

**The Durham Bird Club invites tenders to quote for the following project management and coordination work:**

**Project Coordination and Delivery of the 'Birds of Durham - Heritage Project, 2010 to 2011'**

**1. Introduction & Background**

**1.1. Introduction**

The Durham Bird Club is seeking to appoint an independent environmental consultant/project manager to act as Project Coordinator for the *Birds of Durham Heritage Project*. This role will involve the input of relatively small amounts of coordination time, on a regular (monthly) basis, over a sustained, short to medium term project delivery timetable. The Durham Bird Club expects that the Project Coordinator's commitment of time, over the lifetime of the Project (some 20 months), will average 2-3 days per month (although this may vary at times, and may consist of, for instance, 4 half days in any one month or a number of other, variable time configurations; depending on need and the development phase of the Project).

The successful Project Coordinator will need to be able to 'project manage' the processes of the Project and 'connect' to both the Club's membership and the wider communities with which the project is designed to relate.

It is anticipated that the successful tender will be both cost-effective and demonstrate that the successful consultant:

- has a proven project management ability
- a successful track record of working in partnership
- experience of delivering heritage initiatives with and for local communities, in an inclusive and engaging fashion
- an understanding of local wildlife issues
- some understanding of ornithological networks

All of the above will need to be done cost effectively and within the constraints of a working, but tight, budgetary framework. Furthermore, it will be crucial for the successful delivery of the Project that the Project Coordinator is able to ensure that the bird heritage messages developed out of the research process cross-fertilise the range of heritage products that will be produced and promoted by the Project.

The funding for the Project has been derived largely from the Heritage Lottery Fund, but will also draw upon some commercial sponsorship (still to be secured) and various packages of funding from the Durham Bird Club and other partner organisations. One of the main driving mechanisms for the Project's successful delivery will be the input of volunteers from a number of organisations.

**1.2 Background to the Birds of Durham Heritage Project**

The *Birds of Durham Heritage Project* is a multi-faceted project that through the processes of research, public participation and book publication will lead local people to a greater appreciation of the County's birdlife, and the history attached to it, as the most high profile aspect of the north-east region's rich and varied natural heritage.

Durham is one of the few really significant English counties, in ornithological terms, which has not had a full, modern account of its bird life published. In 2011, it is sixty years since the publication of George Temperley's ground-breaking '*A History of the Birds of Durham*'. Some areas of the UK have had two or even three such books published over this period. At the time of publication, Temperley's work set the standard for such works. At the time of publication, the author, George Temperley's work was at the cutting edge of documenting the natural heritage of the north east and, for his work he was awarded the British Trust for Ornithology's highest national award, the Bernard Tucker medal. Amongst natural historians of the region the book bears that rare accolade, it does not have to go by its title, it is known simply as 'Temperley'.

However, the 'simple' task of publishing what might be considered a specialist book in the early 21<sup>st</sup> century, whilst of huge heritage merit in itself, does not serve to deliver the sort of inspirational and inspirational engagement, which Temperley himself produced in simpler, less sophisticated times. To do justice to Temperley's vision today, something much bolder and more expansive in its reach needs to be considered and delivered. Something with the creation of a new *Birds of Durham* at the heart of the process, but with the ability to reach out to people and communities across the area, bringing the past to life with a view to changing how we view the environment of the future.

### **1.3 The Process**

At the heart of the *Birds of Durham Heritage Project* is a research process that will be 'driven' by the membership of the Durham Bird Club, supported by various associated organisations. This will, by engaging and involving members of the public in both the research and the dissemination of the results of the research, lead to a much enhanced understanding and appreciation of the County's birdlife and its history. It is intended that one of the practical outputs of the research process is the amassing of a body of data, which will allow the production, and publication in 2011, of a new County Durham avifauna. This, a 'Temperley' for the 21st century, will be published under the name *The Birds of Durham*. However, it is the research and public engagement processes that lead to this publication, which are at the core of the '*Birds in Durham Heritage Project*'.

The book itself, the *Birds of Durham* will stand as a heritage statement for generations to come. The supplementary aspiration from this work is that all participants in the process, and all those engaged through the project's broader activities, move towards a greater appreciation of natural history and related, heritage themes because of their connection with the project.

### **1.4 About the Durham Bird Club**

The Durham Bird Club, which features as its symbol one of Britain's most iconic birds, the Black Grouse, is a relatively small but active organisation (*circa.* 320 members at October 2009), which aims to promote the enjoyment of birds by birdwatchers, whilst at the same time increasing the documented knowledge of birds and the habitats they use, within the 'vice-county' of Durham (i.e. between the rivers Tyne and Tees). It has no paid staff. The Club plays a prominent role in matters concerning the conservation of birds, and their habitats, in the north east of England and it works closely in such matters with local councils and other organisations.

Year round, the Club organises a series of indoor lectures, illustrated talks, and a varied programme of field trips and other events for its members. It has a Project and Surveys Group, which co-ordinates studies of the county's bird life and contributes to nationally organised survey work, and a practical conservation group, which undertake small-scale habitat management projects and bird conservation tasks.

The Club also runs a website [www.durhambirdclub.org.uk](http://www.durhambirdclub.org.uk) some areas of which are free and open to the public, it publishes a quarterly magazine, *The Lek*, which features news and reports about birds in the area, as well as an annual report, *Birds in Durham*. This latter publication is the definitive account of all species recorded in the area, during the year in question, and all members receive it. Membership of the Club is open to all on payment of an annual subscription fee.

## **2. Aims & Objectives of the Project**

### **2.1 Aims of the *Birds of Durham Heritage Project***

The over-arching aim of the '*Birds of Durham Heritage Project*' is, through the research processes and events activities, leading to the production of a new *Birds of Durham*, to help local people learn about their own natural heritage using the history of the County's bird life as an exemplar for this. From this greater awareness it is hoped to grow in people, an increased understating and appreciation of how important heritage is 'in the round'.

### **2.2 Objectives of the Project**

To achieve this, the Durham Bird Club will meet the following objectives, amongst a number of others:

- Build and manage a funding package to resource and deliver the whole process
- Work with an array of partners, from appropriate sectors, to support this work

- Create, and disseminate, a set of resources, which will function as 'heritage statements' in themselves
- Use all of the above tools, to connect a wide variety, and large number, of people and communities, to birds as the most high profile aspect of the natural world
- Produce and publish a high quality new *Birds of Durham*

### 2.3. Outputs

The Project's outputs will include:

- A set of 'on-line resources' that grow out of the research work for the book. There will be at least 15 different resources and these will include: an 'Avifauna research blog'; web-based 'stories' of birds, people and places; a 'life of George Temperley'; a history of the Durham Bird Club, and a range of stories connecting some of the bird heritage events. Some of these resources would take the form of a set of 'talking heads' films, which could also be made available for wider dissemination, as a DVD
- A suite of at least ten 'Bird Heritage Information Panels', located around the County. These will tell the stories of exciting birds, in the locations where the incidents happened and where people might not expect to see such stories relayed
- A year-long suite of people and community engagement activities. The events would be designed, and delivered, to promote the heritage of the area's birdlife, e.g. through guided walks, lectures and other public participation events. These will include a series of public events to launch and promote different aspects of the whole heritage package
- The creation of 'community links' (e.g. with a school, a community group or a community of interest), at least one for each 'Bird Heritage Information Panel'. One of the purposes of these links is to bridge the gap between the research process, the heritage information, local people and communities, and the participation events that relate to them. A second purpose is to ensure that the local community has an active role in participating in the celebration of the 'doorstep heritage' that the Bird Heritage Information Panels represent.
- A high-quality, printed book (print run of 1500), which will document the history and status of every bird species ever recorded in the 'County' of Durham
- A high profile event to celebrate and promote the publication of *Birds of Durham*

### 2.4 How will this be Achieved?

The project's aims will be achieved by involving local communities in a programme of investigation and learning that will inform the creation of a suite of resources to aid the delivery a raft of activities that grow out of the research process. Collectively, these will be used to engage people and grow support for the natural heritage of the area, as well as the organisations that promote it.

The whole Project will be delivered by working in partnership with a raft of organisations in the region, including:

- The Natural History Society of Northumbria
- The Durham Wildlife Trust
- Tyne & Wear Archives and Museums Service
- Teesmouth Bird Club
- The Durham Upland Bird Study Group

By using local bird club volunteers as community contacts, organised into a countywide network, links will be made between the Club and local community groups (e.g. a school, a community facility or a 'community of interest'). The objective is to connect organisations not just to the bird heritage events (e.g. guided walks) but the stories and the research process behind them.

## 3. The Scope of the Project

The *Birds of Durham Heritage Project* has a broad and inclusive scope that will require a flexible and innovative mindset, to secure all of its broad community-focused aspirations. The full scope is best understood by realising that the project has been designed to support the delivery of HLF's learning, participation and conservation aims in an array of ways, as well as delivering on its core objective and outputs. For example:

- To support the delivery of learning the Project will develop: exhibition banners and display materials; PowerPoint displays; a Project leaflet and events guide; the on-line resources; guided walks; presentations and a programme of four high profile public lectures, to celebrate and

promote various stages in the Project. In addition, there will be locally organised presentations by Durham Bird Club members across the County, and small-scale exhibitions with literature and information about the Birds of Durham Heritage Project will be staged at high profile locations around the County throughout 2011.

- To encourage participation in the processes of research and the public events, the Durham Club will: engage a broad base of its membership in the work; it will attempt to create community links, on a case by case basis, chosen local communities and groups to get their involvement in the research work of the Project. All event attendees will be encouraged to visit the research blog and attend further events and activities. The working groups will be charged with developing ways of encouraging participation amongst specific groups that are able to support the research processes
- Conservation - the production of the book and the research processes that leads to it will, in a broad and ongoing sense, deliver a lasting conservation message by the very act of documenting the huge wealth of avian heritage that County Durham holds. Without such documentation of what currently 'is', and has been, there can be no contextualisation of the conservation process and therefore, no true yardstick for measuring its future success.

## **4 The Project Coordinator's Role and Requirements**

### **4.1 The Project Coordinator's Role**

Essentially, the Project Coordinator's role is to take the lead role in delivering the managerial and operational functions of the Birds of Durham Heritage Project. Key identified tasks for the Project Coordinator will be to:

- Ensure that the *Birds of Durham Heritage Project's* research activities are appropriately 'rolled out' into a fully-realised people participation package. This will deliver a good experience to local people and communities and manifestly, increase their appreciation of birds as a key aspect of the north east of England's natural heritage; thereby creating a national exemplar for how such future work should be undertaken
- Support and steer the work of the Contents Working Group, according to briefings received by the DBC committee
- Chair and coordinate the work of the People Engagement Group, according to briefings received by the DBC committee
- In support of the DBC Chair and Secretary, develop and maintain liaison and communication channels with all supporting partners of the *Birds of Durham Heritage Project*
- Report to the DBC Committee on progress and developments with the Project on a bi-monthly basis
- Liaise with the Chair of the DBC and other officers of the Committee on a regular basis to ensure the timely discharge of 'standard' project management tasks and issues e.g. payment of invoices and so forth
- Undertake a rolling 'gap analysis' of the research process and identify from this analysis where additional research for the book contents is required and engage people to undertake this work
- Identify the resource by which this additional research can be undertaken
- Where this additional research cannot be easily achieved through the Club membership or supporting partners, or other volunteers, to undertake the above referred to research as deemed necessary
- Support the work of the Club committee in approaching third party funders and potential supporters, in order to build a funding support package for the *Birds of Durham Heritage Project*
- Support the work of the Club committee in promoting and publicising the Project's work through the media e.g. press releases, media interviews
- Assist the Durham Bird Club Committee with, and advise them upon, aspects of the evaluation of the Project
- Undertake any other task that the Durham Bird Club management group deem appropriate and to fall within the priced bid of the successful tender (however, if such additional tasks are agreed to fall out with the original tender, then additional payments may be negotiated)

It is anticipated that the work of coordinating the Project will take up to four days a month of the Project Coordinator's time, though the average monthly input (over the anticipated 20 months of the Project), will be in the order of 2-3 days time input per month (although this will vary according to the

stage of development of the Project and may need to consist of 4 half-days or some other time configuration). The consultant's quotation should reflect these time estimations in the final price.

#### **4.2 The Project Coordinator's Skills and Knowledge Requirements**

It is anticipated that the successful tender will demonstrate or give evidence that the consultant has the skills and knowledge, to:

- Show how they can 'project manage' the processes of the Project or demonstrate their proven, successful project management ability
- Understand how local wildlife organisation's work and therefore be able to connect to the Club's membership and the DBC Committee
- Connect to the wider communities with which the project is designed to relate
- Understand the local wildlife and ornithological networks
- Have a successful track record of working in partnership
- Have experience of working with volunteers
- Understand project evaluation mechanisms
- Be able to deliver heritage initiatives with and for local communities, in a both inclusive and engaging fashion
- Understand budgets and cost-effective working practices
- Be able to deliver within a tight, budgetary framework
- Have an understanding of local wildlife issues
- Have an understanding of local ornithology, ornithological history and birdwatchers' perspectives

In addition it would be useful if the successful consultant had some experience of:

- Chairing committees and steering groups
- Working with communications and the media
- Raising funding or other kinds of resources and support
- Literature research and some aspects of wildlife or ornithological writing

#### **4.3 Project Governance and Management Structures**

The ongoing, day-to-day management relationship with the Project Coordinator, once appointed, will be maintained by a small sub-group of the Durham Bird Club committee, notably the Chair, the Treasurer and the Secretary (the Management Group); with the first point of contact for most practical management purposes being the Chair of the Club.

In broader perspective, it is the 'Durham Bird Club' that as an entity, through its committee, will oversee the management of the 'Birds of Durham Heritage Project'. Ultimately, the Durham Bird Club will be responsible for managing all aspects of the Project, through the Club Committee, supported by a network of supporting Club members with specialist skills and knowledge.

Management functions undertaken by the Club will include: heading up the overall project (via the Chairman of the Club); the financial management of the Project (through the Club Treasurer and auditor); reporting to funders, partners and Club members (via the Club Secretary); and public relations, through a combination of committee members and external support from partners. The various Club mechanisms including the *Lek* and the Club website will be utilised to facilitate these processes.

The Club will be responsible for contracting and managing any external designers, artists, consultants or technical advisors, required to deliver the Project's aims and objectives, as necessary.

#### **4.4 Management Structures**

To support the delivery of the Project, the Durham Bird Club will set up two management groups (see below) that would deal with the delivery of this Project. The first of these would be concerned with over-seeing the Project research and the production of the contents of the book. The second grouping would be more concerned with the overall project 'community connections' and how the book contents relate to the other people engagement activities and heritage outputs.

- ***Birds of Durham, 'Contents Working Group'*** - This group, would meet on a periodic basis, at least every two months, and comprise five or six experienced Club members, the Club's contracted Project Coordinator and the County Ornithological Recorder
- ***Birds of Durham Heritage Project, 'People Engagement Group'*** - This group, would meet

on a periodic basis, at least every two or three months, and comprise the Bird Club's contracted Project Coordinator and representatives from a number of the other Partner organisations, such as the Tyne & Wear Archive and Museums Service, the Teesmouth Bird Club and the Natural History Society of Northumbria

### 5 Project Timetable (Indicative)

The timetable of the Project needs to be developed in such a way that the various strands of work will complement each other. For example, research work for the book will need to be conducted in a fashion that allows this to be cross-referred to guided walks, and other public engagement tools.

Invite tenders for Project Coordination	June 2010
Work commences on coordinating the project	June 2010
Appoint Project Coordinator	June 2010
Continue work to complete a 'funding pot' for <i>Birds of Durham Heritage Project</i>	June 2010
Commence work on coordinating the research and contents of the book	June/July 2010
Establish an avifauna 'Contents Working Group'	June/July 2010
Establish 'Avifauna Project Management working group' under the direction of the Project Coordinator	June/July 2010
Undertake research work for <i>Birds of Durham Heritage Project</i>	March 2010 – March 2011
Develop species texts for book	July 2010 - April 2011
Commence design of Bird Heritage Interpretation panels	Autumn 2010
Proofs of boards to printers/manufacturers	November 2010 - January 2011
<i>Birds of Durham</i> drafts to printers	May/June 2011
Unveiling of Heritage Bird Interpretation Panels	Through 2011
Heritage walks and events programme commences	January 2011
Possible launch of <i>Birds of Durham</i> at the British Birdwatching Fair at Rutland Water	August 2011
High profile regional event to celebrate the publication of the <i>Birds of Durham</i> book	Autumn 2011

The work of the Project should be completed by 31 December 2011.

### 6 Tender Proposal

The Proposal should address and demonstrate the following:

1. An understanding of the Objectives of the Project
2. A proposed methodology, with specific reference to the scope, evaluation criteria and outputs of the *Birds of Durham Heritage Project*
3. How the Project Coordinator would undertake the Organisation, Staffing and delivery of other Resources required to secure a successful outcome to the Project
4. Details and background of any personnel who will undertake the Project's Coordinators assignments: this should include the names; CV's; professional qualifications; as well as relevant experience and achievements
5. Details of the individual who will act as the main point of contact for any issues relating to service delivery, management reporting, or any contractual performance issues
6. Approach to stakeholder engagement and how it will be applied to this project
7. Fee proposal (please see section 9);
8. Acknowledgement of the Terms and Conditions. Any objections to the Terms and Conditions should be highlighted in the Proposal, together with any suggested amendment

## 7. Fee Proposal

Please note that the contract for the coordination of this Project will be awarded on a 'fixed-fee basis' (i.e. the price for delivering the whole of the contract) The successful applicant will be able to make monthly draw downs of funds against detailed invoices submitted to the Club Treasurer, up to the value of the agreed contract price. The Fee Proposal should include an outline draw down forecast for the '18-month basis'.

The Fee Proposal should provide a fully inclusive breakdown of consultant's costs relating to day charge-out rates. Furthermore, this should include, where possible, an indication of any additional expenses that might be generated over the life of the contract e.g. estimated travel and subsistence costs.

## 8 Evaluation of Tender Quotations

The 'evaluation of tenders' process will be undertaken by the Durham Bird Heritage Project's Management Group and will be conducted to ensure that all submitted Proposals are evaluated fairly. If there is more than one tender that demonstrates a 'proven ability' to deliver the project, the most economically advantageous award will secure the tender.

### 8.1 Evaluation Criteria to be Used in the Evaluation of Tenders

1. Understanding of Requirements:
  - Understanding of objectives and scope of the Project
2. Technical capability and resources:
  - Relevance of prior experience and achievements
  - Ability to deliver required outputs and secure the desired outcomes
  - Evidence of balance/skill profile of Project Coordinator
3. Working arrangements:
  - Mobilisation/start date
  - Management abilities
  - Ability to meet timetable
- 4: Value for Money
  - Fees and costs

Final tender selection will be based on the tender quotation, which will demonstrate a very high degree of overall competence, credibility, and ability to complete successfully, and that, after satisfying the Durham Bird Heritage Project's Management Group, that the above criteria have been met, delivers the most economically advantageous proposal.

## 11. Submission of Proposals

The Bidder should provide a hard copy of the Proposal, plus a version in e-format, to:

<b>Name</b>	Paul Anderson
<b>Job Title</b>	Chairman, Durham Bird Club
<b>Tel</b>	(0191) 523 6236
<b>e-mail</b>	<a href="mailto:paulandcath29@aol.com">paulandcath29@aol.com</a>
<b>Address</b>	Paul Anderson, 2 Hawsker Close, Tunstall Village, Sunderland, Tyne & Wear, SR3 2YD

by 5pm on Friday 18<sup>th</sup> June 2010.

If appointed, the consultant is required to attend an inception meeting before the end of June 2010 (date to be advised). By which time the successful consultant will have prepared a brief report of a programme of works for submission to the Durham Bird Club's Management group.

Any questions regarding the technical content of the brief should be directed to the individual as named above.

You should send your Proposal in a plain package, marked "CONFIDENTIAL - TENDER DOCUMENTS" in the top left hand corner to: Paul Anderson, 2 Hawsker Close, Tunstall Village, Sunderland, Tyne & Wear, SR3 2YD

Proposals will be received up to the time and date stated. Those received before that date will be retained unopened until then, please ensure your Proposal is delivered not later than the appointed time.