



## **INVITATION TO TENDER: EVALUATION OF THE CUMBRIA FLOOD RECOVERY FUND 2015**

### **1. PURPOSE**

Cumbria Community Foundation (CCF) wishes to engage a suitably qualified organisation/individual/consortium to evaluate the management and delivery of the Cumbria Flood Recovery Fund programme 2015.

### **2. BACKGROUND**

#### **2.1. Storm Desmond and the December 2015 Floods**

A major incident was declared in Cumbria, after Storm Desmond brought record-breaking rainfall to the county on the 4th and 5th of December 2015. It has been declared Cumbria's worst ever flooding incident. More than 5,300 households and 1,000 business properties were flooded; thousands of people were left homeless.

Infrastructure was also damaged, with two strategically important bridges destroyed (at Pooley Bridge and Braithwaite) and many others critically damaged or put out of action for extended periods. Many roads were rendered impassable including the A591, the principal arterial road through the central Lakes, which meant many people were cut off or faced extended commutes. Several schools and numerous businesses (including McVities in Carlisle, a significant local employer) were also damaged or closed for significant restoration.

The worst affected areas included Ambleside, Appleby, Braithwaite, Burneside, Carlisle, Cockermouth, Low Crosby and Crosby on Eden, Eamont Bridge, Glenridding, Grasmere, Kendal, Keswick and Windermere. In addition, numerous remote rural areas across the county suffered too.

#### **2.2. Cumbria Flood Recovery Appeal 2015**

As a response to this disaster Cumbria Community Foundation launched the Cumbria Flood Recovery Appeal 2015 at 9pm on the 5 December 2015. The Appeal was for charitable purposes in connection with the relief of hardship within the county of Cumbria caused directly or indirectly by storm damage and flooding in December 2015. Priorities for grant making were identified as being:

- Individuals and families suffering financial hardship and
- Community relief and 'community rebuilding' projects.

This has been the Foundation's fourth and largest disaster appeal in terms of need to be addressed and funds raised; previous appeals include the 2005 and 2009 flood appeals. There was an overwhelming response from across the UK. £1m was raised in less than 5 days and the first grant was made within 4 days. Since then over 35,000 donations have been received from members of the public, hundreds of fundraising events, local businesses, philanthropists, charitable trusts and funders. Government has provided a total of £4.7m match funding. The Appeal total currently stands at £10.3m.

### 2.3. Cumbria Flood Recovery Fund 2015 – Grant Making

To date grants totalling nearly £7.2m has been awarded to both individuals/families and groups.

**Individual Hardship Awards:** Direct financial support to flood affected households is the priority of the Appeal and a core expectation of donors. Initially the Fund provided emergency relief and hardship grants to people whose homes have been flooded or damaged by the storms. Further hardship grants were then awarded to help people repair uninsured damage and to replace flood damaged contents. It has also helped those who have been affected by the flood, e.g. through loss of earnings and extended daily commutes. Some households have submitted multiple applications.

The Fund has also provided Resistance and Resilience Top-Up grants to home owners in order to reduce the impact of future flooding. These grants were introduced in April 2016 and provide a 'top-up' to the District Council Property Level Resilience £5K grants.

Grants to individuals (figures to 20 December 2016):

- First grant awarded 4 days after the floods.
- Total value of grants awarded to date: £5,383,581.
- Total of 2,777 flood affected households (2,497 flooded) supported to date.
- Average grant for flood damaged households £2,013 (£2,085 uninsured and £1,796 insured).
- 50% of grants awarded are to uninsured applicants; 50% awarded are to insured applicants.

*Summary of individual grants by area:*

Source: Department for Communities and Local Government			Flood Fund Spend: Flooded households		Flood Fund Spend: Flooded Affected Households		TOTAL	
District	No. Flooded Households	%	£	No. Applications	£	No. Applications	£	%
Allerdale	1,392	26	1,308,355	1,050	64,052	68	1,372,387	25
Carlisle	1,598	30	1,866,330	1,484	440,145	324	2,306,476	41
Eden	425	8	543,960	363	2,210	4	546,170	10
South Lakeland	1,900	36	1,309,525	1,082	49,023	42	1,358,548	24
<b>Total</b>	<b>5,315</b>	<b>100</b>	<b>5,028,151</b>	<b>3,989</b>	<b>555,430</b>	<b>437</b>	<b>5,583,581</b>	<b>100</b>

*Summary of individual grants by theme:*

Flood Fund Spend (Individuals) by Theme			
Theme	£	No. Applications	%
Flooded households	3,979,158	3,401	77.0
Flooded households with loss of income	357,367	282	6.4
Resistance & Resilience Top-Up Grants	691,626	296	6.7
Households affected by loss of income only	541,420	415	9.4
Households affected by increased travel costs only	14,010	23	0.5
<b>Total</b>	<b>5,583,581</b>	<b>4,417</b>	<b>100</b>

**Group Grant Making:** The second priority for grant making was the support of community groups and third sector organisations who:

- provide support and/or guidance to people who have been affected by floods
- are supporting longer term community rebuilding projects
- have experienced significant flood damage to their properties

Grants to groups (figures to 25 November 2016):

- A total of £1,627,131.94 awarded to 116 organisations
- Average grant to a group with flood damaged property £8,280
- Maximum grant award £105,000.
- Some organisations have submitted multiple applications.

*Summary of group grants by area:*

District	Amount Awarded (£)	No. Organisations Supported
Allerdale	443,081.38	34
Carlisle	326,567.00	22
Copeland	11,052.00	1
Eden	221,823.60	21
South Lakeland	368,889.96	31
Countywide	255,718.00	7
<b>TOTAL:</b>	<b>1,627,131.94</b>	<b>116</b>

*Summary of group grants by theme:*

Theme	Amount Awarded (£)
Flood Damage (property/contents)	636,779.28
Flood Resilience (property)	135,380.20
Support Services: Advice & Guidance	340,209.00
Distribution of donated white goods & furniture	105,000.00
Supporting community wellbeing & emotional resilience	101,278.00
Community resilience: preparation and planning for future flooding	135,805.41
Community flood defence/resistance/resilience schemes	172,680.05
<b>TOTAL:</b>	<b>1,627,131.94</b>

### 3. EVALUATION

#### 3.1 Aim

The overall aim of the evaluation is to assess the implementation and overall outcomes of the Cumbria Flood Recovery Fund 2015 programme and to capture the learning for future disaster appeal programmes.

#### 3.2 Objectives

The specific objectives of the evaluation are to assess the efficiency and effectiveness of:

1. Fund management and grant making processes
2. Grant making to individuals
3. Grant making to community groups and organisations

The evaluation should address the following key questions:

- How effectively was the Fund managed and the grant making processes delivered?
- How effective were the governance and decision making structures?
- How effectively did CCF work within the countywide flood recovery structure and with other organisations?
- Grant making to individuals/families affected by the floods:
  - Were the grants distributed efficiently and in a timely manner?
  - How effective was CCF's communication with flood affected people?
  - Did the grant awards go to the right people and address the needs of the people affected by the floods?
  - What difference have the grants made to the beneficiaries?
- Grant making to groups directly affected by the floods (e.g. properties were damaged) and/or community groups who are delivering flood resilience projects:
  - Were the grants distributed efficiently and in a timely manner?
  - Did the grant awards go to the right groups and address the needs of the communities affected by the floods?
  - How effective was CCF's communication with these groups?
  - What difference have the grants made to the beneficiaries?
- Grant making to groups and organisations who provided advice and support to people affected by the floods:
  - Were the grants distributed efficiently and in a timely manner?
  - Did the grant awards go to the right groups and address the needs of the communities affected by the floods?
  - How effective was CCF's communication with these groups?
  - What difference has their support made to people affected by the floods?
- Overall has value for money been achieved?
- Were there any groups/organisations or individuals who should have gained help but did not and why?
- What are the key lessons learned for future similar events?

### **3.3 Methodology**

The evaluation should include both qualitative and quantitative methodologies. It is expected that existing grant making data, interim reviews and reports should be analysed and reviewed as part of the evaluation process. Additional information should be sought as required to address the evaluation objectives and questions outlined above.

Existing data and information:

- Regular grant making data reports
- Flood Appeal document
- Ongoing review of policies and procedures around grant making
- Independent review through telephone interviews with a number of grant recipients to establish key needs going forward
- Face to face meetings with organisations receiving larger grants
- Independent evaluation of Flood Sacks as funded by CCF following 2009 floods
- Flood Recovery Fund 2009 evaluation report
- CCF internal (staff only) review of the Flood Fund processes and systems
- Grant Panel sub group & Flood Fund staff review of Flood Fund processes and systems
- Monitoring visits by flood fund staff to individuals receiving grants of £6K and above.
- Grant Monitoring reports from funded groups and organisations.
- Trustee papers and interim report to funders/stakeholders

It is also expected that other methodologies should be used to inform the answers to the evaluation questions and to elicit the views of grant recipients. Examples of methodologies include:

- Survey of individual grant recipients using appropriate questionnaires, with follow-up interviews
- Survey of group grant recipients using appropriate questionnaires, with follow-up interviews
- Workshop with selected group grant recipients to share preliminary findings and to gain further information

Consideration should be given to suitable beneficiary sample sizes, in order to ensure results are representative.

The evaluation should also be informed by relevant literature and policy reviews.

### **3.4 Outputs**

The main output will be a report setting out the key findings and recommendations of the evaluation. This will be a joint report by the consultant and CCF, with independence achieved through the consultant providing the methodology and its application. The report will be used to report to donors and key stakeholders; it will be available to the public on request.

### **3.5 Management and Expertise**

Tenders are invited from qualified organisations/individuals with a proven track record in similar work. The following are the expertise expected of the tenderer and the terms and conditions regarding the management of the project:

- Extensive experience in conducting similar evaluations and a strong research background.
- A strong understanding of fund programme management and grant making.
- A strong understanding of the community, third sector and local government organisations
- An understanding of the factors affecting communities following disaster events, social disadvantage and community resilience.
- Strong communication, facilitation, analytical and report-writing skills
- Demonstrated capacity to work flexibly and to deadlines.

The tender will be managed by CCF; day-to-day coordination of the project will be the responsibility of the Chief Operating Officer and Flood Fund Programme Manager. The Flood Fund Programme Manager will be responsible for supporting and coordinating the evaluation tasks, ensuring that there is coherence and integration among the various strands where possible and liaising with the Evaluation Team on a day-to-day basis.

Ownership of all resulting materials rests with CCF along with decisions on all aspects of publication.

### **3.6 Project Budget**

Project budget for the evaluation: up to £25,000 inclusive of VAT.

### **3.7 Timescale**

The expected schedule of the project is as follows:

- Commencement of contract: Early March 2017
- Interim report: Mid-April 2017
- Final Report and Presentation: Early May 2017

## **4. REQUIRED FORMAT OF TENDER**

### **4.1 General Information**

The following information must be contained within the proposal:

- Name, address, telephone number, email address, and Curriculum Vitae of all parties involved in the tender proposal.
- Name and position of contact person dealing with the contract.
- Details of previous relevant work undertaken

### **4.2 The Proposal**

Tenders should detail the proposed approach to the project and the planned staging of the various elements of the work. They should also provide the following information:

- A statement demonstrating that the tenderer understands of the project tasks and proposed outputs.
- Any key assumptions made in formulating the tenderer's approach or in estimating the resources for the assignment.
- A statement of how the tenderer proposes to tackle the assignment, clearly stating:
  - the key issues involved;
  - the various stages of the project and the associated tasks at each stage;
  - the proposed structure of the evaluation report;
  - the personnel responsible for each task;
  - the proposed time input of each individual.
- Details of relevant references where similar work has been carried out must be given. At least one relevant reference must be given for each third party proposed. Details of other appropriate references relating to contracts of a similar scale or type may also be provided. Details should include the name, address and telephone number of the organisation for which this work was carried out, including a specific contact person in each case.

### **4.3 Financial Information**

All costs must be quoted in POUNDS (£). Tenders must cost each element of the work outlined in their proposal and the sum should include staff costs, travel and subsistence, printing and all other overheads/costs associated with the delivery of the research. V.A.T., where applicable, should be shown separately – but must appear on the proposal. A breakdown of the total cost should be provided i.e. the number of days, daily rates being charged in respect of each individual to be involved in the project etc.

Payment will be phased and linked to progress as follows:

- 30% upon signing of contract;
- 30% upon submission of the draft report;
- final 40% upon receipt of final report and satisfactory conclusion of the overall project.

The figure quoted must be the best and final offer for the award of the contract and must be a single fixed figure quotation. CCF is a registered charity administering publicly donated funds, therefore there is an upper limit on the funding available for an evaluation and quotes received are expected to be competitive whilst being realistic.

#### **4.4. Submission Details and Timescales**

An electronic copy of the proposal should be submitted by email to:

Dr Jenny Benson, Flood Fund Programme Manager

Email: [jenny@cumbriafoundation.org](mailto:jenny@cumbriafoundation.org)

- Final date for submission of proposals is **5 pm on Tuesday, 31<sup>st</sup> January 2017**
- Interviews for shortlisted candidates will be held on **Thursday, 9<sup>th</sup> February 2017** at Cumbria Community Foundation.

#### **5. CRITERIA FOR AWARD OF CONTRACT**

The contract will be awarded to the qualifying tender on the basis of the following award criteria:

- Quality of proposal and level of conformance with the requirements specified in the previous sections.
- Level, depth, nature of experience of the organisation/individual/consortium in the area of work.
- Demonstrable and proven expertise in providing the type of work specified in previous sections.
- Experience of personnel proposed for the contract.
- Completeness of proposals and documentation as specified in previous sections.
- Cost.
- Capacity to deliver within the specified timescales.

#### **6. GENERAL CONDITIONS**

The successful tenderer will be responsible for ensuring compliance with all applicable codes of ethics.

Following short-listing of submissions received, those tendering may be invited to attend an interview / presentation.

CCF reserves the right to reject in whole or in part any or all tenders received, and in particular to source the requirement from more than one party. CCF will not be liable in respect of any costs incurred in the preparation of tenders. In addition CCF will not be liable in respect of any costs incurred in preparing or attending any subsequent presentation.

#### **7. ADDITIONAL INFORMATION**

All enquiries should be directed to:

Dr Jenny Benson, Flood Fund Programme Manager

Cumbria Community Foundation, Dovenby Hall, Dovenby, Cumbria, CA13 0PN

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