

# Our Common Cause: Our Upland Commons

## INVITATION TO TENDER

**From** Foundation for Common Land (on behalf of the National Trust)

**For** Facilitation and coaching support to the Our Common Cause Project

**Contact** Joy Howells, Our Common Cause Project Development Manager (PDM)  
[joy@foundationforcommonland.org.uk](mailto:joy@foundationforcommonland.org.uk)

**Date** April 2018

### 1. Overview

The Foundation for Common Land and its partners in the Our Common Cause project wish to appoint a consultant to facilitate elements of the project's development and to support and coach stakeholders from partner organisations and the commoning community in facilitation and conflict resolution skills.

### 2. Background

In June 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 December 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 four areas of England - 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. See <http://www.foundationforcommonland.org.uk/better-outcomes-on-upland-commons>.

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, Federation of Cumbria 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

There are two elements to the contract:

1. The successful consultant will work with participating organisations to create a Commons' Charter which will aim to embed the ten attributes of success identified in the Better Outcomes study in each organisations' work on common land. A meeting of the entire partnership will be convened early in the development process to take this work forward with the assistance of the external facilitator. **The planned date for this is 19<sup>th</sup> June 2018 in London.** Preparation prior to this meeting and follow up work with FCL and partners will be required, potentially including further workshop/s. The Charter will recognise that many of the organisations have different perspectives of commons, and will build agreement about how we work together and respect others' interests rather than developing explicit objectives.
2. The second element is to support staff and key stakeholders working on the Project from within each of four distinct areas of England - Dartmoor, Shropshire Hills, Lake District and Yorkshire Dales to adapt the Dartmoor model and develop a vision for each common (12 in total). This will establish outcomes for all potential stakeholders to work towards which can then be used to develop joint plans for active management for at least some of those commons. The process will involve, and be



supported by the commoners, common owners and main users of the common, including local communities. The vision will address all the principle public benefits and ecosystems provided by the common, including public access, water (catchment and flood prevention), archaeology and cultural heritage, biodiversity, health, food production and carbon storage. Information collected as part of other development stage projects will inform the visioning process.

Initially, a workshop will be held in each of the four areas for key individuals to:

- a) learn about the visioning process -While the Dartmoor Vision process is a key tool, incorporating learning from other visioning processes will be welcomed.
- b) learn some basic facilitation and conflict resolution skills to take forward in their work related to this project;

We anticipate that local Area Facilitators (already appointed in each area) will take a lead on a) and the consultant on b) above.

Thereafter the process to develop a vision for each of the 12 commons will be led by the local Area Facilitator but further support will be required from the consultant on a more informal basis during development of the visions for each common. This will vary from common to common depending on the skills of the project leaders and the state of existing relationships in each area and on each common, so a flexible, needs-based approach working with the PDM and Area Facilitators is required.

#### **4. 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 a maximum of £15,000 exc.VAT to include travel expenses, materials, and other expenses associated with the project. It is anticipated that the budget will cover at least 25 days facilitation broken down across development of the Commons' Charter, and the visioning process across the four areas, including attendance at the initial workshop in each area.
- 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.
- The contract is expected to last for 12 months.

#### **5. Essential Products and tasks required**

- Preparation for and attendance at Our Common Cause Partnership meeting 19<sup>th</sup> June 2018, central London.
- Liaison with FCL Executive Director and Project Development Manager and work towards development of the Commons Charter.
- Workshops with Area Facilitators and key stakeholders in four geographical



areas and follow-up summary reports.

- Ongoing call-off support to visioning process for each common in the four areas depending on need.

## 6. Available Materials

- General information about the initiative and the Better Outcomes report can be found at: <http://www.foundationforcommonland.org.uk/>
- The Dartmoor Vision process is available at: <http://www.uklandscapeaward.org/Entryfiles/1281686240A-Vision-for-Dartmoor-2010.pdf> and <http://www.dartmoor.gov.uk/living-andworking/farming/moorland-vision>
- An electronic copy of the first round HLF application for Our Common Cause is available on request from the Project Manager.

## 7. Contract Management

This contract will be managed by the Our Common Cause Project Development Manager, 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 (copy attached). All correspondence and queries relating to the delivery of the contracted work should be directed to Joy Howells, Project Development Manager, [joy@foundationforcommonland.org.uk](mailto:joy@foundationforcommonland.org.uk) , 07495 529661.

The Consultant will also need to work closely with the FCL Executive Director who is leading development of the Commons Charter, and the four local Area Facilitators (freelance contracts) who have been appointed to lead development work in each area.

## 8. Timetable

MILESTONE	DATE
<i>Submit tenders</i>	<i>4th May 2018</i>
<i>Shortlisted consultants informed</i>	<i>7<sup>th</sup> May 2018</i>
<i>Interviews (Lake District or Yorkshire Dales TBC)</i>	<i>Morning of 17<sup>th</sup> May 2018</i>
<i>Facilitating the development of a Commons Charter with national partners</i>	<i>June-November 2018</i>
<i>Partnership meeting with facilitated session on Commons Charter (central London)</i>	<i>19<sup>th</sup> June 2018</i>
<i>Workshops and intro to coaching/negotiation skills in four areas</i>	<i>July –October 2018</i>
<i>Facilitating initial stages of vision process in four areas</i>	<i>November 2018 - February 2019</i>

## 9. Tender Submission

Please submit a short proposal (no more than 10 sides A4 including background information) outlining how you would approach this work to **Joy Howells** ([joy@foundationforcommonland.org.uk](mailto:joy@foundationforcommonland.org.uk)) **by 12 noon on 4<sup>th</sup> May 2018**. Shortlisted consultants will be contacted on 7<sup>th</sup> May 2018 and may be asked to take part in a discussion about the work in the Lake District/Yorkshire Dales on 17<sup>th</sup> May 2018 or by telephone to be confirmed. Please confirm with the tender submission that you will be available on this date.

Your tender 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 of the level of understanding of upland farming and the issues it faces,
- 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
  - Costs of materials and venues
  - Estimated costs for travel and any accommodation or other subsistence
  - Total cost for all work and expenses, excluding VAT
  - VAT status
  - Confirmation that you can attend the Our Common Cause planned Partnership meeting on 19<sup>th</sup> June 2018 in London, and facilitate a session on the Commons Charter development.

## 10. Selection Criteria

The submitted proposals will be scored 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 specific topic area – rural issues, upland farming
- Track record and experience of carrying out similar work, particularly in building consensus between a range of stakeholders, negotiating in difficult situations/contentious issues
- 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.

