

Our Common Cause: Our Upland Commons

INVITATION TO TENDER

From	Foundation for Common Land (on behalf of the National Trust)
For	Communications & Interpretation – development and support as part of the Our Common Cause Project Development Phase
Contact	Joy Howells, Project Development Manager, Foundation for Common Land Joy@foundationforcommonland.org.uk , 07552 267481
Date	3 rd December 2018

1. Overview

The Foundation for Common Land and its partners in the **Our Common Cause project** wish to appoint a consultant to develop and support specific communication elements for the development stage, and develop an interpretation plan to inform the delivery phase of the project.

2. Background

In late 2017, the Foundation for Common Land and a broad partnership of organisations successfully secured a first round Heritage Grant from Heritage Lottery Fund to enable it to develop a detailed second round application for submission in November 2019.

The Our Common Cause: Our Upland Commons project will enhance the cultural and ecological heritage of Upland Commons and provide the public with the opportunity to learn about, appreciate and support the continuation of pastoral commoning. The work will take place on identified commons in Dartmoor, the Lake District, Shropshire Hills and Yorkshire Dales.

It will build on the findings of “Better Outcomes on Upland Commons” which conducted five case studies in areas with strong pastoral commoning traditions. It worked to unpack the objectives and motivations of commoners, common land owners, conservation bodies, water companies and other interested parties and this has led to better understanding and learning, key building blocks in the development of trust.

The pilot project identified 10 attributes of successful management and concluded that *‘respectful and long enduring relationships between individuals and groups are at the heart of delivering better outcomes’*. The purpose of this follow on project is to implement these findings to ensure improved outcomes for all.

The project will address the following issues identified by the “Better Outcomes” work:

- Lack of skills among commoners, conservation bodies and owners, including the loss of institutional memory when succession of individuals occurs,
- Lack of understanding of each other’s interests and outcomes, and lack of motivation to deliver public goods,
- Conflict resolution where long standing disputes act as a barrier to better outcomes,



- The narrow focus on a limited number of outcomes, with cultural landscape and the cultural heritage provided by commoners and owners, too often undervalued,
- Lack of awareness of the role commoning plays in delivering numerous public goods and a general lack of understanding about commons and how they function.

Although the project is being led by the Foundation for Common Land, its role is as convener of a broad partnership of organisations: The National Trust as the “Accountable Body”, Cumbria Wildlife Trust, Dartmoor Commons’ Council, Dartmoor National Park Authority, Devon Wildlife Trust, Duchy of Cornwall, the Federations of Cumbria and Yorkshire Commoners, Friends of the Lake District, The Heather Trust, John Muir Trust, Lake District National Park Authority, The Moorland Association, National Farmers’ Union, National Sheep Association, Natural England, Open Spaces Society, Royal Society for the Protection of Birds, Shropshire Hills AONB Partnership, Shropshire Wildlife Trust, South West Water, Yorkshire Dales National Park Authority and the Yorkshire Wildlife Trust.

3. Scope of Services Required

The Scope of work includes some initial work on defining target audiences, best communication media for those audiences and key messages followed by two complementary and parallel elements focusing on communications support in the development stage (now until October 2019), and planning for interpretation activity for the delivery stage which we anticipate will follow after bid submission in November 2019.

3.1 Identify target audiences, most effective communication methods and key messages for the Project – Work with the project team to define a range of **target audiences** that the Project wishes to communicate with and engage, set out the best communication **methods** for these audiences, and agree some simple **key messages** for promotion around the project objectives and desired outcomes (some work has already been progressed on this). This early element of the work will inform both the communications support and interpretation development elements.

3.2 Communication and promotion support for Development:

- **Consider options for how the project should best be branded, and design project branding elements** - Considering the most appropriate and effective methods of branding, work with the project staff and partnership to recommend how best to brand the project given the complexity of this national project and Partnership. Design simple branding elements based on these recommendations. Any agreed branding will need to be suitable for use in the development phase of the project as well as for use during the anticipated delivery phase between 2020 and 2023.
- **Foundation for Common Land / Our Common Cause Website** – a new website design and build is required for the Foundation for Common Land incorporating the Our Common Cause project, using the agreed branding elements, that would host text, images and video (either embedded or via linked social media) during the development phase but should be designed, from the start, to be capable of hosting more complicated information during delivery, likely to include for example, events listing, downloadable documents and resources, comments forum and blogs. As part of legacy planning, the



website should be designed so that project staff can maintain and update the website on a day to day basis, without the need for significant ongoing professional support.

- **Commons Charter design** – the project has been working with partners over the last six months to develop a Commons Charter, which is now in draft form (2 sides A4). The requirement is to work with the PDM and key partners to produce a number of products to communicate the Charter to target audiences – likely to include professionals/organisations, farmers/commoners and potentially the wider public. These should be suitable for hard copy print and/or digital use on websites and forums. This will require both an editorial and design role.
- **Our Common Cause Project newsletter** – Using the agreed branding, design a template for a project newsletter which would be used to tell the story of the Our Common Cause project during development and delivery, which could be populated with text/images by the Project team. Final design should be suitable for print and digital use.

3.3 Our Common Cause Interpretation Strategy for Delivery:

As part of the development phase work there is a requirement to research, develop, design and cost proposals for a range of interpretation that will form part of the delivery plan and bid document for the 3-year delivery phase of the project, anticipated to start spring/summer 2020.

The consultant will need to work closely with the PDM, Area Facilitators and Area Groups across all four study areas to:

- Using the agreed key messages and target audiences, **define and develop themes/topics** for interpretation around commons and commoning.
- Using the theme/topic areas, alongside developing project ideas and discussions with project staff and partners from across the four areas, **develop an interpretation strategy** that will incorporate a range of techniques – which could include media, events, activities, experiences - and be suited to a range of both off-site and on-site situations. We are particularly interested in ideas for involvement and engagement of audiences through creative arts. In order to fulfil this commission we would suggest that some time will need to be spent in each local area and with the project team, discussing potential ideas for interpretation items and activities which complement the delivery programme as a whole.
- Develop **detailed proposals and costings** for the recommended interpretation (to equivalent of RIBA Stage 3 as required for HLF stage 2 funding bids see www.hlf.org.uk). This should include:
 - Developed designs for items (panels/leaflets) and plans for events/activities
 - Specification of materials where appropriate
 - Full costings related to the production of the proposed interpretation elements and including a suitable management fee for a consultant to manage the design and delivery of the interpretation work.

The proposals should explore a wide range of cultural and natural heritage associated with the chosen commons and commoning in general. These hooks and themes may include for example place names, renowned flocks or farming families, archaeology and historic monuments, rare



species of plant or animal, folklore or local landmarks as well as land management/farming practice/agri-environment support.

Intellectual Property Rights

Intellectual property rights for the concepts and proposals developed under this contract will belong to the Foundation for Common Land and the successful consultant.

Heritage Lottery Fund Requirements

Heritage Lottery Fund must be acknowledged in accordance with their guidance, on any outputs or communications/advertising material. Any digital outputs must comply with HLF's requirements which can be found on their website.

4. Required outputs

- The successful organisation will be expected to work closely with the Our Common Cause partnership, project team and area group partners in order to understand the significance of the chosen commons and our priority audiences
- An agreed set of target audiences and key messages to inform ongoing communications work
- For Communications and promotion support
 - Agreed proposals and designs for branding the Our Common Cause Project
 - Fully functioning website and hosting till at least 2023
 - Produce up to three communication 'products' for the Commons Charter aimed at target audiences
 - Newsletter template
- For OCC Interpretation Strategy
 - A draft interpretation strategy summarising target audiences, key messages and agreed themes/topics and giving outline ideas/proposals to be submitted to and agreed with the Project Manager (by 5th July 2019), and suitable for presentation and discussion at a Steering Group and/or Area Group;
 - A final Interpretation strategy including clear recommendations - in the form of project proposals with detailed costings - for a programme of interpretative work that could be taken forward in the delivery phase of the Our Common Cause Project.

5. Budget and Schedule

- This work is funded through an Our Heritage Development Grant, and the main contributor is the Heritage Lottery Fund.
- The budget for this contract is in the region of £15,000 exc. VAT to include travel expenses, materials and any other expenses associated with the work.
- The completion date for the contract is 31st August 2019.
- Payment will be made in staged payments to be agreed at induction but likely to be 20% on appointment, two interim payments of 30% at a time to be agreed, and a final 20% on contract completion.



6. Available Materials

- General information about the initiative can be found at: <http://www.foundationforcommonland.org.uk/>
- The first round application is available on request from joy@foundationforcommonland.org.uk

7. Contract Management

This contract will be managed by the Our Common Cause Project Development Manager, Joy Howells (joy@foundationforcommonland.org.uk) who is employed by the National Trust and seconded to the Foundation for Common Land. The contract will be with the National Trust and will need to comply with the Trust's General Terms & Conditions (attached).

8. Timetable

Proposed milestones and timings for delivery of the work are given below, but will be discussed further and confirmed at inception.

MILESTONE	DEADLINE
<i>Submit tenders in response to this brief</i>	<i>Fri 11th January 2019</i>
<i>Selection of preferred contractor (including possible telecall/meeting to discuss the work further)</i>	<i>w/b 14th January 2019</i>
<i>Contract start date and inception meeting</i>	<i>w/b/ 21st January 2019</i>
<i>Define target audiences and key messages</i>	<i>28th February 2019</i>
<i>Branding proposals and designs agreed, newsletter template designed</i>	<i>15th March 2019</i>
<i>Complete 'products' for Commons Charter</i>	<i>30th April 2019</i>
<i>Develop and agree themes/topics for interpretation</i>	<i>30th April 2019</i>
<i>Submit draft Interpretation Strategy with outline ideas/proposals for comment</i>	<i>5th July 2019</i>
<i>Present outline findings to Steering Group</i>	<i>Friday 12th July 2019</i>
<i>Work up specifications and costs and submit final Interpretation Strategy</i>	<i>31st August 2019</i>

9. Tender Submission

Please submit a short proposal (no more than 12 sides A4) outlining how you would approach this work to Joy Howells joy@foundationforcommonland.org.uk by **5pm on Friday 11th January 2019**. We will aim to finalise the appointment by 21st January 2019.

Your proposal should include:

- An outline of how you would deliver the work within the timescales available,
- Details and relevant experience of the individual(s) who will be delivering the work,
- Examples of similar work completed for other projects including any HLF projects,



- An outline budget and timetable broken down into the different components of the work:
 - The fee structure for the individual/s involved including estimated time allocation
 - Estimated costs for travel and any accommodation or other subsistence
 - Total cost for all work and expenses, excluding VAT
 - VAT status.

10. Selection Criteria

The submitted proposals will be assessed against the following criteria:

- Approach to the work including methodology and timescale
- Qualifications and skills of named individual/s who will be delivering the work
- Understanding and track record in relevant topic areas, including in particular an understanding and appreciation of the farming/landscape/heritage sector
- Track record and experience of carrying out similar work, including for HLF
- Day rates, allocation of costs and overall value for money.

The Project Development Manager reserves the right to reject the proposal if they are not satisfied with the content and/or not to appoint the cheapest or any tender for any reason.

