



Invitation to Tender

December 2025

Birmingham and Black Country Wildlife Trust

Resilience Project (Work Package 2) – Land Management
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 2 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 Land Management Masterplan will shape a five-year strategy to unlock the full potential of the Trust's land portfolio, driving nature recovery, public engagement, and long-term resilience. It will provide a clear, evidence-based framework for how the Trust manages, acquires, and enhances its sites, identifying where investment and innovation can deliver the greatest environmental and community impact. The Masterplan will appraise opportunities across existing and potential sites, explore new models for sustainable land use, and recommend practical steps to strengthen the Trust's regional presence through accessible and well-connected spaces. Fully aligned with the Operational Masterplan (WP1) and Implementation Plan (WP3), it will set the direction for a coordinated, ambitious, and achievable approach to land stewardship and growth.

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 23rd 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), and;

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: 8th December 2025

Receipt of tender responses 23rd 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 £45,000+VAT has been allocated for Work Package 2.

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.

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



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 are 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 land management, estate planning, or strategic nature recovery projects. Please 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 individual roles, responsibilities, and the specific contributions they will make to the delivery of the Land Management Masterplan. (Maximum 2 pages A4, plus CVs)

2. Approach and Methodology (30 marks)

Please describe your proposed approach to delivering the Land Management Masterplan, explaining how your methodology will ensure robust analysis, stakeholder engagement, and practical, deliverable outputs. Where possible, refer to experience with similar projects within the public or environmental sector. (Maximum 2 pages A4)

3. Innovation and Added Value (10 marks)

Please outline any tools, techniques, or creative approaches you propose to enhance the quality and impact of the Masterplan. This may include data-driven methods, engagement strategies, or sustainability-led innovations. (Maximum 1 page A4)



5. Appendices

Appendix 1 – Form of Tender

Birmingham and Black Country Wildlife Trust

Resilience Project (Work Package 2)

Tender for Land Management 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.



Appendix 2 – Fee Proposal

Birmingham and Black Country Wildlife Trust

Resilience Project (Work Package 2)

Tender for Land Management 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.

Appendix 3 – Scope of Services

Scope of Service – Work Package 2: Land Management Masterplan

1. Purpose of the Appointment

The appointed consultant will prepare a Land Management Masterplan for the Birmingham and Black Country Wildlife Trust (BBCWT).

The work will identify and appraise opportunities across the Trust's land portfolio, shaping a five-year strategy for nature recovery, public engagement, and organisational resilience.

This commission is one of three inter-linked work packages forming BBCWT's Masterplanning & Resilience Programme:

- **Work Package 1** – Operational Masterplan (strategic and physical operational review)
- **Work Package 2** – Land Management Masterplan (this commission)
- **Work Package 3** – Implementation Plan (to be developed by Pulse Consult as Project Manager, integrating the outputs from WP1 & WP2 into a single, deliverable roadmap)

Accordingly, the consultant will work collaboratively and in regular communication with both BBCWT and Pulse Consult, as well as the consultant appointed for WP1. The project will be delivered as a coordinated team effort, ensuring consistency and shared direction throughout.

2. Objectives

The key objectives of the appointment are to:

- Produce a coherent, evidence-based land management and acquisition strategy that aligns with BBCWT's mission, resources and regional priorities.
- Provide options appraisals for existing and potential new sites to determine viability for long-term management, habitat improvement and community use.
- Set out financial models and the geographical distribution to support the overarching approach
- Assess how individual sites contribute to strategic nature recovery and to the public visibility and accessibility of BBCWT.
- Advise on opportunities for publicly accessible or visitor-facing infrastructure that can strengthen BBCWT's regional presence.
- Present clear, prioritised recommendations for the management, acquisition or leasing of land holdings, identifying indicative costs, funding potential and delivery implications.

- Ensure that findings and recommendations are **integrated and compatible** with the Operational Masterplan (WP1) and capable of direct adoption into the Implementation Plan (WP3).

3. Project Tasks

a. Inception and Coordination

- Attend an inception meeting with BBCWT and Pulse Consult to confirm scope, methodology, and programme.
- Agree data requirements, reporting templates and communication protocols.
- Participate in regular working group meetings (approximately monthly) alongside BBCWT, Pulse Consult and the WP1 consultant.
- Maintain close coordination throughout to ensure alignment and knowledge-sharing between workstreams.

b. Review of Existing Sites

- Review and evaluate current BBCWT sites including (but not limited to): Moseley Bog (Birmingham), Deer's Leap (Birmingham), Turner's Wood (Walsall) and Portway Hill (Sandwell/Dudley).
For each site, assess:
 - Habitat value and nature-recovery potential.
 - Accessibility, visitor experience and education value.
 - Operational and financial implications.
 - Opportunities for income generation through sustainable management or public engagement.
 - Appropriate legal/management model (ownership, lease, management agreement).
- Provide comparative evaluation highlighting strengths, constraints and recommended actions.

c. Development and Review of Trust's Ownership Models

- Discussions with BBCWT SLT to understand and develop existing situation and future goals.
- Headline review and SWOT-style analysis of ownership models in relation to organisational goals and the region's existing land use.

- Detailed development and description of preferred approach, including exposition of underpinning financial model(s) to ensure organisational resilience.

d. Assessment of New / Prospective Sites

- Evaluate potential new nature reserves including Park Hall (wetland SINC/Ancient Woodland) and Jockey Fields (SSSI/peat wetland) or equivalent sites arising from Severn Trent's land-transfer obligations.
- Conduct options appraisals considering ecological value, deliverability, cost, governance and long-term management implications.
- Identify the most viable opportunities for BBCWT to pursue within its capacity and funding outlook.

d. Evaluation Criteria

Each site and opportunity should be assessed against the following:

- Visibility and public access potential
- Geographical spread and strategic coverage
- Cost effectiveness and sustainability
- Opportunities for community engagement and volunteering
- Ecological benefit and habitat connectivity
- Alignment with regional/national nature-recovery frameworks
- Existing or potential funding commitments
- Feasibility of delivery through unrestricted reserves or external fundraising
- Interdependencies with other initiatives or partners
- Organisational capacity and skills requirements
- Preferred management/ownership model

e. Integration and Cross-Workstream Collaboration

- Coordinate findings and assumptions with the Operational Masterplan consultant (WP1) to ensure that land and operational strategies are mutually supportive.
- Participate in joint review sessions led by Pulse Consult to discuss overlapping themes such as site visibility, workforce deployment, member engagement and logistics.

- Share draft outputs at key stages to enable consistency of recommendations and facilitate their integration into the final Implementation Plan (WP3).
- Recognise that this work will not be carried out in isolation; collaboration and transparency are core to the programme's success.

f. Reporting and Outputs

- Submit concise monthly progress summaries to Pulse Consult, outlining progress, risks and any dependencies.
- Produce the following deliverables:
 - Inception Report and methodology confirmation.
 - Site review matrices summarising key data, findings and options.
 - Draft Land Management Masterplan (for review and feedback).
 - Design and draft template legal agreements.
 - Final Land Management Masterplan Report, incorporating comments and providing:
 - Executive summary and strategic narrative.
 - Mapping and analysis of current estate and opportunities.
 - Site-specific options appraisals and prioritised recommendations.
 - Implementation considerations (phasing, costs, dependencies).
 - Presentation of findings to BBCWT staff and trustees.

4. Deliverables Summary

1. Inception and methodology report.
2. Regular progress and coordination updates.
3. Site review and appraisal documentation.
4. Draft and final Land Management Masterplan reports.
5. Presentation and summary materials for internal use.

5. Working Relationships and Communication

- The consultant will operate **under the coordination of Pulse Consult**, who act as the appointed **Project Management Consultant** for the overall programme.
- Pulse Consult will facilitate programme-wide governance, progress monitoring and cross-consultant integration.
- The consultant will work collaboratively with:
 - BBCWT staff (particularly Nature Recovery, Operations, and Fundraising teams).
 - The WP1 Operational Masterplan consultant.
 - Pulse Consult (Project Manager) through regular meetings and shared documentation.
- The consultant must recognise that **all outputs will contribute directly** to the combined Implementation Plan (WP3) to be developed by Pulse Consult.
- 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.

The consultant will be expected to attend regular project working-group meetings and provide timely updates through agreed reporting channels.

7. Standards and Compliance

- Compliance with relevant **environmental, health & safety, and safeguarding** legislation is mandatory.
- BBCWT will provide existing risk assessments; the consultant must prepare their own task-based and lone-working assessments as appropriate.
- All outputs shall be digital, clearly formatted and capable of future updating.

8. Coordination and Added Value

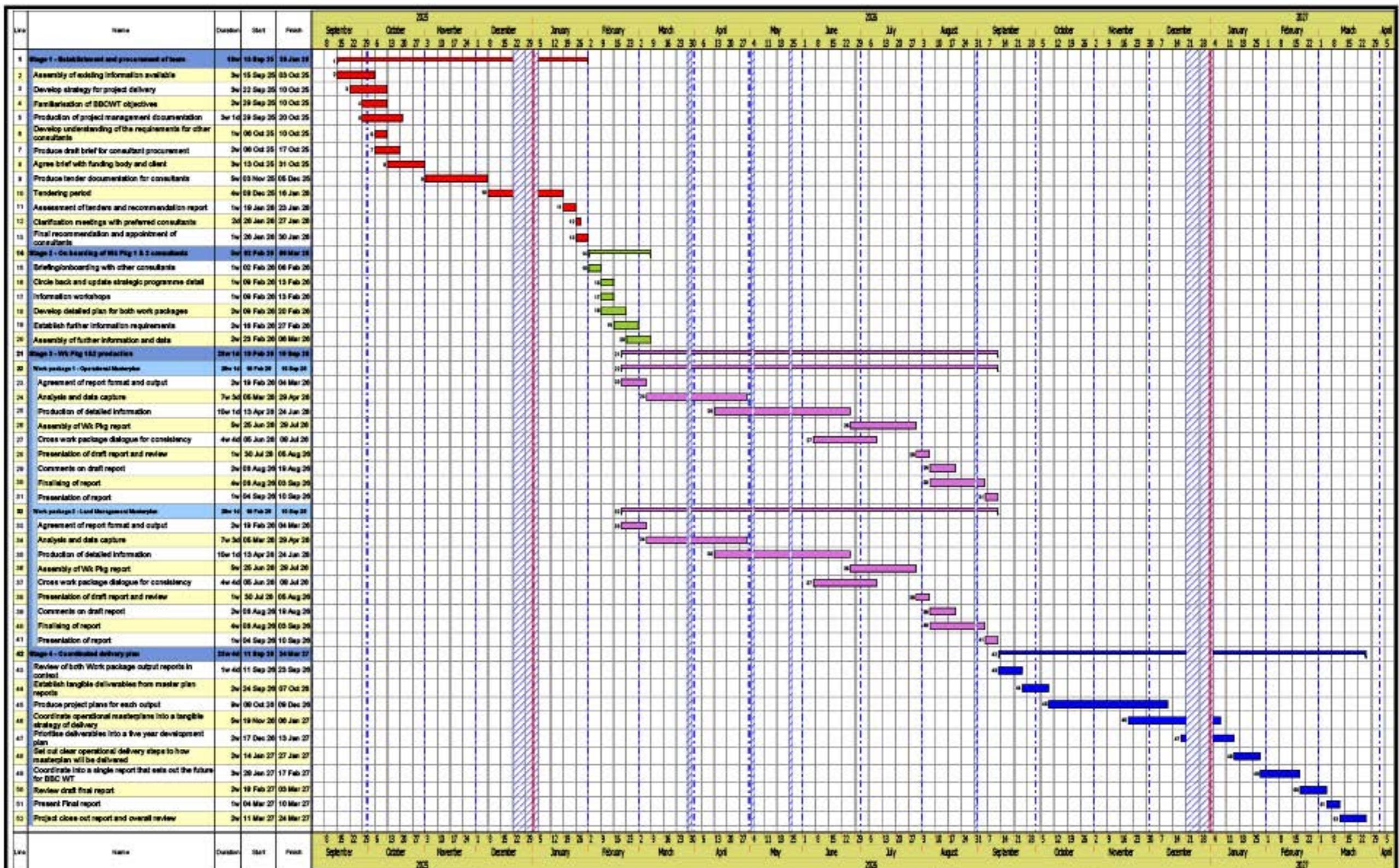
This programme is founded on collaboration. The Land Management Masterplan is not a stand-alone study but a **core component of a unified organisational strategy**.

The consultant's success will depend on:

- Active participation in team meetings and information-sharing.
- Openness to joint workshops and iterative review.
- Responsiveness to feedback from BBCWT, Pulse Consult and the WP1 consultant.

By working as a single integrated team, the programme will produce a cohesive and actionable plan that maximises value for BBCWT and its communities.

Appendix 4 – Programme



Project Name: 5 Year - Strategic Resilience Plan

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Programme Title: **Master Programme**

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Appendix 5 – Strategic Plan of Work

