

[Redacted]



**NEW HALL**  
CAMBRIDGE  
CB3 0DF

**Porters' Lodge: 01223 762100**  
**Direct line: 01223 762201**  
**Secretary: 01223 762227**  
**Fax: 01223 762217**

[Redacted]

Mr Ian Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
SWINDON  
SN2 1EU

13 April, 2000

Dear Mr Dwyer

**CLIMATE CHANGE CENTRE**

Thank you so much for your letter of 5 April 2000. We were, of course, sorry not to be successful in our own right with the Cambridge bid but are delighted to be members of the consortium led by the University of East Anglia and so to be part, at least, of the winning team. We very much look forward to the work of the Climate Change Centre and to the extremely worthwhile cooperation with our colleagues in the region and elsewhere in the UK.

Yours sincerely

[Redacted signature]

pp [Redacted]

27 APR 2006/8



✓  
JHC

Note Ian's comments  
about a meeting with  
CEs. Does he know  
how difficult this could  
be? Check, please

05 April 2000

Dr Mike Hulme  
Climatic Research Unit  
School of Environmental Science  
University of East Anglia  
Norwich  
NR4 7TJ

Dear Mike

## CLIMATE CHANGE CENTRE

I am delighted to be able to congratulate you and your colleagues on winning the competition to run the climate change centre. On the recommendation of the Expert Panel, the three research councils have taken the decision to award the centre to your consortium.

Both final bids were of course excellent, each having unique strengths. However, the Panel was particularly persuaded by the innovation within your proposed research programme, the degree to which you integrated the disciplines, and the consistency of scientific excellence across the disciplines. The bid representatives attending the meeting of the Expert Panel on 22 March did an excellent job of promoting the bid and answering questions.

As well as recommending you as winners, the Panel also recommended ways to strengthen your plans. I summarise these in an enclosure so you can come prepared for contract discussions during which we are keen to explore these ideas. I will be in contact shortly to arrange a meeting with Research Council Chief Executives, or representatives, and our contracts staff.

We wish to issue a joint research council press release as soon as possible. [REDACTED], from NERC's communications section, will shortly send you a draft release intended for the national press, including Research Fortnight, which we wish to clear with you. I have included a quote from you personally which I realise you may wish to rewrite.

In addition to the membership list of the Expert Panel, which you have already seen, I enclose for your information a list of the assessment criteria used to judge both outline and full bids.

In letters to losing bidders (outline and full), I took the liberty of pointing out (without commitment) that your winning bid fully addressed the challenge of engaging the wider community, and thus they might yet become involved in the work of the centre. I do hope you agree with this way of working.

Finally, on behalf of the three Research Councils, I would like to thank you and your consortium partners for bidding to host the centre. We appreciate the enormous effort and cost associated with preparing your bid. We greatly look forward to working with you all.

Yours sincerely



Ian J Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
Swindon SN2 1EU  
Tel: 01793 411511  
Fax: 01793 411502



CC: Adrian Alsop (ESRC)  
Catherine Coates (ESPRC)  
John Lawton (NERC CE)

## **IN CONFIDENCE**

### **Recommendations from Expert Panel regarding the winning bid**

The Panel recommends the following issues be discussed with the UEA consortium at an early stage.

- The proposed management structure is light, relying on mutual cooperation and effective communication. Whilst the Panel considered this management approach to be appropriate for a large networked consortium, and conducive to scientific creativity within it, the operational management does need to be strengthened.
- Private sector engagement with the proposed centre will be fostered by the scientific credibility of the scientists involved. Such engagement should be more firmly established, however, by ensuring that the Research Director (to be appointed) carries conviction in the business community and appointing key industrialists onto the Advisory Board.



7.4.00 6 APR 2000/12



05 April 2000

[REDACTED]  
Imperial College of Science, Technology  
& Medicine  
IC Environment Office  
B348, RSM  
Prince Consort Road  
LONDON SW7 2AZ

Dear [REDACTED]

### CLIMATE CHANGE CENTRE

I am sorry to say that the Imperial College-led bid has been unsuccessful in winning the competition to host the climate change centre. On the recommendation of the Expert Panel, the three Research Councils have taken the decision to award the centre to the UEA-led consortium.

The Expert Panel faced a difficult decision as both final bids were of excellent quality. The Panel noted many strengths of your bid and the bid representatives attending the meeting of the Panel on 22 March did a good job of presenting the bid and answering questions. The two bids did have some significant differences, however. A major, deciding factor was that the winning bid had a more innovative scientific vision. The Panel and Research Councils recognise that innovation carries with it more risk, but feel the risk worth taking.

On behalf of the three research councils, I wish to warmly thank you for bidding to run the centre. We realise the enormous effort and expense that has gone into preparing your outline and full bids. As you know, one of the challenges for the centre is to engage other researchers here and abroad. The winners addressed that challenge in their proposal so, in view of the expertise within your consortium, I do hope some of you will yet become involved in the work of the centre.

As well as the membership list of the Expert Panel which you have already seen, I also enclose for your information a list of the assessment criteria used to judge both outline and full bids.

Thank you once again.

Yours sincerely



Ian J Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
Swindon SN2 1EU  
Tel: 01793 411511  
Fax: 01793 411502



CC: Catherine Coates (EPSRC)  
Adrian Alsop (ESRC)  
John Lawton (NERC CE)



05 April 2000

Dear [REDACTED]

**CLIMATE CHANGE CENTRE**

The bidding process for the joint research council climate change centre is now complete. On the recommendation of the Expert Panel assessing bids, the three research councils have taken the decision to award the centre to a consortium led by the University of East Anglia.

May I take the opportunity once again to thank you for your original outline bid. As you know one of the challenges for the centre is to engage other researchers here and abroad. The winners addressed that challenge and so the institutions involved in your bid may still become involved in the work of the centre.

I enclose for your information a membership list of the Expert Panel set up to assess outline and full bids. Also enclosed is a list of the assessment criteria used to judge both outline and full bids.

Yours sincerely

[REDACTED]

Ian J Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
Swindon SN2 1EU  
Tel: 01793 411511  
Fax: 01793 411502

[REDACTED]



05 April 2000

Dear [REDACTED]

**CLIMATE CHANGE CENTRE**

The bidding process for the joint research council climate change centre is now complete. On the recommendation of the Expert Panel assessing bids, the three research councils have taken the decision to award the centre to a consortium led by the University of East Anglia.

May I take the opportunity once again to thank you for your original outline bid. As you know one of the challenges for the centre is to engage other researchers here and abroad. The winners addressed that challenge and so the institutions involved in your bid may still become involved in the work of the centre.

I enclose for your information a membership list of the Expert Panel set up to assess outline and full bids. Also enclosed in a list of the assessment criteria used to judge both outline and full bids.

Yours sincerely

[REDACTED]

Ian J Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
Swindon SN2 1EU  
Tel: 01793 411511  
Fax: 01793 411502

[REDACTED]



05 April 2000

Dear [redacted]

**CLIMATE CHANGE CENTRE**

The bidding process for the joint research council climate change centre is now complete. On the recommendation of the Expert Panel assessing bids, the three research councils have taken the decision to award the centre to a consortium led by the University of East Anglia.

May I take the opportunity once again to thank you for your original outline bid. As you know one of the challenges for the centre is to engage other researchers here and abroad. The winners addressed that challenge and so the institutions involved in your bid may still become involved in the work of the centre.

I enclose for your information a membership list of the Expert Panel set up to assess outline and full bids. Also enclosed in a list of the assessment criteria used to judge both outline and full bids.

Yours sincerely

[redacted signature]

Ian J Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
Swindon SN2 1EU  
Tel: 01793 411511  
Fax: 01793 411502

[redacted contact information]



05 April 2000

Dear [redacted]

**CLIMATE CHANGE CENTRE**

The bidding process for the joint research council climate change centre is now complete. On the recommendation of the Expert Panel assessing bids, the three research councils have taken the decision to award the centre to a consortium led by the University of East Anglia.

May I take the opportunity once again to thank you for your original outline bid. As you know one of the challenges for the centre is to engage other researchers here and abroad. The winners addressed that challenge and so the institutions involved in your bid may still become involved in the work of the centre.

I enclose for your information a membership list of the Expert Panel set up to assess outline and full bids. Also enclosed in a list of the assessment criteria used to judge both outline and full bids.

Yours sincerely

[redacted signature]

Ian J Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
Swindon SN2 1EU  
Tel: 01793 411511  
Fax: 01793 411502

[redacted contact information]



05 April 2000

Dear [REDACTED]

**CLIMATE CHANGE CENTRE**

The bidding process for the joint research council climate change centre is now complete. On the recommendation of the Expert Panel assessing bids, the three research councils have taken the decision to award the centre to a consortium led by the University of East Anglia.

May I take the opportunity once again to thank you for your original outline bid. As you know one of the challenges for the centre is to engage other researchers here and abroad. The winners addressed that challenge and so the institutions involved in your bid may still become involved in the work of the centre.

I enclose for your information a membership list of the Expert Panel set up to assess outline and full bids. Also enclosed in a list of the assessment criteria used to judge both outline and full bids.

Yours sincerely

[REDACTED]

Ian J Dwyer  
Natural Environment Research Council  
Polaris House  
North Star Avenue  
Swindon SN2 1EU  
Tel: 01793 411511  
Fax: 01793 411502

[REDACTED]

Professor Richard J Brook FREng  
Chief Executive

Sir Crispin Tickell, GCMG, KCVO



Polaris House  
North Star Avenue  
Swindon SN2 1ET  
Telephone (01793) 444429  
Local Fax (01793) 444505



3 April 2000

Dear Sir Crispin

Thank you for your letter and for the account of the discussions within your Expert Panel and, indeed, of the outcome of the competition for a Climate Change Centre.

May I first emphasise the gratitude of the EPSRC for the work which you have done in guiding the work of the Expert Panel. As is clear from your letter, the review of the bids has been conducted with the greatest of care and with full appreciation of the challenges which the new Centre will face. May I also welcome the clarity and authority of the recommendation which has been offered by the Panel as you and your colleagues have reached your decision.

I am pleased to confirm that the EPSRC accepts the recommendation of the Expert Panel and shall so advise colleagues in the NERC and ESRC.

I am sure that I reflect the wishes of Council in thanking yourself and colleagues on the Expert Panel for the contribution which you have made to the furtherance of research in this crucial subject area.

Yours sincerely



Richard Brook

**From:** Richard Brook  
**To:** Catherine Coates  
**Date:** 3/31/00 1:03:04 PM  
**Subject:** Re: Fwd: Climate Change Centre

Catherine,

Thanks for the note.

The recommendation from the panel was splendidly clear and authoritative and I am sure that we should accept it without further formality.

Richard

>>> Catherine Coates 03/27 2:35 pm >>>

Richard, are you content with the recommendation that the Climate Change Centre be awarded to the consortium led by UEA? (Letter from Sir Crispin Tickell dated 24 March refers).

Personal: in Confidence

Professor Richard Brook OBE  
Engineering and Physical Sciences Research Council  
Polaris House  
Swindon  
SN2 1ET

24 March 2000

Dear Professor Brook,

As you know I was appointed to chair an Expert Panel to assess bids to run the proposed Climate Change Centre, and to make recommendations to the Chief Executives of the three funding Research Councils. A list of members of the Expert Panel is attached.

The Expert Panel first met on 23 November 1999 to examine seven outline bids. From these the Panel selected two, while suggesting that the successful two should remedy various weaknesses by bringing in points from some of the five we had rejected. The result was two full bids: one from a consortium led by the University of East Anglia (UEA); and the other from a consortium led by Imperial College London. The Panel met to examine these two final bids on 22 March 2000. The two teams were allowed three representatives each. After making presentations, each had about an hour to respond to detailed questions. The Panel then made a careful scrutiny of each bid, and concluded with a clear recommendation to the three Chief Executives.

The Panel's decision, which was unanimous (both full and ex-officio members), was that the Research Councils should fund the bid led by the University of East Anglia.

A few words of commentary may be useful. The Panel found that both bids were impressive, each having unique strengths which would deliver somewhat different results. The UEA-led bid set out an exciting and innovative research programme, involving a certain but in our view necessary degree of risk. It should achieve an excellent integration of research across a broad range of subjects, weighted towards medium and long term issues. The Imperial College-led bid set out a more conservative - and conventional - research programme which had its strength in meeting the shorter term needs of users and in laying out networks for the purpose. In judging the two bids, the Panel took particular note of the way in which the UEA-led bid integrated the socio-economic implications, and effectively brought together science, engineering and other wider considerations. In short while an Imperial College-led Centre would reliably strengthen existing research and stakeholder

connections, the Panel judged that a more ambitious UEA-led Centre would give greater added value through innovation, wider integration and more challenging engagement of stakeholders.

As chairman of the Panel I stand ready to respond to any questions which the Chief Executives may wish to put about our recommendation. The UEA-led bid had more flexibility than its rival, and we suspect that if our recommendation were accepted the UEA consortium would be able to draw upon elements associated with the Imperial College bid, in particular over stakeholder connections. At present the proposed management structure in the UEA bid is light, relying on mutual co-operation and effective communication. While this may be appropriate for a loosely linked consortium of this kind, and conducive to scientific creativity within it, the Chief Executives may wish to discuss with the Executive Director ways in which operational management might be strengthened. It will obviously be important that the Research Director should be able to carry conviction in the business community, and that a broad spread of interest, including key industrialists, should be members of the Advisory Board.

The creation of a Climate Change Centre is an important initiative which deserves to succeed. It remains to be seen exactly how its work will be co-ordinated with that of existing institutions, including the Hadley Centre, the UK Climate Impacts Programme and relevant bodies overseas, but the Panel is confident that this can and will be done, and that the UEA bid is best equipped to do it.

With all good wishes

*John Simons*

Crispin

cc. Mr. Adrian Alsop (ESRC)  
Ms Catherine Coates (EPSRC)  
Mr Ian Dwyer (NERC)  
Professor John Lawton  
Dr Gordon Marshall

Ian is drafting a letter to  
thank CTE rest of  
committee, on my behalf. ✓

already copied to Sam Dwyer  
27 MAR 2000 / b

From Sir Crispin Tickell GCMG KCVO

Jan 27.3.00

Personal: in confidence



Professor John Lawton  
Natural Environment Research Council  
Polaris House  
Swindon  
SN2 1EU

24 March 2000

Dear Professor Lawton,

As you know I was appointed to chair an Expert Panel to assess bids to run the proposed Climate Change Centre, and to make recommendations to the Chief Executives of the three funding Research Councils. A list of members of the Expert Panel is attached.

The Expert Panel first met on 23 November 1999 to examine seven outline bids. From these the Panel selected two, while suggesting that the successful two should remedy various weaknesses by bringing in points from some of the five we had rejected. The result was two full bids: one from a consortium led by the University of East Anglia (UEA); and the other from a consortium led by Imperial College London. The Panel met to examine these two final bids on 22 March 2000. The two teams were allowed three representatives each. After making presentations, each had about an hour to respond to detailed questions. The Panel then made a careful scrutiny of each bid, and concluded with a clear recommendation to the three Chief Executives.

The Panel's decision, which was unanimous (both full and ex-officio members), was that the Research Councils should fund the bid led by the University of East Anglia.

A few words of commentary may be useful. The Panel found that both bids were impressive, each having unique strengths which would deliver somewhat different results. The UEA-led bid set out an exciting and innovative research programme, involving a certain but in our view necessary degree of risk. It should achieve an excellent integration of research across a broad range of subjects, weighted towards medium and long term issues. The Imperial College-led bid set out a more conservative - and conventional - research programme which had its strength in meeting the shorter term needs of users and in laying out networks for the purpose. In judging the two bids, the Panel took particular note of the way in which the UEA-led bid integrated the socio-economic implications, and effectively brought together science, engineering and other wider considerations. In short while an Imperial College-led Centre would reliably strengthen existing research and stakeholder

connections, the Panel judged that a more ambitious UEA-led Centre would give greater added value through innovation, wider integration and more challenging engagement of stakeholders.

As chairman of the Panel I stand ready to respond to any questions which the Chief Executives may wish to put about our recommendation. The UEA-led bid had more flexibility than its rival, and we suspect that if our recommendation were accepted the UEA consortium would be able to draw upon elements associated with the Imperial College bid, in particular over stakeholder connections. At present the proposed management structure in the UEA bid is light, relying on mutual co-operation and effective communication. While this may be appropriate for a loosely linked consortium of this kind, and conducive to scientific creativity within it, the Chief Executives may wish to discuss with the Executive Director ways in which operational management might be strengthened. It will obviously be important that the Research Director should be able to carry conviction in the business community, and that a broad spread of interest, including key industrialists, should be members of the Advisory Board.

Ian Dwyer  
to organise/  
Co-ordinate/  
- agreed  
verbally with  
Ian  
27/3/2000.

The creation of a Climate Change Centre is an important initiative which deserves to succeed. It remains to be seen exactly how its work will be co-ordinated with that of existing institutions, including the Hadley Centre, the UK Climate Impacts Programme and relevant bodies overseas, but the Panel is confident that this can and will be done, and that the UEA bid is best equipped to do it.

With all good wishes

*James G. ...*

Cr

cc. Mr. Adrian Alsop (ESRC)  
Ms Catherine Coates (EPSRC)  
Mr Ian Dwyer (NERC)  
Professor Richard Brook  
Dr Gordon Marshall