



Invitation to Tender

December 2025

Birmingham and Black Country Wildlife Trust

Resilience Project (Work Package 1) – Operational Masterplan



**Birmingham &
Black Country**
Wildlife Trust

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1. Introduction and Information to Tenderers

This Tender comprises of the following Documents:

- A. This Invitation to Tender – Please read this document carefully as it contains details on how to respond to the Tender. This document comprises:
- a. Background Information & Project Scope
 - b. Instructions to Tenderers
 - c. Tender Return Requirements
 - d. Form of Tender
 - e. Fixed Fee Proposal
- B. Scope of Services

2. Background Information & Project Scope

Birmingham and Black Country Wildlife Trust (BBCWT) is a charity dedicated to improving the environment of Birmingham and the Black Country, including Dudley, Sandwell, Walsall, and Wolverhampton, for the benefit of both wildlife and people. Through environmental education, community engagement, and practical conservation work, BBCWT promotes biodiversity and enhances local natural habitats.

With approximately 7,000 local members, the Trust implements a comprehensive plan to support a healthy and diverse wildlife population across the region. This work is carried out on BBCWT's own reserves and in collaboration with other landowners.

BBCWT has recently received funding from the Heritage Fund for an ambitious organisational development programme, comprising the following work packages:

- **Work Package 1 (WP1):** Development of an operational masterplan to identify the most effective approach for expanding BBCWT's regional presence and improving operational efficiency. This will include an options appraisal to determine the optimal physical locations for operational functions.
- **Work Package 2 (WP2):** Preparation of a land management masterplan for existing nature reserves, and, where feasible, the lease or acquisition of additional reserves. The plan will assess locations based on their strategic contribution to nature recovery and potential for public engagement through facilities such as visitor centres.
- **Work Package 3 (WP3):** Development of an implementation plan for the initial stages of both the Operational and Land Management Masterplans. This will involve reviewing BBCWT's unrestricted reserves and determining how best to allocate them to advance key priorities.

During the development of the project brief, a consistent theme emerged: resilience through growth. This led to the project being informally named the Resilience Project. Its purpose is to enable the Trust to grow effectively and sustainably, ensuring that growth itself enhances financial, operational, and environmental resilience.

Following a competitive procurement process, the Trust appointed Pulse Consult to coordinate Work Packages 1 and 2. Pulse Consult holds a central role in ensuring these work streams are fully aligned to deliver the Trust's objectives through a cohesive and parallel approach. The two work packages are interdependent, and their success relies on the integration of outcomes and proposals that collectively contribute to the overall programme delivery. This coordinated approach is embedded within the wider programme framework and strategic plan of work, ensuring that both work packages operate in a unified, efficient, and strategically consistent manner.

This project is supported by a grant from the Heritage Fund. The funding has made it possible to deliver the planned works and associated outputs, and the Trust project team will provide regular progress reports to the Heritage Fund as part of ongoing compliance. All materials, publications, and outputs produced through this project must include appropriate credit to acknowledge the Heritage Fund's support.

3. Instruction to Tenderers

In agreeing to tender for this work, you are committing to provide Consultancy Services to Birmingham and Black Country Wildlife Trust in respect of Work Package 1 of the Resilience Project. Please note, the services for which you are tendering are defined within the scope of services issued alongside this ITT.

The Operational Masterplan is to deliver a comprehensive and forward-looking review of the Trust's requirements, underpinned by robust research and strategic analysis. It will explore a range of development options and set out clear, actionable recommendations to shape the Trust's growth and evolution over the next five years and beyond. The study will define the most effective operational footprint for the Trust, determining how its facilities, workforce, and physical presence can be organised to enhance efficiency, resilience, and reach within the community. Throughout, the focus will remain on creating practical, deliverable, and sustainable solutions that empower the Trust to achieve its long-term vision and drive continued success.

Enquiries

All enquiries relating to this project, should be made to Jakub Kesiak at Pulse Consult via email:

jakub.kesiak@pulseconsult.co.uk

The deadline for tender clarifications is one week ahead of the tender submission, on 9th January 2026.

Under no circumstances should the Trust or members of their staff be contacted during this tender period. Equally, no attempt should be made to visit any of the Trust properties without prior approval and engagement.

Confidentiality

The contents and details of this tender should remain confidential. It should not be discussed or shared with any other party. Especially no mention should be made via networking or social media applications or communication channels.

Submission

Consultant tenders must be submitted, in accordance with the instructions herein and by no later than:

Friday 16th January 2026 at 12 00 noon.

Tenders should be issued in soft copy as an email attachment or by ftp download link. Please ensure that the returns are all in pdf format.

They should be sent to:

jakub.kesiak@pulseconsult.co.uk

Late returns are likely to result in your tender being rejected.

Your Tender response must include the following:

- (i) Response to the Tender Questions (Provided in Tender Return section below) To be completed and submitted (with any relevant supporting documentation).

Please note that where applicable, information and evidence must be provided and based upon the specific office and individuals that are proposed to deliver your service on this project. General company-wide or group style information and evidence may be discounted, and;

- (ii) Completed Fee Proposal, and;
- (iii) Completed and signed Form of Tender document (digital signatures of tender documents are acceptable).

Clarification Meeting

The Trust reserves the right to convene clarification meetings with selected tenderers following the submission date to resolve any uncertainties in their submissions and to ask supplementary questions.

Tender Timetable

Invitation to Tender issued:	8 th December 2025
Receipt of tender responses	16 th January 2026
Target commencement of services	February 2026

Evaluation Criteria

Tenders will be evaluated in accordance with the following criteria:

30% Cost

A maximum funding of £35,000+VAT has been allocated for Work Package 1.

Cost will be scored on a proportional basis. The most competitive tendered cost will receive the maximum score of 30%. All remaining tenders will be scored relative to this benchmark figure, based on the variance between their tendered price and the lowest submitted price.

Please refer to the example calculation below.

$$\frac{£8,500.00}{£10,000.00} \times 100$$

70% Tender Return (Quality)



A total of 70 marks can be scored against quality questions.

Scope of Services

A scope of services is appended to this document, confirming the services required by the client against which the consultant should tender. The consultant shall allow for all services detailed in this document and shall clearly state in the tender return if any of the services are to be sub-consulted.

Form of Appointment

The appointment will be based on a bespoke (and simple) appointment document prepared for the Trust by their legal representatives.

4. Tender Return (Quality Questions)

As the basis for your tender return the consultant is required to provide responses to the following questions:

1. Team Structure, Relevant Experience and Track Record (30 marks)

Please summarise your experience in delivering comparable commissions, particularly in relation to operational strategy, organisational planning, and its delivery within multi-workstream programme. Provide CVs for all personnel proposed to deliver the services described in the Scope of Services. Where multiple team members are identified, clearly outline their specific roles, responsibilities, and contributions to the successful delivery of the Operational Masterplan. (Maximum 2 pages A4, plus CVs)

2. Approach and Methodology (30 marks)

Please describe your proposed approach to developing the Operational Masterplan, outlining how your methodology will define, align, and integrate the Trust's operational priorities and functions. Explain how your approach will ensure collaboration with Work Package 2, stakeholder engagement, and the creation of clear, deliverable outputs that drive operational efficiency and strategic clarity. (Maximum 2 pages A4)

3. Sustainability and Long-Term Impact (10 marks)

Please outline how your approach will embed sustainability, adaptability, and long-term organisational resilience within the Operational Masterplan, ensuring the Trust remains responsive to future change. (Maximum 1 page A4)

5. Appendices

Appendix 1 – Form of Tender

Birmingham and Black Country Wildlife Trust

Resilience Project (Work Package 1)

Tender for Operational Masterplan

FORM OF TENDER

TO: Birmingham and Black Country Wildlife Trust

We the undersigned do hereby offer and undertake on the acceptance of this Tender (either wholly or in part) by Birmingham and Black Country Wildlife Trust, to supply and deliver the Services at the stated prices for the contract period in accordance with the offer document.

The essence of tendering is that the client shall receive bona fide competitive tenders from all firms tendering. In recognition of this principle, we certify that this is a bona fide tender, intended to be competitive, and that we have not fixed or adjusted the amount of the tender by, or under, or in accordance with any agreement or arrangement with any other person. We also certify that we have not done and we undertake not do, at any time before the returnable date for this tender, any of the following acts:

- (a) Communicate to any person the amount or approximate amount of the proposed tender;
- (b) Enter into any agreement or arrangement with any other person that he shall refrain from tendering, or as to the amount of any tender to be submitted;
- (c) Offer or pay, or give, or agree to pay, or give, any sum of money or valuable consideration directly, or indirectly, to any person for doing, or having done in relation to any other tender, or proposed tender, for the said work any act or thing of the sort proscribed above.

In this certificate, the word 'person' includes any persons and any body or association, corporate, or unincorporated; an 'agreement or arrangement' includes any such transaction, formal or informal, and whether legally binding or not.

Company Name:

Address:

.....

.....

Signature:

Name (block caps) Position held

Date:

Phone No
.....

E-mail.
.....

Resilience Project Work Package 1

Operational Masterplan ITT

Appendix 2 – Fee Proposal



Birmingham and Black Country Wildlife Trust

Resilience Project (Work Package 1)

Tender for Operational Masterplan

Lump Sum Fee

With respect to the schedule of service provided and taking account of the project brief and all documentation provided within this tender, we here provide our lump sum tender for our services as:

(In words):

_____ pounds

(In figures):

(£_____).

All of these above sums are assumed exclusive of VAT, charged at the point of invoice.

Daily rates should additional services be required over schedule of services:

Name	Role/Position	Hourly Rate	Daily Rate

Company Name:

Address:

.....

.....

Signature:

Name (block caps) Position held

Date:

Phone No..... E-mail.

Resilience Project Work Package 1

Operational Masterplan ITT

Appendix 3 – Scope of Services



Scope of Services – Work Package 1: Operational Masterplan

1. Purpose of the Appointment

The appointed consultant will prepare an Operational Masterplan for the Birmingham and Black Country Wildlife Trust (BBCWT).

The study will identify, appraise and recommend the most effective operational footprint for the Trust over the next five years — determining where, and how, its physical presence, staff, and facilities should be organised to maximise efficiency, resilience, and public reach.

This commission forms part of BBCWT's wider Masterplanning & Resilience Programme, comprising three interconnected work packages:

- **WP1 – Operational Masterplan** (this commission)
- **WP2 – Land Management Masterplan**
- **WP3 – Implementation Plan** (to be developed by Pulse Consult as Project Manager to synthesise outputs from WP1 and WP2 into a single delivery plan)

Accordingly, the consultant will work collaboratively with BBCWT, Pulse Consult, and the WP2 Land Management consultant. The commission must be delivered as part of an integrated team effort, ensuring consistency and shared direction across the programme.

2. Objectives

The consultant will:

- Develop a coherent operational strategy and estate footprint that supports BBCWT's mission, resources and regional priorities.
- Deliver options appraisals for the physical location of operational functions including the main office, storage, ancillary workspaces, fleet facilities and IT infrastructure.
- Assess current and future capacity needs of staff and volunteers to ensure facilities and locations remain fit for purpose.
- Consider factors such as cost, accessibility, visibility, public transport, prestige and geographic spread.
- Evaluate models for delivery (e.g. single site, hub-and-spoke, decentralised operations) and present clear, evidence-based recommendations.

- Work closely with the WP2 consultant to align operational and land management considerations into a joined-up strategy ready for integration into the WP3 Implementation Plan.

3. Project Tasks

a. Inception and Coordination

- Attend an inception meeting with BBCWT and Pulse Consult to agree scope, programme, reporting structure and data requirements.
- Participate in regular project working-group meetings (approximately monthly) alongside BBCWT, Pulse Consult and the WP2 consultant.
- Establish effective communication channels to share information and updates between workstreams.
- Ensure consistency of data assumptions (e.g. staffing levels, vehicle fleet numbers, growth forecasts) with WP2 to enable coherent planning.

b. Review of Existing Operational Facilities

- Audit existing BBCWT operational assets including:
 - Head Office – Centre of the Earth (Winson Green)
 - Other office and storage locations used by regional teams
 - Fleet parking arrangements and vehicle management practices
 - IT and communications infrastructure
- Evaluate the suitability, condition and efficiency of these facilities against current and projected needs.
- Identify limitations and opportunities for rationalisation or improvement.

c. Assessment of Future Options

- Review and appraise potential locations for the Trust's future headquarters and operational bases. Options should include:
 - A permanent main office base (accommodating 30–50 staff with meeting rooms and shared facilities).
 - Storage and equipment facilities for tools and vehicles used in natural heritage work.
 - Ancillary office and community space around the region to support a “hub-and-spoke” model.

- Assess each option against criteria including:
 - Capacity and accessibility for current and future needs
 - Visibility and public profile
 - Geographic distribution and connectivity to reserves
 - Public transport and sustainability credentials
 - Cost effectiveness and affordability
 - Potential for attached public engagement uses
 - Integration of green technologies and low-carbon solutions
 - Existing funding commitments or constraints
 - Viability for unrestricted or fundraised investment
 - Preferred ownership or lease models
 - Organisational capacity to implement and operate

d. Integration with Land Management Masterplan (WP2)

- Work in tandem with the WP2 consultant to ensure the Operational Masterplan and Land Management Masterplan are fully aligned.
- Exchange relevant data and assumptions so that recommendations on site location, access and deployment complement nature-recovery and land-use priorities.
- Participate in joint review sessions facilitated by Pulse Consult to identify synergies, overlaps or dependencies between work packages.
- Reflect shared recommendations within the final Operational Masterplan report to enable coherent integration into WP3.

e. Reporting and Outputs

- Provide regular progress summaries to Pulse Consult and BBCWT.
- Deliverables to include:
 1. **Inception Report** confirming scope, programme and methodology.
 2. **Baseline Assessment** of current operational arrangements.
 3. **Options Appraisal Report** setting out findings and comparative evaluations of potential locations and models.
 4. **Draft Operational Masterplan** for review and comment.

5. **Final Operational Masterplan Report**, including:

- Executive summary and strategic narrative.
- Analysis of current facilities and constraints.
- Recommended operational model and estate strategy for the next five years.
- Mapping of preferred locations and supporting facilities.
- Indicative implementation sequencing, costs and resource implications.

6. Presentation of findings to BBCWT staff and trustees.

4. Deliverables Summary

1. Inception and methodology report
2. Regular progress updates and meeting attendance
3. Baseline review of current operations
4. Options appraisals and evaluation matrices
5. Draft and final Operational Masterplan reports
6. Presentation and supporting materials

5. Working Relationships and Communication

- The consultant will deliver services **under the coordination of Pulse Consult**, appointed by BBCWT as the **Project Management Consultant** for the overall programme.
- Pulse Consult will facilitate programme-wide governance, reporting and cross-consultant integration.
- The consultant will work collaboratively with:
 - BBCWT staff and leadership (especially Operations, People & HR, Finance and Nature Recovery teams).
 - The WP2 Land Management consultant.
 - Pulse Consult (Project Manager) through regular progress reviews and joint workshops.

- Recognising that this commission is part of a multi-strand programme, the consultant will not work in isolation but as an active member of a coordinated team.
- The Heritage Fund is a key project partner and retains the right to review and edit project briefs, request meetings with the appointed contractor, and provide input throughout the project's delivery. The contractor is expected to cooperate fully with the Heritage Fund and accommodate any reasonable requests or meetings as part of the partnership requirements.
- The Trust has appointed an external evaluator who will monitor and assess the progress and outcomes of the project. The contractor will be required to engage and maintain open communication with the evaluator, providing information and updates as requested to support the evaluation process.

6. Duration

The appointment will run for approximately **nine months** from contract award to final report submission, with regular working-group meetings and structured reporting throughout.

7. Standards and Compliance

- Compliance with relevant **health & safety, environmental and data-management** standards is mandatory.
- BBCWT will provide existing risk assessments; the consultant must prepare their own task-based and lone-working procedures as required.
- All outputs to be produced in clear, editable digital formats suitable for future update and reference within the WP3 Implementation Plan.

8. Coordination and Added Value

The Operational Masterplan will serve as a core component of BBCWT's long-term resilience strategy. Its success depends on collaboration, open communication and alignment with other work streams.

The consultant's approach should emphasise:

- Active participation in joint sessions and shared decision-making.
- Proactive information exchange with WP2 and Pulse Consult.
- Responsiveness to feedback from BBCWT and partners.

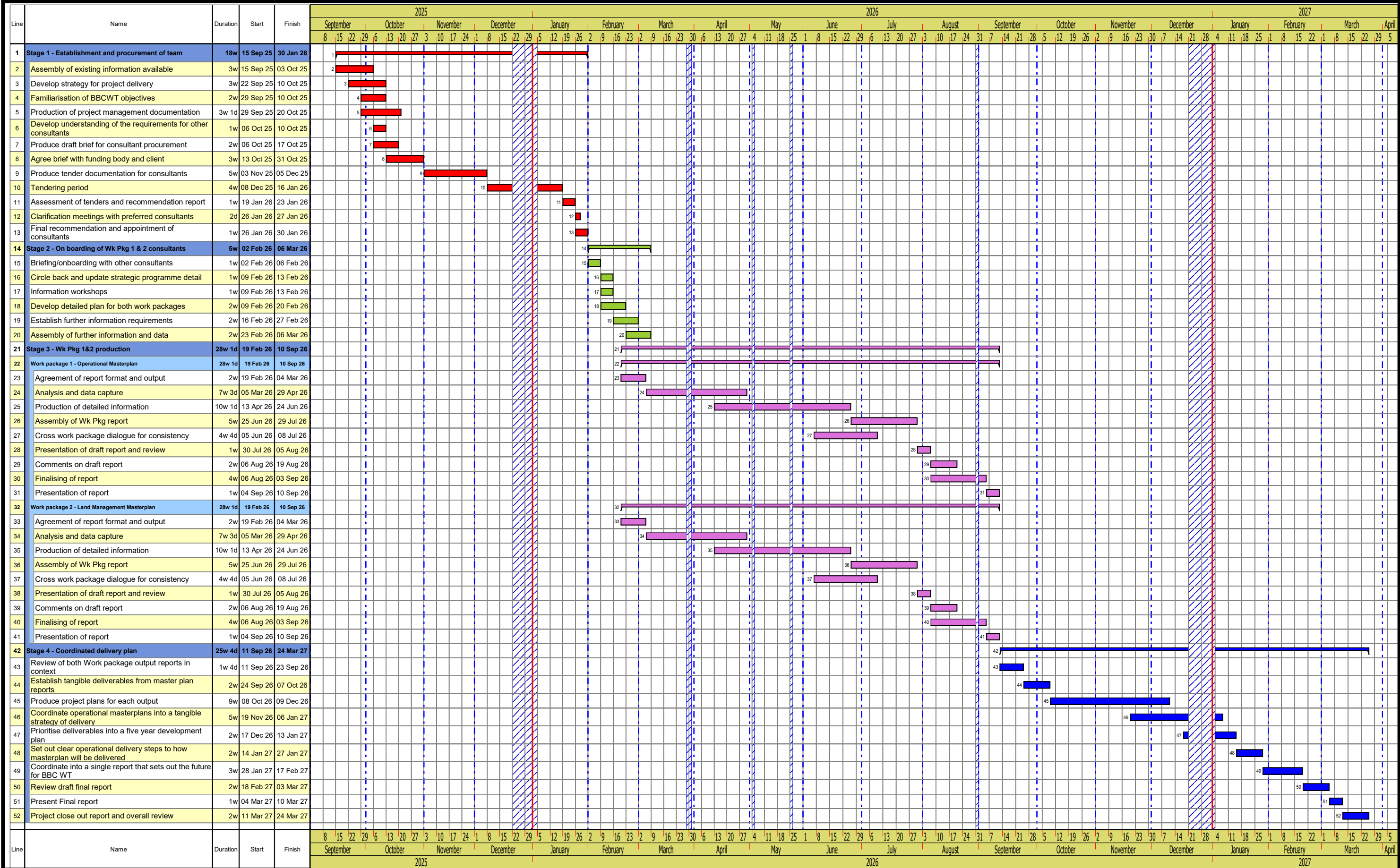
- Commitment to producing a plan that is **practical, coordinated and ready for implementation** as part of WP3.

Resilience Project Work Package 1

Operational Masterplan ITT

Appendix 4 – Programme





Resilience Project Work Package 1

Operational Masterplan ITT

Appendix 5 – Strategic Plan of Work



