to ███████████
███████████

Invoices not containing the correct Purchase Order number will mean we are unable to process them and they will be returned to you.

This Project will be managed on behalf of the Environment Agency by █████████, email: ███████████████████████████████████ will be your first point of contact for all non-contractual day to day enquiries. The Project reference and title given above should be quoted on all correspondence. A start up meeting will be arranged shortly to discuss the project.

As this is a Call-off project under the Stakeholder and Engagement and Facilitation Services, reference project 32321, it is governed by the process outlined to you during our tendering process for the Framework along with the Terms and Conditions.
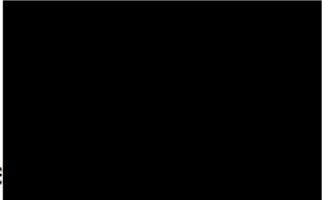
Please sign and return a copy of this letter to confirm receipt and acceptance of the above. We look forward to working with you on this Project.

Yours faithfully,

█████████

Commercial Officer

Receipt and acceptance of award for the above Project, as per the Environment Agency's award letter of 11/02/2022 acknowledged on behalf of Icarus by:
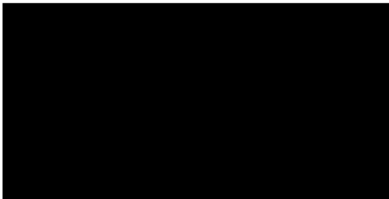
Name: ███████████

Signature ███████████

Date: 14/02/22

Counter signed by ████████ on behalf of the Environment Agency:
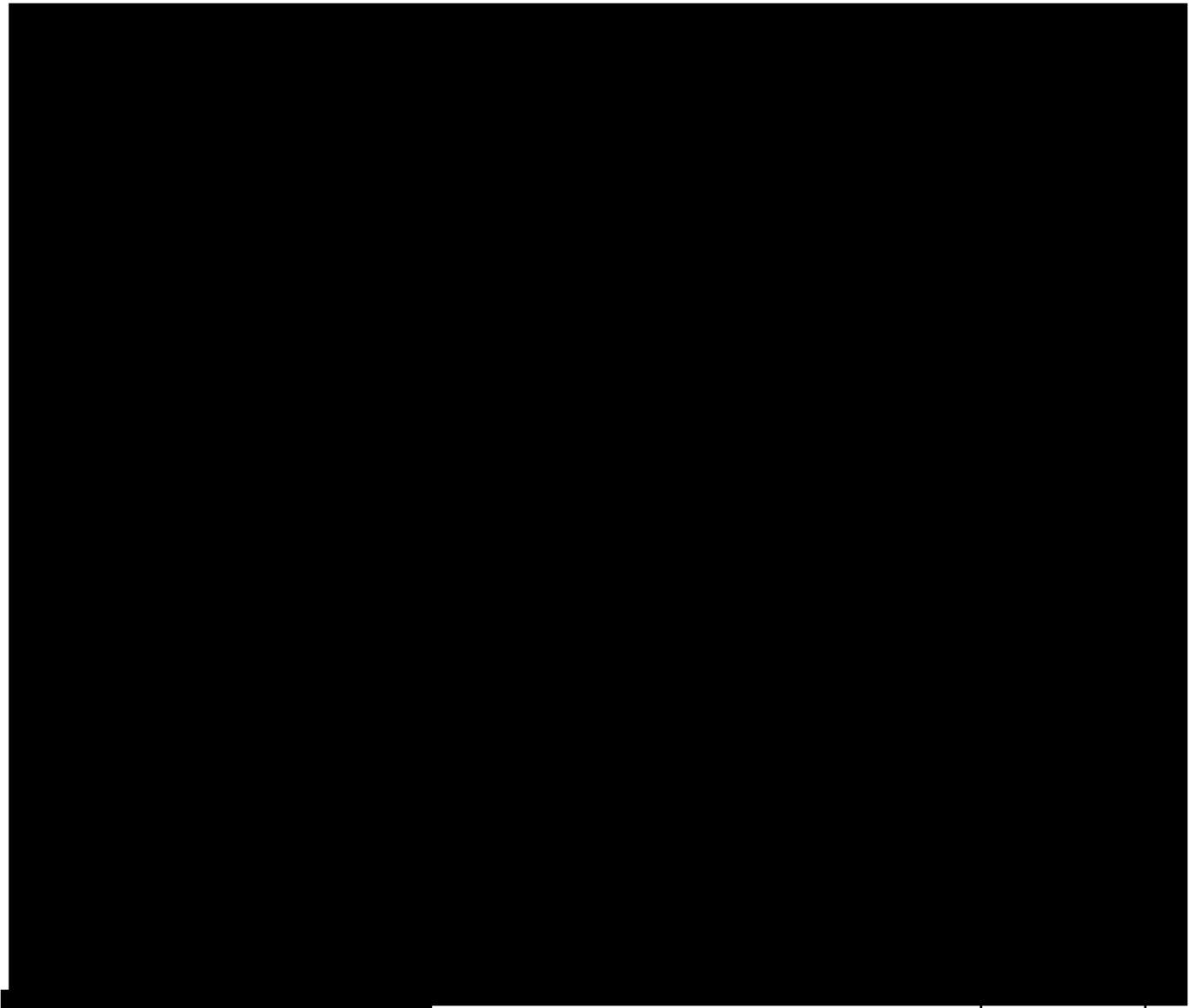
Name: ████████

Signature:

███████████

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Date: 14/02/2022

Annex 1 – Pricing Schedule

	Total overall cost (Excl. VAT)	£110,689.00

Annex 2 – Task Quotation Sheet

Project reference:	**SEAFS21004**
Purchase Order number:	<mark>Enter PO number once approved</mark>

Part 1 Project details - to be completed by the Project Client
A. Contact details

Main contact	Secondary contact
███████████████	███████████████

B. Project information

Project name: Piloting readiness assessment with projects in the capital programme
Work area: FCRM - producing plans and strategies to decide what FCRM interventions will best manage the risk of flooding and coastal erosion in a community
For other, please specify: Click here to enter text
Overarching purpose for using the SEAFS contract: To build the team's engagement skills and capacity
For other, please specify: Click here to enter text
Project start date: 14 February 2022
Project finish date: 31 March 2023
████████████████
Type of contract: further competition
If direct award, please select Delivery Partner: Please select

C. Project specifications

Description of the work required

1. Background information about the project

Giving people a voice in flood and coastal change resilience building

The Environment Agency has been undertaking a research project since 2018 called 'Working Together to Adapt to a Changing Climate: Flood and Coast' with the Icarus team (via the SEAFS framework) to explore how communities and risk management authorities can better work together to plan and adapt to flooding and coastal change. The project evidence review written by Dr Rhys Kelly and Dr Ute Kelly (University of Bradford) explores how communities and risk management authorities can better work together to plan and adapt to flooding and coastal change. It identifies the challenges that risk management authorities need to overcome when working with communities in this context. The slide pack, summary and full report can be accessed here: https://www.gov.uk/government/publications/community-engagement-on-climate-adaptation-to-flood-risk

The insights from this research have influenced the FCERM Strategy (2020, p98) for England, which acknowledges that:

"People want to have a voice in shaping how resilience to flooding and coastal change is achieved in the places in which they live and work. Risk management authorities need to ensure that people and places are at the heart of local decision making. They also need to invest in the engagement skills needed to take a more inclusive approach to the future challenges flooding and coastal change present." (FCERM Strategy, p95)

"We all work best when we understand and feel involved in what is being discussed and decided. People want a voice to shape how resilience to flooding and coastal change is achieved in the places they live and work. Local people can also provide invaluable local insights and knowledge about past flood events. Risk management authorities need to ensure that people are at the heart of planning and adapting to future climate risks. The engagement practices adopted need to be 'place-sensitive' recognising how people's emotional connections to a place can have a significant impact on whether and how they engage in thinking about the future of it. Engagement can be particularly challenging where the options for future flood or coastal protection may be limited." (FCERM Strategy, p97)

The Strategy defines flood and coastal resilience as the capacity of people and places to *"plan for, better protect, prepare and be ready to respond, and recover from flooding and coastal change."*

This research project has already shaped the Environment Agency's thinking about **how risk management authorities can better support and work with communities to shape how resilience to flooding and coastal change is achieved in the places they live and work.** For example, it has helped us identify that:

- Resilience building initiatives are more likely to succeed when characteristics of and links between social, economic, environmental, governance and infrastructure resilience are known.
- Resilience building is contextual: the characteristics of each place and community and its existing capacities and assets need to be assessed and taken into account in the development of any new strategies and initiatives.
- Plans to build or enhance resilience require understanding of how ready stakeholders and communities are for change and what will be required to enable effective decision-making.

The impact of climate change on our engagement

Climate change projections provide evidence that the UK's climate will change continuously over the coming decades. This change will bring extremes in rainfall and changes to the seasonal pattern of rainfall alongside rising sea levels and increased storminess. The changing climate creates a suite of impacts which RMAs, communities and NGOs need to work together to resolve.

In light of this we need to work together to find ways of addressing the following common issues:
- Increasing flood and coastal risks cannot be resolved by hard engineered solutions alone.

- We need to broaden the range of opportunities and activities RMAs can undertake to increase the overall resilience of a place to flooding and coastal change.
- Places at risk may experience different types of hazards and impacts, requiring unique solutions.
- Places at risk have different economic and social capacities to implement solutions.
- The partnerships required to help make decisions and deliver solutions may not exist or may need to change in order to be effective.
- There may be differences of opinion within partnerships over short, medium and long term goals and ways of achieving those goals.
- For some places, the interventions required may need to change over the short, medium and long term.
- Funding complex and numerous interventions in a place.

The 'Working Together to Adapt to a Changing Climate: Flood and Coast' research evidence review suggested that many communities and agencies are not yet ready to engage in complex planning processes for FCERM, especially where climate change is a contributing factor. People may not fully understand the implications of climate change for their place/community, or they may not understand what is necessary or possible in terms of protection or adaptation, or there may be existing disagreements that make constructive and inclusive decision-making more challenging. Conversely, sometimes RMAs underestimate the readiness of local communities, e.g. by failing to take sufficient account of local knowledge, existing expertise, or community-based learning and bottom-up initiatives.

Checking we're ready to engage

In this context, then, the evidence review concluded that it could be helpful to understand the current state of 'readiness' within a place and among key stakeholders, especially in contexts where engagement is needed around challenging or contentious choices on the management of – or adaptation to - flood and/or coastal erosion issues. The assumption was that learning more about readiness could help to ensure that engagement and decision-making processes are matched to the level of readiness in a given area. For example, 'low readiness' might mean that it is necessary to spend time improving knowledge and building capacities before moving into planning and decision-making. Interventions that do not take account of levels of readiness are more likely to encounter challenges, perhaps especially in the context of climate adaptation work where there are significant complexities and uncertainties.

One specific learning point is that project teams and partnerships rarely have the space or opportunity to consider these issues early on in a project, with the result that predictable issues are not always picked up and addressed in an intentional way.

2. Work undertaken so far *(please share any supporting information, previous reports etc.)*

What is a Readiness Assessment?

Readiness Assessment is a process for measuring how prepared risk management and engagement professionals, local stakeholders and partnerships, and wider communities are to engage in conversations, planning and action for climate adaptation in particular areas.

The purpose of the readiness assessment tool is to create a relatively simple approach for collecting and analysing information on various dimensions of readiness that can be used for diagnosis (for understanding the current state of readiness), for engagement (to undertake actions to build or enhance readiness) and for action (e.g. to develop appropriate and deliverable plans for future adaptation).

Readiness assessment will not solve all challenges. It is a diagnostic tool aimed at creating a basis for more informed and stage-appropriate engagement.

Readiness can be assessed at different levels, all of which are important to build up as full a picture as possible.
- **Individual readiness:** This is about how 'ready' particular people feel to engage in the work of climate adaptation. It is a way of gauging individual levels of knowledge, capacities, experience and confidence across the different dimensions.

- **Readiness of a partnership or group of key stakeholders:** This is an assessment of levels of readiness at a more collective, systemic level. It is the bigger picture that emerges when we consider what individual levels of readiness and patterns of interaction mean for a larger group. It is a way of making visible the opportunities and/or obstacles that emerge at the level of a

partnership or among a group of stakeholders who already work together or who might collaborate on climate adaptation in the future.

- **Readiness of the wider community:** This zooms out even further, considering the range of experiences and perspectives that exist within the wider community, including people who are not currently involved in Flood and Coastal Erosion Risk Management or climate adaptation efforts.

For each of the levels of readiness described above, you can document:
- your own perspective and assumptions.
- the perspectives and assumptions of key partners or stakeholders.
- the perspectives and assumptions of the wider community.

How we have developed and tested readiness assessment so far

The 'Working together' evidence review established a case for readiness assessment but little practical guidance about how to do this. Over the last couple of years we have been developing and testing methods for assessing readiness in different FCRM contexts of practice to explore the validity of assumptions about the need for and utility of readiness assessment, including:

1. **Readiness assessment version 1. Assessing the readiness the wider community.** As part of the 'Working together' research project, the design group in the Hemsby pilot area agreed that there was not good understanding of perspectives on and attitudes towards climate change and coastal adaptation in the local community, beyond the minority who were already involved in active groups. A decision was taken that it would be worthwhile to learn more about what the community knows and thinks – to carry out a readiness assessment - prior to developing any concrete engagement strategies on future adaptation options.
2. **Readiness assessment version 2. Producing a set of tools and guidance for EA and RMA staff.** This 'how to' guidance explains how readiness assessment might be used for self-assessment, for documenting and testing assumptions about partnerships and communities, and for use in workshops and/or interviews and surveys. This version of readiness assessment was shared with Environment Agency staff and other FCERM professionals via a series of webinars (autumn/winter of 2020) to encourage them to use it.
3. **Readiness assessment version 3. A consultant supported readiness assessment process for the 25 project partnerships taking part in the Flood and Coastal Resilience Innovation (FCRI) programme.** The decision to use a readiness assessment process in the FCRI programme followed directly from the experience in Hemsby but required considerable adaptation of the original method for a different audience and purpose. In addition to our learning from the 'Working together' project, this version also draws on the findings from a separate project that has explored FCERM governance[1].

Please see attached in Appendix 1 the DRAFT 'Readiness Assessment: Tools and Guidance' and Appendix 2. DRAFT 'Developing Tools for Readiness Assessment: Review of Learning' which draws together our learning from working on a piloting these different versions of the readiness assessment process. Please note these are still in draft so do not distribute.

The consultant supported readiness assessment process for the 25 FCRI projects

In 2021 we commissioned a joint project with all three SEAFS contractors (Icarus, 3KQ and Wilson Sherriff) to further develop, test and refine the readiness assessment process with the 25 projects involved in the [Flood and coastal resilience innovation (FCRI) programme](). Each project team has undertaken a consultant support readiness assessment help the project partnerships assess the readiness of their:

- **partnership and governance** to deliver the work over the 6 years
- **maturity of project proposals** and the further work needed to refine these ideas into detailed project plans that are ready for implementation
- **stakeholders/communities** (beyond the partnership) for the change the project aims to achieve
- **engagement needs and potential** in developing the Outline Business Case and project plan

Please see attached the FCRI programme readiness assessment:
- Appendix 3. Introductory presentation
- Appendix 4. Guidance for consultants
- Appendix 5. Guidance for survey respondents

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[1] [Understanding effective flood and coastal erosion risk governance in England and Wales - GOV.UK (www.gov.uk)](). ■

We appointed a (non SEAFS) consultant to undertake an evaluation of the readiness assessment process for the FCRI programme. The evaluation assessed if the consultant supported readiness assessment process:

- has altered the plans, highlighted any risks and put in mitigations for those risks for the 25 project teams through the early project development and planning stage
- design and delivery has worked and whether and how this can be improved to make it more effective

The evaluation of the readiness assessment process for the FCRI programme is still in progress, but early feedback (see attached Appendix 6 Draft Evaluation report) indicates that most project partnerships have found it helpful in planning and developing their project, building their project partnership and generating ideas to inform stakeholder engagement plans. Here's an example of the feedback:

- *Do not think we should start doing a project without a readiness assessment.*
- *RA was useful in working out what the project was, getting on the same page, and reaching a common understanding.*
- *Benefit from external facilitator--'critical friend', can enable challenging conversations, no vested interest.*
- *Having the independent person there was really helpful, otherwise would have got bogged down in organisational baggage.*
- *Identify risks early in process and putting in mitigation. And identify risks that can't be mitigated, "the blockers".*
- *RA approach is an incredibly good approach to use in the community. Gets people talking to you who wouldn't normally talk.*
- *RA helps reduce risk of project slippage - Without RA, project would probably have slipped by 6 months but were able to identify this issue and change project structure.*
- *RA has saved money by enabling project better project planning - RA has allowed us to identify we won't jump into engagement, but build the framework first...saved money and a bit of heartache.*
- *RA identifies that there were different levels of understanding - Everyone has different background and there were false assumptions of expertise across the group. The anonymity element of this allowed for a more free-flowing admission of lack of knowledge.*
- *RA works well in virtual world - Digital working has helped – made people more available. Good levels of feedback and response at meeting. Would the RA have worked in the same way had it all been in real life?*

Overall, our learning from developing and trialling the various version of readiness assessment introduced above confirms the finding in our initial evidence review that readiness assessment can be an important first step in preparing professionals, partnership, stakeholders and communities for engaging in the challenging process of climate adaptation in the area of Flood and Coastal Erosion Risk Management. Readiness assessment is one way of surfacing questions and issues that benefit from early consideration. Doing this via an explicit and deliberate process can help in avoiding and/or tackling common challenges and obstacles, and in being more strategic about the timing and phasing of key interventions.

Given this positive feedback, ████████ (Director FCRM Strategy & National Adaptation and chair of the FCRI Programme Board) has asked us to further develop and test the readiness assessment process with:
- The 4 Adaptive Pathway projects
- Projects on the FCRM capital programme (this SEAFS contract)

3. What would success look like? What will be different at the end of this piece of work/ project?

By the end March 2023 we will have:

PART 1 Developed and tested the partnership readiness assessment process on FCRM capital projects

- **Further developed the 'project partnership' readiness assessment processes to support the projects on the FCRM capital programme.**

- **Selected the 12 pilot projects (at the very early stages of planning a flood alleviation scheme) via a fair and transparent expressions of interest (EOI) process to test the 'project partnership' readiness assessment process.** The SEAFS team will help design and participate in the evaluation of these EOIs (we'd expect one SEAFS consultant to help the EA team with this).

- **12 project teams who are able to demonstrate**:
  - That the project partnership co-created and felt ownership of the partnership RA process for their project.
  - Good participation in the RA process from across the project partnership.
  - A better shared understanding of their readiness across the 4 themes.
  - There is agreement from the project partnership about how to work together to address 'low' readiness (as summarised in the Readiness Assessment Action Plan or business case).
  - That they have started to implement the RA actions.
  - There is agreement from the project partnership about when to review RA progress by re-visiting the RA questions.

- **Feedback from the 12 project teams demonstrates that the partnership readiness assessment process was well coordinated** and they felt well supported in understanding and undertaking the assessment.

- **Trained the SEAFS team and the EA Senior Engagement Advisors from each of the six hubs (6 staff in total)** who have experienced and are confident in undertaking a partnership readiness assessment for future projects.

- **The training materials used to train the SEAFS team and Senior Engagement Advisors** in using the partnership RA tool to be available to be used again by EA.

PART 2 Developed and tested the community readiness assessment process on FCRM capital projects

- **Redesigned the 'community' readiness assessment process for a typical project on the FCRM capital programme,** tested it on at least 2 projects (from the 12 selected for part 1) and have recommendations for future use.

- **Feedback from the project teams demonstrates that the community readiness assessment process was well coordinated** and they felt well supported in understanding and undertaking the assessment.

PART 3 Recommendations for future use

- **Learning from using the 'partnership' and 'community' RA processes has been used to create templates and guidance and make recommendations about future use** to support a more informed and stage-appropriate engagement for FCRM capital projects. For example a list of possible next steps, which could include options about how we can embed the RA process into project development on the FCRM capital programme. Ideally this would include considering whether these processes will always require SEAFS contractor support. If not, what is needed to make them accessible and usable? If so can the SEAFS support be scaled to suit a range of project contexts and budgets?

- **Feedback from the SEAFS contractor about this project.** Each of the SEAFS team has participated in the evaluation the of this RA work.

4. Who will be part of the Environment Agency's Project Team? *(include names and roles in the project)*

Project Sponsor – ██████████████████████████████
Project Exec – ████████████████████████████
Project Managers – ██████████████████████
Project Team – ██
████████████████████████████

5. If applicable, please state names of organisations you are working with and their roles in the project

6. What do you want the SEAFS Delivery Partner to provide/ do? *(e.g. design an engagement process, develop a facilitation plan, run a workshop, coach/ mentor, workshop reporting, develop materials)*

We want to work with the SEAFS contractor team to further develop, test and refine the readiness assessment process with 12 project teams and their partners from the FCRM capital programme (Feb 2022 – Dec 2022). This will be an opportunity for the 12 project teams to further develop their proposals to inform their Outline Business Case (OBC) and project plans.

This SEAFS project will include three parts:

PART 1 Develop and test the partnership readiness assessment process on FCRM capital projects

- Tasks 1 – 3 Review and agree the final tasks, develop detailed project plan and project management (Mid-March 2022 – end March 2023).
- Tasks 4 -6 Update Partnership Readiness Assessment (RA) process, help EA select the 12 pilot projects and train the SEAFS/EA team (Mid-March 2022 – end May 2022).
- Task 7 Carry out partnership RA with the 12 projects (June – end Oct 2022).

PART 2 Develop and test the community readiness assessment process on FCRM capital projects

- Tasks 8 & 9 Re-design the community readiness assessment process for a typical project on the capital programme and test on 2 projects (August 2022 – end Feb 2023)

PART 3 Recommendations for future use

- Tasks 11 & 12 Participate in the RA evaluation. Use evaluation feedback to create templates and guidance and make recommendations about and future uses of the RA process (by end March 2023)

This SEAFS project will include:

PART 1 Develop and test the partnership readiness assessment process on FCRM capital projects

Task 1. Inception meeting - agree agenda, attend and write up action notes from project start-up meeting. By end February 2021

Task 2. Develop a detailed project plan (a separate contract will be set up to evaluate this work with a non-SEAFS contractor). By mid-March 2022.

Task 3. Project management, includes managing, supporting and coordinating the SEAFS consultant delivery team throughout the process and having bi-weekly check-ins with EA project team until end Dec, then monthly check-ins until end of March 2023. Start mid- March 2022 – end March 2023.

Task 4. Update the partnership RA process so it implements the evaluation findings from the 25 FCRIP pilots and links to and informs the project development process for the capital programme, in particular how it will support the business case development work. For example, the insights from the readiness assessment could help justify projects that are likely to need a high level of engagement. We also need to consider how the readiness assessment approach could help inform the project plans and business case development (e.g. principles that guide The Five Case Model, including the value for money test in the economic assessment). By mid-April.

Task 5. Help the EA team design and participate in the expression of interest (EOI) process to select the 12 pilot projects. We'd only expect one SEAFS consultant to help the EA team with this. We already have some ideas about the 'types' of projects we'd be looking for. By end May 2022.

Task 6. Design, deliver and evaluate training for your SEAFS delivery team and x6 EA Senior Engagement Advisors to support the 12 projects in undertaking a readiness assessment in a consistent way. Update the training package from the FCRI programme RA process in a format that will make it consistent and easy for the SEAFS contractors to use and EA to use to train EA engagement advisors / other RMAs could use. By end May 2022.

Task 7. Carry out consultant support readiness assessment with the 12 projects. 10 days* of consultancy time will be allocated to each project for this task. Start June – end Oct 2022. Please tell us your proposal about how you would support the projects carry out the readiness assessment. This 'could' include the following elements (please note these are just suggestions, we would welcome alternative ideas and approaches):

- **Phase 1. Introducing the Readiness Assessment (RA) process** - Partnership co-create Readiness Assessment process for their project
- **Phase 2. Readiness Assessment data collection, analysis and sharing** - Up to x15 people from the project partnership complete RA survey questions on the 4 themes. Partnership discussion to develop a shared understanding of their readiness across the 4 themes.
- **Phase 3. Readiness Assessment enhancement** - Partnership work together to agree how to address low readiness and develop a RA Action Plan.
- **Phase 4. Using the Readiness Assessment** - Embed and implement the RA actions. Agree when to review progress by re-visiting the RA questions.

PART 2 Develop and test the community readiness assessment process on FCRM capital projects

Task 8. Re-design the community readiness assessment process for a typical project on the capital programme. Each project will have the option of carrying out a consultant supported community readiness assessment (if appropriate). First we need to re-design the community readiness assessment process we designed and tested in Hemsby because the FCRM context for these projects is different. In doing this we recommend you consider the suggestions in the 'DRAFT Developing tools for readiness assessment: Review of learning report' (Appendix 2). Please tell us your proposal about how you would de-design the community readiness assessment process. This 'could' include the following elements (please note these are just suggestions, we would welcome alternative approaches):

- Clarifying what readiness would entail and what broad questions we might ask for a typical project on the capital programme.
- Develop an interview schedule to gather information to help inform the design of the community survey.
- Developing a community survey.
- Developing an interview schedule with selected survey participants.

Task 9. Carry out a consultant supported community readiness assessment. November 2022 – end February 2023. Each project will have the option of carrying out a consultant supported community readiness assessment (if appropriate). We will design the EOI process so at least 2 projects will do a community readiness assessment. **In your proposals please quote a method and cost on a per project basis assuming only 2 projects do this task** (but which can be replicated if more of the 12 projects decide to do this task). We welcome your ideas about how we should carry out the community readiness assessment process, but please assume the basic method would include the need to:

- Work collaboratively with the project team to bespoke the community readiness assessment process (as developed in task 8) for each specific project context.
- Carry out a community survey to 1200 households (assume a 20% response rate if you use a survey)
- Do an analysis and summary of qualitative data to help the project team get a better understanding of the place and community.
- Review the community readiness assessment results with the project team to consider implications for engagement planning.

The Environment Agency project team will:

- Provide a copy of the current community readiness assessment survey questions (see attached Appendix 7 Community RA survey version used in Hemsby) and link to the online version.
- Work with the SEAFS contractor to re-design the survey so it's relevant for the project context.
- Use the electronic survey tool SmartSurvey to create an online survey and produce a hard copy (if requested).
- Promote and distribute the survey to the local community.
- Produce a summary of the quantitative survey results (largely done by SmartSurvey).

PART 3 Recommendations for future use

Task 10. Each member of the SEAFS team to provide feedback to the evaluation team about using and carrying out the Readiness Assessment with the project(s) to capture learning about what worked well, what needs to be improved etc to help evolve the process. We expect this will be about 1 day per consultant. By end March 2023.

Task 11. Create templates and guidance and make recommendations about future uses of the readiness assessment processes based on feedback from the 12 projects (SEAFS team and 12 project teams and partners). For example, this could be a package that RMAs could use to employ a consultant to use and/or a DIY toolkit that RMAs can use themselves to do a readiness assessment themselves to support a more informed and stage appropriate engagement process for a FCRM capital programme project. By end March 2023.

*An agreed risk / contingency budget will be included for Task 7 as it's hard to assess the consultant time needed to support each project. This will allow some flexibility so each SEAFS consultants can offer specific customised support as needed across the 12 projects. This could include general on-line advice, specific 'troubleshooting' sessions or mentoring to address particular issues or project elements. The EA Project Manager will decide if and when this budget can be used. Please do not include this in your quote, it will be agreed at the project inception meeting.

7. Evaluation criteria	
For work costing more than £12,000, we need to evaluate against the methodology, programme of work and skills and experience. Please refer to the ▆▆▆▆▆▆▆▆ for further guidance on how to set your evaluation or contact the SEAFS ▆▆▆▆▆▆▆▆ The proposals evaluated as part of a further competition will be scored against the criteria weighted on a 60% cost and a 40% quality basis.	
Quality criteria	**Sub-criteria weighting**
Understanding of the scope of the work, maximum of half a page response which provides confidence that the tenderer has understood the scope of the work by giving their own interpretation of the benefits and reasons for piloting the RA on a range of FCRM programme projects.	25%
Study design and methodology, inc. techniques, analytical approach and innovation. Inc. opportunities identified for where knowledge / learning about engagement will be transferred Provide details of the methodology and approaches proposed to deliver the requirements of this project. Evaluation Criteria Your response should include: • Demonstration of a clear understanding of the nature of the requirements. • a clear, practical, achievable, and cost-effective methodology to deliver these requirements • information in sufficient detail to allow a full appraisal of the suitability of the approach to deliver for the project	40%
Project management inc. programme timescales and milestones. Provide information on how you would plan, manage and deliver this project. Evaluation Criteria Your response should include: • a project plan and a Gantt chart to show key timelines, and milestones • details on the quality assurance processes in place to procedures to ensure that the final outputs are robust.	10%

			25%
• an assessment of project specific risks, how these will be managed and mitigated. This should include an assessment of any residual post mitigation risk.			
Skills and experience of staff involved inc. previous relevant experience. Provide details of the project team (including any sub-contractors) and the key personnel who will be involved in delivering the project, outlining their expertise to deliver the project. CVs can be attached as an annex (limit to 2 sides of A4 per CV). Provide information on 3 relevant examples of projects undertaken which demonstrate suitable and relevant experience. Evaluation Criteria Your response should: • Identify all key staff (including sub-contractors), their grades, and roles within this project, and demonstrate that the project team is well suited to achieving all project objectives. • Demonstrate that the project team provides value for money whilst retaining a good balance of expertise on the more challenging tasks. • Demonstrate that the project team have suitable experience for the tasks required. Evaluation will encompass the textual response and attached CVs			25%

8. Proposed programme of work

Task No.	Task / Deliverable	Responsible party	By when (specify dates where possible)
1	Agree agenda, attend and write up action notes from start-up meeting	SEAFS consultant and EA	End Feb 2022
2	Develop a detailed project plan	SEAFS consultant	Mid-March 2022
3	Project management. Manage, support and coordinate the SEAFS consultant delivery team throughout the process. Includes bi-weekly check-ins with EA project team until end Dec, then monthly check-ins until end of March 2023.	SEAFS consultant	Start mid- March 2022 – end March 2023
4	Update the partnership RA process	SEAFS consultant	Mid-April 2022
5	Help the EA team design and participate in the expression of interest (EOI) process to select the 12 pilot projects.	SEAFS consultant and EA team	Mid-March - End May 2022
6	Design, deliver and evaluate training for your SEAFS delivery team and x6 EA Senior Engagement Advisors to support the 12 projects in undertaking a readiness assessment in a consistent way.	SEAFS consultant	May 2022
7	Carry out consultant support readiness assessment with the 12 projects. 10 days of consultancy time will be allocated to each project for this task.	SEAFS consultant and 12 EA area project teams	Start June – end Oct 2022
8	Re-design the community readiness assessment process for a typical project on the FCRM capital programme.	SEAFS consultant	August – October 2022

9	Carry out a consultant supported community readiness assessment with 2 projects.	SEAFS consultant and 2 EA area project teams	November 2022 – end February 2023
10	Each member of the SEAFS team to provide feedback to the evaluation team about using and carrying out the Readiness Assessment with the project(s)	SEAFS consultant	By end March 2023 2022
11	Create templates and guidance and make recommendations about improvements and future uses of the readiness assessment processes	SEAFS consultant	By end March 2023

Part 2 Project proposal - to be completed by the Delivery Partner

Delivery Partner proposal
1. Methodology / approach

Understanding of the scope of the work

Having been the instigators of the readiness assessment concept and approach we have a clear sense of its academic origins, its evolution, and its application. A readiness assessment has proven itself as a way of assisting partnerships and projects to pause, focus and engage in honest and transparent conversations.

The Readiness Assessment will help support wide ranging and inclusive conversations in capital projects to:

- Quickly bring to light any gaps in knowledge, skills or capacities needed for the project to progress effectively

- Create safe spaces for discussion and relationship-building within project teams / partnerships

- Help partners identify where they fit into the project, define roles and avoid duplication

- Help plan and develop the project by providing a process of agenda-setting and prioritisation to enable projects to happen in a considered way.

- Build stakeholder engagement into the project more effectively and in particular think about how ready local communities are to engage in conversations about the project. Understanding stakeholders' capacity to engage (both within decision-making authorities and communities) can then help inform the design and delivery of subsequent engagement on capital schemes.

For this particular project we understand that you are looking for us to design and deliver a process to select 12 capital projects and then support them in the use of the readiness assessment. In addition, you are asking for us to develop and test the community readiness assessment, and to provide recommendations for future use. Overall, this project will contribute to embedding the readiness assessment as a key tool for EA delivered projects and enable you to embed learning and knowledge among your teams.

Study design and methodology

Our study design and methodology follow the stages of your outline above as follows.

PART 1 Develop and test the partnership readiness assessment process on FCRM capital projects

Tasks 1 – 3 Review and agree the final tasks, develop detailed project plan and project management (Mid-March 2022 – end March 2023).

We apply the principles of good practice in project management. Ideally, we would work with you collaboratively through regular update meetings and shared project documents held on a common SharePoint site to agree a project plan and determine ongoing communications

Further detail on our approach to project and risk management is set out in more detail later in our proposal.

Tasks 4 - 6 Update Partnership Readiness Assessment (RA) process, help EA select the 12 pilot projects and train the SEAFS/EA team (Mid-March 2022 – end May 2022).

Our approach would be to build upon current knowledge and understanding of use of the readiness assessment to date through our experience of developing and piloting the readiness assessment in two communities; managing and delivering its use in the FCRI programme; and reviewing its content and using it for the APP pilots. In addition, we can provide appropriate challenge drawn from our knowledge of other assessment processes. Our team includes members who have worked for instance on project assessment using the Excellence Model.

On pilot selection we would work with you to determine the criteria and process and provide independent oversight and assurance. Examples of criteria would be, for instance, geographical spread and diversity of projects, whether you prefer to work with projects that are more likely to be 'readiness assessment ready', those that have furthest to travel (and may therefore benefit the most), or a mix. We would support you in developing a process that is fit for purpose and efficient in requiring a minimum of time commitment from bidding projects while still delivering a selection result that is credible and transparent. Techniques and processes might include a criteria development workshop, concept testing with projects, webinar / video briefing for potential bidders, an online survey form to capture proposals, meeting (probably online) shortlisted applicants, and / or using a small panel to review bids. We previously developed similar processes for the EA's Working Together project and FCRI programme.

In developing the training for the SEAFS/ EA team we would focus on the desired outcomes of the training and establishing the 'starting point' for the training. For example, what is the existing level of knowledge of attendees across underpinning competencies around engagement and facilitation (making use of the engagement capabilities framework as a reference point)? These factors will inform the detailed design to deliver an interactive and participative package combining synchronous elements (e.g., online workshop) and asynchronous activities (e.g., materials review / virtual whiteboard activity). This will take into account lessons learned about effective training delivery for EA staff and others. Evaluation of the training will ensure it is fit for purpose for a wider, post project roll out. In addition to the usual end of training feedback forms, we suggest also following up participants at two key stages afterwards – mid way through their support of projects and at the end. This will provide vital insights to further refine the training products. NB: this information could also be captured by the evaluators; it will be important to decide who is best placed to capture it.

Task 7 Carry out partnership RA with the 12 projects (June – end Oct 2022).

Our approach would be to use the training session(s) and regular updates across our team to balance responsiveness to the specific needs of the projects with consistency of process and understanding. We envisage supporting the projects through a staged process potentially to include:

- Familiarisation with the purpose and nature of the readiness assessment and deliverables, and discussion of options for taking it forward - e.g., survey, workshops, core group discussions, facilitation / coaching / mentoring of teams
- Support for the projects working collaboratively through appropriate methods as outlined above
- Where appropriate, more focused support to address specific issues arising from the assessment
- Support for the projects to develop an action plan
- Lessons learned review.

This builds on learning about the use of the readiness assessment methodology, including the findings of the FCRI programme evaluation.

PART 2 Develop and test the community readiness assessment process on FCRM capital projects

Tasks 8 & 9 Re-design the community readiness assessment process for a typical project on the capital programme and test on 2 projects (August 2022 – end Feb 2023)

Our approach would be to find the best way to retain the inherent strengths of the readiness assessment process – including the necessary rigour and depth to support and challenge projects at appropriate stages of their development – with the requirement of community focused projects.

We would use the recommendations from the Review of Learning Report and in addition bring insights from other community-based projects we have worked on. We note your suggestion that this process might include clarifying key questions, an interview schedule and community survey and would want to consider these alongside other possible activities.

We would also explore the scope for a more systematic approach to co-creation of the readiness assessment process with communities. This question arises from the reflections in the Review of Learning Report on the value of the process in building relationships. It also arises from our experience of the FCRI readiness assessment work where the question 'whose readiness

assessment is it?' arose frequently. We would want to consider the extent to which it is desirable and feasible for the readiness assessment to be 'owned' by the community.

In practical terms this may involve a more interactive, co-created process in the testing on two projects. This would utilise the expertise within our team of those who are experienced community work practitioners, blended with our work testing the community survey in one community as part of the Working Together project.

We emphasise that this is a question for consideration with you (and potentially the pilot projects) in relation to the balance between flexibility and consistency.

PART 3 Recommendations for future use

Tasks 11 & 12 Participate in the RA evaluation. Use evaluation feedback to create templates and guidance and make recommendations about and future uses of the RA process (by end March 2023)

Our approach would be to contribute to the evaluation as outlined, recognising the importance of an independent perspective from the evaluation team.

In considering potential templates and guidance we would consider the continuing need to balance flexibility and consistency, feedback from the pilot projects in this assignment, and further insights from our work on other readiness assessment projects and assessments.

We would also pay particular attention to the need to balance providing information for potential future use, and not overloading with resources.

Project management

For this piece of work, the contract manager and first point of contact will be ▮▮▮▮▮▮▮▮ a founding Director of Icarus. This project is a collaboration between three SEAFS Framework delivery partners: Icarus, Wilson Sherriff and 3KQ, all of whom worked effectively together on the recent project to refine and test the Readiness Assessment process for 25 projects and four Adaptation Pathways projects for the FCRI programme. Further details of the team are provided in Section 3. Efficient contract management is key to the delivery of a successful project, and we pay particular attention to ensuring that the most appropriate mechanisms are in place. We propose the following project management structure for this project:

- Allocation of a project manager with dual functions: the main point of contact for the client and co-ordinator of the team's project activities.
- Creation of a detailed project plan agreed between Icarus and the EA project team against which progress can be measured (agreed as part of the initial briefing and inception phase of the project).
- Creation of internal project management systems including performance management, risk management, timesheets, budget monitoring and a shared online system for reporting on progress of the 12 selected projects (e.g. via SharePoint or google docs).
- Active risk management during the project lifetime to ensure that risks are well managed.
- Regular internal team meetings to provide support to individual consultants, to share learning in a formative way, and to problem solve. An online running set of FAQs will further support this, ensuring information is recorded centrally and engages the EA staff in resolving problems.
- Robust quality assurance using a quality review panel to review the final outputs and products.
- Client review /progress meetings built into the project plan: planning meetings, regular online calls and email updates.

Based on our experience and understanding of the brief, below is an initial appraisal of potential risks and how these could be managed / mitigated.

Risk	Mitigation / management	Residual risk

Lack of buy in to readiness assessment on the part of projects	Build in time to explain the rationale and benefits of the readiness assessment to projects. – allow time for concerns / questions to be raised.	Low - could still be some lack of buy-in, but projects will have applied to take part in the project
Projects do not find time to develop robust readiness assessment or action plans	Ensure briefings to individual projects include an indication of the timeline and the resource input needed from the EA project / partner teams.	Low – in setting timescales for individual projects, we will work closely with projects to agree resource requirements / key milestones to ensure sufficient time is allocated to tasks / built into project plans to avoid. If needed, issues will be raised with the National EA Project Managers.
Illness or absence among our team	Team members alert Icarus project manager and the impact on the contract will be assessed. There is sufficient capacity / overlapping expertise across the three SEAFS contractors for responsibilities to be reallocated to other team members.	Low – workshop dates will be shared, for information, across the team, and staff members identified who could cover events, if needed.
Insufficient time allocated to revise and test the community readiness assessment process	Important to acknowledge that co-creating and undertaking a revised community level takes time but is important to the successful delivery. We recommend that work on this starts before the conclusion of the Part One activities.	Low – early work to revise the process and start consideration of which two projects to test the process on will put us in a strong position to complete the assessment within the suggested timeframe.
Pressure on EA and project teams to speed up delivery of the capital programme affects quality of the readiness assessment process.	We are used to working to tight deadlines and on political / high-pressure projects. Our previous experience of capital projects and the readiness assessment process will allow us to start work with minimal orientation time needed.	Low – we will work closely with EA project teams to help them progress work on the individual pilot projects.
Poor relationships with the contractor working on the pilot projects from the Capital delivery framework	We are experienced in working / collaborating with other consultants and will work closely with relevant contractors to build effective working relationships.	Low – if any issues arise that can't be resolved, we will raise them with the National EA Project Managers.

2. Work programme / tasks – A Gantt Chart is attached separately

Task No.	Task / Deliverable	Responsible party	By when (specify dates where possible)
1, 2	Inception / Project plan	Icarus team / EA	End March 2022
4	Update the partnership RA process	Icarus team / EA	End April 2022
5	Support EA to design / deliver EOI process	Icarus team / EA	End May 2022
6	Design, deliver, evaluate training	Icarus team	End May 2022

7	Provide RA support to 12 pilot projects / co-ordination of team/projects	Icarus team	End October 2022
8	Redesign of community readiness assessment process	Icarus team / EA	End October 2022
9	Carry out a consultant supported readiness assessment (2 projects)	Icarus team	End February 2023
10	Input to evaluation team on use of the RA process	Icarus team	End March 2023
11	Creation of guidance, templates and recommendations for future usage	Icarus team	End March 2023
3	Project Management – progress calls; project, risk monitoring / reporting	Icarus	Ongoing throughout project

3. Previous experience and details of the team you're putting forward (include evidence of their experience in line with the skills required and any key qualifications and accreditations – please do not provide CVs)

We have brought together an experienced team with skills and expertise aligned to the range of project requirements. We are pleased to be collaborating with our colleagues and associates from **Wilson Sherriff, 3KQ** and the **University of Bradford**. Having this team in place will also ensure we have good capacity and availability throughout. We have a long-standing working relationship with each of these partners and have collaborated across a wide range of engagement projects including the FCERM Strategy 2020, the Flood and Coastal Resilience Innovation Programme and 'Working Together to Adapt to a Changing Climate: Flood and Coast'.

Icarus – will lead the project and provide a single point of contact project manager
Icarus, Wilson Sherriff and **3KQ** will contribute experienced researchers, assessors, engagement practitioners and facilitators.
The University of Bradford – we have worked closely with our colleagues on several FCRM projects and they authored the original Evidence Review, which highlighted the importance of assessing readiness in the context of supporting people to have conversations about climate change adaptation. They will bring their experience and insights to support the redesign of the readiness assessment process and community readiness assessment tool to fit the requirements and needs of the capital programme.

Our Relevant Experience – Example Projects

Icarus, Wilson Sherriff and 3KQ are currently involved in the **Flood and Coastal Resilience Innovation Programme**. Icarus helped to design, deliver and moderate the application phase for the 25 pilot projects and redesign the readiness assessment process to fit the needs and requirements of the programme. Members of our team have since been working with the pilot projects to undertake a partnership readiness assessment for their project and supported them to develop their readiness prior to submission of their OBCs in March 2022.

We are also collaborating effectively to manage and deliver the readiness assessment with four pilots in the **Adaptative Pathways programme.**

Icarus are also leading on the engagement of **'A collaborative learning project - working together to adapt to a changing climate: flood and coast'**, a national action research project for the Environment Agency and Natural Resources Wales. Designing and implementing a resilience building and climate adaptation community learning programme in two locations, based on building shared understanding of the impact of complex environmental and flood / coastal management issues through community and stakeholder engagement. This project involved the work on the literature review and development of a community readiness assessment process both of which are referred to in the SEAFS proposal.

Collectively our team also has extensive experience of supporting the **design and delivery of stakeholder engagement activities for a range of FCRM capital schemes throughout England and Wales, both inland and coastal projects.** We are therefore familiar with the processes governing how such schemes progress and the diverse nature of solutions progressed as part of the Capital Programme.

Our team draws on the resources of three SEAFS delivery partners. Led by Icarus, it also involves team members from Icarus ███
███████ Wilson Sherriff ███████████████████████████████████ and 3KQ (███████████) as follows. CVs for individual team members are included in the attached Annex. All are experienced stakeholder engagement specialists with experience of both face to face and online facilitation.

███████████ – *will be overall project manager, leading on the liaison with EA and co-ordinating and supporting the team of consultants.* ████ currently fulfils this role for the Working Together, FCRI and APP projects, all of which provide essential foundations for this project. In addition, ████ **also has direct experience of supporting projects undertaking readiness assessments in the FCRI programme**.

███████████ – would support pilot projects, lead on design of the EOI process, and deputise for ███████████ as project manager, if ███ was unavailable. ███████ **is supporting FCRI projects to undertake readiness assessments and is also working on the engagement aspects of the River Severn Adaptation Pathway pilot.** As an assessor ███ has assessed for the Wales Quality Awards (using the Excellence Model) and on the International Association of Facilitators CPF programme ███ is a Certified Professional Facilitator (Master) and certified online facilitator.

███████████ - would support pilot projects and work alongside another team member, ███████ ████████ to redesign the community readiness process. ████ **supporting FCRI projects to undertake readiness assessments.** ███ **is also working with the readiness assessment for the TE2100 adaptation pathways project.** ███ is a certified online facilitator and holds a BSc degree. As an assessor ███ has assessed for the Wales Quality Awards (using the Excellence Model).

███████████ - would support pilot projects and work with ███████████ on the community readiness assessment process. ████ worked on the Defra funded project *Adapting to a changing climate: flood and coast project,* **leading on the development and testing of the community readiness assessment tool in Hemsby,** co-creating the process with a local Design Group of community and organisation stakeholders. ████ is also **supporting FCRI projects to assess and increase project readiness and is working with the Yorkshire Adaptation Pathways project** to develop and apply the partnership readiness assessment process in South and West Yorkshire.

███████████ - would support pilot projects. ████ **is supporting FCRI projects to undertake readiness assessments and is also working supporting one of the pilots in the Adaptation Pathways Programme with with their readiness assessment.**

███████████ – would support pilot projects. ███████ is a Certified Professional Facilitator and Chair of the International Association of Facilitators England and Wales ██████ **supported three FCRI projects in developing readiness assessments**. For the EA ████ has also worked on the PACCo coastal project, and the development of engagement strategies for the River Severn Partnership and related flood schemes.

███████████ – would support pilot projects. ███████ is a well-practised chair, facilitator and trainer, bringing stakeholders and staff together to find ways of working and engaging with diverse audiences from a variety of backgrounds.

███████████████████ – would support the revision of the partnership and community readiness assessment tools. ████ and ███ are **co-authors of the evidence review for 'A collaborative learning project - working together to adapt to a changing climate: flood and coast'** and worked with the Icarus team to **develop the partnership readiness assessment tool for the Flood and Coastal Resilience Innovation Programme and subsequently amended it for the Adaptation Pathways Pilot projects.**

This team enables us to provide flexible support and full coverage for all aspects of the proposed project. As necessary, we are also able to draw upon our network of associates for additional support.

4. Opportunities identified for where knowledge / learning about engagement will be transferred back into the Environment Agency and other Delivery Partners (where appropriate), either during or, at the end of this project
We see the project making a considerable contribution to the knowledge base of the EA and other delivery partners through the production of new resources and deliverables including the training course and supporting documentation. The scope for wider learning transfer into other delivery partners should be assessed from the outset and we would want to explore and agree different options with you. One option would be to provide regular updates and a 'shadow' function / consideration e.g. with the SECCOP which includes other delivery partners. Other possibilities would include briefings for regional teams and communities of practice and a feature article / interview for 'Current' magazine. We would also work with you to explore which internal communities not specifically of engagement specialists could be involved in a similar approach.

Notes to Delivery Partners

New subcontractors
Any new subcontractors or new associates must be pre-approved by the ███████████ *Use of Subcontractors is limited to 20% of the Total Overall Cost, unless previously agreed by the Environment Agency Project Client. Any extensions to existing orders need to be discussed with the Contract Manager.*
Acknowledgement of Authorisation to proceed (to be completed by the Delivery Partner once the Purchase Order number has been added to the quote form)
We confirm receipt of the authorisation to proceed for the above work. We will provide the services according to the terms and requirements of the Stakeholder Engagement Advice and Facilitation Services (SEAFS) framework contract (ref 32321).