

CAMPAIGN for
NATIONAL PARKS

YMGYRCH y
PARCIAU CENEDLAETHOL

NATIONAL PARKS REIMAGINED



**INVITATION TO TENDER FOR
SUPPORT ON DELIBERATIVE
RESEARCH FOR OUR NATIONAL
PARKS REIMAGINED PROJECT**

Contents

Overview	2
Introduction	3
The support we require	4
Option to extend contract to delivery phase without retendering.....	6
Aims of the research and development of research questions	7
Part A: Work in England	8
Part B: Work in Wales	10
Social Justice	11
Ethics and data protection.....	12
Payment schedule.....	12
Project budget	12
Submission requirements	13
Clarification period	15
Selection process	16
Selection criteria	16

Overview

Commissioner: Campaign for National Parks

Project: National Parks Reimagined: Citizen Conversations

Purpose: to facilitate a just transition to our vision of nature-rich National Parks for everyone by enabling the co-creation of a shared mandate for change. Through a deliberative process, we want to develop a compelling vision for the future of Protected Landscapes, test policy ideas with citizens, and generate the public legitimacy needed to influence governments and secure ambitious reform.

Support required: We are seeking a research partner who can help us design and deliver a process that combines high-quality deliberative engagement with meaningful policy impact.

Countries covered: England (Part A) and Wales (Part B)

Key Dates

Publication of invitation to tender: 24 August 2026

Clarification webinar: 14 September 2026

Deadline for tenderers' questions: 14 September 2026

Response to tenderers' questions published: 21 September 2026

Deadline for submission of tender response documents: 4 October 2026

Interviews: 2 November 2026

Earliest project start date: w/b 16 November 2026

Draft report required: 30 June 2027

Development phase completion: August/September 2027

Development phase consultancy budget: £40,000 inclusive of VAT and expenses across England and Wales. This is a fixed confirmed budget. Our preference is for the budget to be split broadly evenly between the two countries, although we are open to proposals that allocate more than half of the available budget to either Part A or Part B where this is justified to deliver that element effectively.

Indicative delivery phase consultancy budget: Subject to a successful delivery phase National Lottery Heritage Fund bid, we anticipate a minimum £100,000 budget across England and Wales, combined with potential for securing a further £50,000-£75,000 match funding (see paragraph 51 for further details).

Provisional delivery phase timing: April 2028–March 2030.

Option to extend: It is our intention that the successful development phase tenderer(s) would also support the delivery phase of the relevant work package(s) without being required to tender again, subject to confirmed delivery phase funding and the conditions in paragraph 19 being met.

Introduction

1. Campaign for National Parks is the only independent charity dedicated to securing the future of National Parks in England and Wales. There is further detail about us and the work we do on our website: [Campaign for National Parks](#)
2. Thanks to funding from The National Lottery Heritage Fund (the Heritage Fund) we are currently planning a major new project, bringing people together from across England and Wales to reimagine the future of National Parks. National Parks Reimagined invites us to imagine what's truly possible for our National Parks - and to use that vision as a catalyst for bold, positive change. The project will drive landscape recovery by bringing together a diverse range of people from across England and Wales to care for our shared natural and cultural heritage. National Parks are for everyone: young and old, visitors and residents, those who know them well and those who have not yet visited. We need to hear from representatives of all of these groups and more, if we are to deliver nature-rich National Parks for everyone. This project will create a network of inspiring people to scale up ambition and action on National Parks. There is further information on the aim and objectives of the project on our website: [National Parks Reimagined - Campaign for National Parks](#)
3. The National Parks Reimagined Project is split into two phases – the development phase and the delivery phase. We currently only have confirmed funding for the development phase, the aim of which is to help us develop the detailed plans we will need in order to undertake the delivery phase of the project successfully.
4. We believe that transformational change is necessary within National Parks in England and Wales due to the climate and nature crisis. But achieving this will require more than policy evidence alone. Lasting change will depend on building a stronger public mandate for reform and developing a compelling, shared vision for the future of these landscapes.
5. As part of the National Parks Reimagined project, we wish to appoint contractor(s) with expertise in deliberative research, citizen engagement, social justice and environmental policy to help us design citizen-led conversation(s) on the future of National Parks. These citizen conversations form part of the Big National Park Conversation objective of National Parks Reimagined and are one strand of a wider programme designed to build a broad public mandate for transformational change in National Parks.
6. Alongside workshops, digital engagement, youth leadership and public participation activities, the deliberative research will help create a shared vision for the future of National Parks and provide an evidence-based foundation for influencing policy, governance and investment decisions. The findings will therefore be used not only to inform National Parks Reimagined itself, but to support wider engagement with governments, National Park Authorities, partners and the public.
7. We plan to use the outputs from the support we are commissioning to help inform other related work in future which builds on the themes covered in the citizen conversations. The work in this contract will also help support delivery of other National Parks Reimagined objectives, particularly those on supporting intergenerational leadership and developing a network for transformation. Successful tenderers will be expected to advise us on how the activities during the delivery phase citizen conversations can maximise public legitimacy,

policy influence, narrative development and opportunities for long-term public engagement beyond the end of the formal deliberative process.

The support we require

8. The work will test the effectiveness of different deliberative engagement methods that could be used to explore, debate, and co-create proposals for change in National Parks. In particular, we want to test whether it is better to run one central national group, or a number of more local National Park-based processes and, to identify which deliberative research methods are best suited to engaging a representative group of citizens, including those who may not currently be engaging with National Parks. We also want to ensure that whatever approach is chosen will support participants to consider the full implications of any changes proposed including who benefits from them, who loses, who makes the decisions about them and who pays for them.
9. This tender covers the specialist research and engagement support we need for the development phase of this project, but there is the potential for successful tenderers to continue to provide support during the delivery phase (see paragraph 19 for details). **Tenderers are asked to provide fully costed proposals for the development phase and indicative proposals and budgets for the delivery phase.**
10. The work is divided into two separate work packages – Part A for England and Part B for Wales - and tenderers can choose to bid for one or both of these. Further details of the work required in Parts A and B are provided in the following sections.
11. **For both work packages, tenderers will be expected to demonstrate**
 - An effective, well-organised approach to project management.
 - A clear commitment to social justice and involving young people¹ (defined as those aged 18-35 for this project) throughout their project, not only as participants in deliberative research but for all other elements e.g. as expert witnesses for citizens' juries.
 - How they will ensure the inclusion of a range of different local/national interests including those who live outside National Parks when identifying and selecting people to take part in research.
 - An awareness of the current challenges and opportunities facing National Parks.
 - Previous experience in deliberative engagement on relevant issues such as nature and/or rural communities.
 - A willingness to work collaboratively with staff from CNP, our partner organisations and other contractors undertaking work for the National Parks Reimagined project, including those such as film-makers, who have been commissioned to document, or evaluate the project.

In addition:

- Tenderers for Part B will be expected to have previous experience of working in Wales and a strong understanding of the issues that will need to be taken into account in order to design distinctly Welsh citizen conversations, including Welsh language, and the different cultural framing, terminology, institutions and legislation which are relevant in

¹ We are recruiting young people through the leadership programme which forms part of the National Parks Reimagined Project and envisage these young people supporting the citizen conversation process.

Wales. The ability to work bilingually is desirable, but not essential. Tenderers who do not have bilingual skills in-house will need to ensure they account for appropriate translation costs in their budgets.

Development phase

12. For each work package, the development phase should result in:

- a short evidence review drawing on relevant literature, previous deliberative research and comparable practice;
- a summary of stakeholder engagement and how this has informed the proposed approach;
- a recommended delivery phase methodology, including a proposal for the numbers of citizens to involve, with a clear rationale for why this is the right approach;
- a refined research question or set of research questions;
- proposals for a steering/advisory group for the delivery phase;
- a proposed plan for participant recruitment, inclusion and accessibility, including details of how social justice and youth leadership is to be meaningfully integrated throughout;
- a proposed plan for the evidence to be provided to participants, including the themes, materials and expert input they would need;
- a delivery phase timetable, milestones and governance arrangements;
- a full delivery phase budget, including core costs, optional enhancements and assumptions;
- a risk register and mitigation plan;
- an explanation of how the outputs will influence policy, governance, Management Plans and wider National Parks Reimagined activity.

13. The key output(s) for the development phase of this contract will be an evidence-based and fully costed delivery phase plan for the relevant work package(s) which contains the details set out above and takes account of the available budget and other specific requirements set out elsewhere in this ITT. The plan should be sufficiently robust to support our bid to the Heritage Fund and to enable us to make an informed decision about whether, and how, to proceed to delivery. CNP may also request access to all the background material produced during the development phase, such as notes of meetings with stakeholders.

14. The delivery phase plan should include a core approach and options for extending the work (e.g. increasing the number of participants and/or sessions) to allow for a range of budget availability. The plan should include details of the specific costs for each option, with information on what could be delivered with additional funding, and recommendations of how to secure further funding if needed. The detailed plans and specific budgets and timetable to be included in the final delivery phase plan will need to be developed and agreed in conjunction with CNP towards the end of the development phase of this contract.

15. As part of the development phase, contractors will also be expected to provide CNP with advice on:

- any risks associated with their proposed approach, how these could be mitigated, and what alternative approaches we might want to consider.
- how the outcomes from this research would feed into other related aspects of the National Parks Reimagined project.
- how best to compare the differing approaches being adopted in England and Wales.

16. Key milestones for the development phase work are:

- Contract starts – mid-November 2026
- Interim report including evidence review – March 2027
- Draft delivery phase plan – 30 June 2027
- Delivery phase plan finalised and project completed – August/September 2027

Delivery phase

17. For each work package, the aim of the delivery phase will be to undertake the full programme of work in the final delivery phase plan agreed during the development phase.

The key objectives will be agreed when commissioning the delivery phase and will include:

- Establishment and organisation of a steering/advisory group for the research.
- Delivery of the approach agreed in the development phase including, but not limited to:
 - o Final agreement of the research question.
 - o Selection and recruitment of citizens.
 - o Arranging the involvement of expert witnesses.
 - o All admin associated with booking venues, inviting participants, paying participants' allowances etc.
- Development of clear policy recommendations based on the citizen engagement activity.
- Development of the final outputs from this work (see paragraph 18 for details).
- Support for sharing the recommendations and outputs from this research including participation in an in-person event and two webinars (tenderers do not need to include the costs of organising these events in their quotes).

18. The final outputs from the delivery phase should include (i) a process report evaluating the effectiveness of the proposed approach and setting out how something similar could be applied elsewhere; and (ii) a narrative report setting out the public mandate and values, priorities and vision for the future of National Parks emerging from the deliberative process, alongside recommendations for how this can be used to support policy influence and public engagement. Tenderers should include all the costs associated with producing these outputs in their budgets. CNP will retain copyright of the reports and arrange for their publication (most likely on our website). CNP may also request access to all the background material produced during the development phase, such as transcripts from the citizen engagement sessions.

Option to extend contract to delivery phase without retendering

19. Our intention is to appoint contractor(s) through this tender process who can support both the development phase and, through a contract extension, the delivery phase of the relevant work package(s) but we reserve the right to go out to tender again when commissioning the delivery phase. Any extension of the development phase contract(s) will be subject to the following conditions being met:

- delivery phase funding is secured;
- the final delivery phase scope, budget, timetable or contractual terms are agreed;

- we are satisfied that the proposed delivery phase approach will meet the aims of the project; and
- we have no concerns about performance, quality, capacity, the working relationship or value for money during the development phase.

Aims of the research and development of research questions

20. National Parks remain as important to the nation today as they were when they were first established 75 years ago. As wildlife-rich landscapes, these areas have significant potential to help us tackle some of the most pressing challenges our society currently faces including the biodiversity and climate crisis and growing concerns about nature disconnection and the harm this has for our health and well-being. However, National Parks were designed for a different era and much has changed in the intervening decades, including agricultural and land management practices, people's lifestyles and expectations for what these areas should be providing for the nation. Despite the fact that these are national assets which were designated for the nation, and which receive funding from the taxpayer in recognition of the national benefits they deliver, the current governance model means those making decisions about National Parks are not representative of the nation.
21. The purpose of the citizen conversations is to facilitate a just transition to our vision of nature-rich National Parks for everyone by enabling the co-creation of a shared mandate for change. The key aims of the support we are commissioning will be to identify, and provide advice on:
 - The best approach for ensuring a range of voices are included.
 - How to reconcile differences effectively ensuring that the views of all stakeholders - farmers, ecologists, local residents, visitors etc – are given a fair hearing.
 - How to support participants to consider the full implications of the changes they propose including who benefits, who loses, who decides, and who pays.
 - The most effective way of scaling up citizen conversations on National Parks e.g. whether best done at national or local level.
 - How we can use the evidence gathered during these conversations to develop a shared mandate for a just transition which can provide legitimacy for policy makers.
22. The specific research question(s) to be addressed through the deliberative research will need to be refined and agreed between CNP and the successful tenderer(s) during the development phase but there will need to be a focus on developing a shared mandate for a just transition. Our initial suggestions for research questions to be considered are:
 - What are the changes which will have to happen in order to secure the future of National Parks and how can those changes be delivered in an equitable way?
 - How can National Parks in England and Wales change so that nature can recover, communities can thrive, and everyone has a fair say in their future?
23. The research questions need to:
 - Be broad and imaginative enough to invite genuine reimagining, not just consultation on existing policy.
 - But tight enough for deliberation, so citizens can hear evidence, weigh trade-offs and produce usable recommendations.

- Create a route into influencing policy, governance and Management Plans in both England and Wales.
 - Give citizens room to consider land use, farming, access, heritage, climate, governance, funding and accountability, without the question turning into “what should government do about National Park legislation?” too quickly.
 - Able to be tested through deliberative processes involving a representative sample of citizens, and possibly also via quantitative research or polling (if tenderers choose to include this in their plans) and used more widely (outside the scope of this contract) e.g. via partner or stakeholder workshops, app-based opt-in surveys etc.
24. In recognition of the differing political and policy contexts, we are proposing different approaches in each country – a whole-country approach in Wales and place-based in England - which are designed to answer different but complementary research questions. In Wales, where we have support from Tirweddau Cymru Landscapes Wales (TCLW) - a partnership of the Designated Landscapes in Wales - our intention is to test whether a whole-country approach can generate a mandate for change at Welsh Government level. We want to understand what a representative sample of Welsh people think about the future of all Welsh Designated Landscapes. A whole-country deliberative approach looks more feasible in Wales as it has fewer Designated Landscapes² and a smaller population.
25. Given the size of England and the range of differences in geography, population size and other characteristics across the 10 English National Parks, there is a risk that a one-country approach here would produce findings that are too general to be useful. We, therefore, want to test a place-based approach in England focused on how people negotiate real choices and trade-offs in a specific National Park in order to inform policy. This will help us understand how a mandate for transition can be built from the bottom up, with people who live in, work in, visit, manage, govern or have an interest in that particular place.
26. Final agreement of the research question(s) will form part of the contract(s) but tenderers are invited to include initial ideas for questions that it would be useful to explore in their submissions. Tenderers should also explain in their submission how they would test and refine the question with stakeholders and/or participants, including young people and groups who are less likely to have been involved in National Park decision-making. They should advise on whether one overarching question can work across England and Wales, or whether distinct but comparable questions are needed for the place-based England process and the whole-country Wales process.

Part A: Work in England

27. As set out in paragraph 25, the intention is to test how a mandate for transition can be built from the bottom up in one specific place in England. The aim of the work in Part A is, therefore, to test a place-based approach which brings together people with different relationships to one specific National Park including those who live in, work in, visit, manage the National Park, and people from surrounding towns and cities who may previously have been excluded from visiting, but who should also be able to have a say in its future.

² Designated Landscapes is the collective name used for National Parks and National Landscapes (formerly known as Areas of Outstanding Natural Beauty) in Wales. The equivalent term used in England is Protected Landscapes.

28. Tenderers are invited to suggest National Park(s) that they are particularly keen to work in. The final choice will need to be agreed by CNP and take account of the following criteria:
- Support from stakeholders such as the NPAs and National Park Societies: we already have supportive partners in Dartmoor, Exmoor, Lake District, New Forest and the South Downs.
 - The locations for other planned National Parks Reimagined activities such as the youth leadership courses.
 - The ability of tenderers to make use of local knowledge and/or connections.
 - The potential for addressing specific local issues.
29. The key activities specific to the development phase work in England are:
- Selection of proposed National Park to focus on, based on a set of criteria to be developed in collaboration with the CNP project team.
 - A short review of the literature on relevant research and other previous use of deliberative research at a place-based level with a particular emphasis on work in rural areas or with the aim of addressing situations where there may be an imbalance in the power of different stakeholders.
 - Consideration of the relevant devolution context, including how local and regional governance arrangements may shape routes to policy influence and implementation.
 - Identification of key stakeholders / partners who we would need to work with in order to involve a wide range of participants in research related to the chosen National Park, and identification of those stakeholders whose involvement should be prioritised.
 - The development of an appropriate research question on the future of this National Park and the kind of changes participants would like to see, informed by discussions with stakeholders, and based on details set out in paragraphs 22-23 above.
 - Secure support from key stakeholders such as the relevant NPA, Defra, Natural England and the Protected Landscapes Partnership.
30. The successful tenderer will also be expected to deliver the requirements for the development phase set out in paragraphs 12-16 above.
31. If the contract is extended, we will work with the successful tenderer to agree a programme of work to deliver the objectives and outputs for the delivery phase set out in paragraphs 17 and 18. The narrative report for Part A will need to include recommendations on what participants want to see included in the relevant National Park Management Plan and their proposed changes to Westminster Government policy and take account of the emerging English devolution agenda and the role of local/regional decision making. We will expect tenderers to design their projects in a way which provides a clear route to influencing the relevant NPA and to securing support from other key stakeholders such as Defra, Natural England and the Protected Landscapes Partnership.
32. CNP will be responsible for final sign-off of all stages of the work, including selection of the National Park, agreement of the research question, approach to recruiting participants and selection of expert witnesses. CNP will also be responsible for initial approaches to other

stakeholders and for dealing with all media and dissemination requests relating to the research unless otherwise agreed with the successful tenderer.

Part B: Work in Wales

33. As set out in paragraph 24, our intention is to test a whole-country approach in Wales which brings together a representative group of people from across Wales to create a mandate for change for all Designated Landscapes i.e. National Landscapes as well as National Parks. Tirweddau Cymru Landscapes Wales (TCLW) has already committed to supporting the National Parks Reimagined Project and we plan to work closely with them on the development and delivery of the citizen conversations in Wales, in order to reflect the distinct Welsh political and policy context, and to ensure the recommendations have a clearer route to influencing Welsh Government policy and legislation.
34. The aim of the work in Part B is, therefore, to develop and undertake deliberative research with citizens to consider the future of the whole network of Welsh Designated Landscapes: all three National Parks (Eryri, Bannau Brycheiniog and Pembrokeshire) and all five National Landscapes (Ynys Môn (Anglesey), Gower, the Wye Valley, the Llŷn Peninsula, and the Clwydian Range & Dee Valley). The process should help us understand what people in Wales want these landscapes to deliver for nature, climate, rural resilience, communities, culture and future generations, and what changes to national policy they would support.
35. During the development phase, the successful tenderer will need to establish exactly which approach is likely to be most effective and how many participants to involve in order to include a representative sample of Welsh citizens. Tenderers are invited to consider the need for some form of 'place based' conversation as part of the delivery phase 'one-country' conversation, for example, bringing people together over a weekend in a particular National Park. We suggest that any 'place based' conversations should take place in either Eryri where we have supportive partners or Pembrokeshire Coast where we have a staff member.
36. The key activities for the development phase work in Wales are:
- A short review of the literature on relevant research and other previous use of deliberative research at an all-Wales level or by individual Designated Landscape bodies in Wales.
 - Identification of key stakeholders / partners (in addition to TCLW) who we would need to work with in order to involve a wide range of participants in research related to Designated Landscapes in Wales, and identification of those stakeholders whose involvement should be prioritised.
 - Identification of the most appropriate approach to selecting a representative sample of citizens from all over Wales including those that live in, and outside, Designated Landscapes.
 - The development of an appropriate research question on the future of Designated Landscapes in Wales and the kind of changes participants would like to see, informed by discussions with stakeholders, and based on details set out in paragraphs 22-23 above.
 - Secure support from key stakeholders such as the NPAs, National Landscapes bodies, the Future Generations Commissioner for Wales, Welsh Government and Natural Resources Wales.

37. The successful tenderer will also be expected to deliver the requirements for the development phase set out in paragraphs 12-16 above.
38. If the contract is extended, we will work with the successful tenderer to agree a programme of work to deliver the objectives and outputs for the delivery phase set out in paragraphs 17 and 18. The narrative report for Part B will need to include recommendations on the changes participants want to see included in Welsh Government policy. We will therefore expect tenderers to design their projects in a way which provides a clear route to influencing Welsh Government and Senedd members and to securing support from other key stakeholders such as the NPAs, Natural Resources Wales and TCLW in order to build public support and political momentum for reform of Designated Landscapes in Wales.
39. CNP will be responsible for final sign-off of all stages of the work, including agreement of the research question, approach to recruiting participants and selection of expert witnesses. CNP will also be responsible for initial approaches to other stakeholders and for dealing with all media and dissemination requests relating to the research unless otherwise agreed with the successful tenderer.
40. **Tenderers for Part B should set out how they will design and deliver the work bilingually**, in line with the Heritage Fund guidance that projects delivered in Wales should treat Welsh no less favourably than English. This should include providing details of the proposed approach to Welsh-language participant recruitment; information and consent materials; facilitation; evidence materials; participant outputs; public-facing communications; and final reports, together with clear assumptions about translation, interpretation, Welsh-speaking staff or facilitators, quality assurance and associated costs in both the development and delivery phase budgets.

Social Justice

41. Equity, diversity and inclusion (EDI) is a high priority for Campaign for National Parks, as set out in [our vision for social justice](#). Our [strategy](#) has three goals: better, equal and more National Parks, and we are explicit that securing reforms to address the inequalities in who visits, lives in and governs National Parks is a central plank of all our work. We want to work with organisations who can also demonstrate a commitment to delivering social justice through their work. Tenderers should, therefore, set out how EDI principles will be used across all aspects of this research – including in the selection of participants and expert witnesses, the development of the research question and in communication practices - and their prior experience in managing these types of processes.
42. As part of our commitment to social justice, we want to ensure that these citizen conversations are accessible to everyone. Tenderers should provide details of the measures they would put in place to address the barriers such as travel costs, caring responsibilities and other factors which prevent people from participating. This should include information about any assumptions made about participant payment rates, reimbursement for travel, caring or other costs, and providing digital access and support needs. The majority of such costs are likely to be incurred during the delivery phase but tenderers should also make it

clear whether they anticipate any such costs during the development phase, and include these within their proposed budget.

Ethics and data protection

43. We expect the research to adhere to the Social Research Association (SRA) [research ethics guidance](#) with regard to informed consent, confidentiality and anonymity and other ethical matters, such as the use of participant payments and working with young people or historically marginalised communities.
44. Tenderers should clearly state in their submissions whether they anticipate needing to obtain research ethics approval, and, if appropriate, ensure the implications of this are taken into account in the project timescales. We do not anticipate ethics approval being required for the development phase.
45. Tenderers will also be required to demonstrate their compliance with GDPR regulations, and to provide copies of policies on safeguarding, data protection and other relevant issues, if requested.

Payment schedule

46. We will agree a payment schedule with successful tenderers at contract stage. Payment will be linked to key milestones and gateway points that require CNP sign-off before work proceeds to the next stage and associated payments are released. Gateway points will include agreement of the research questions, the selected National Park for Part A, the proposed methodology including recruitment approach and submission of the draft and final reports. Tenderers should suggest relevant gateway points and milestones as part of their proposals.

Project budget

47. CNP has a confirmed fixed budget of £40,000 inclusive of VAT and expenses, for the development phase, covering all activities for both Part A and Part B.
48. Tenderers may submit proposals for Part A only, Part B only, or both Parts A and B. Where tenderers are bidding for only one country, they should provide a fully costed proposal for that work package. We may appoint separate contractors for England and Wales and tenderers choosing to bid for only one part of the work will not be assessed any less favourably than those bidding for both parts as we want to ensure that tenderers with locally specific experience are treated fairly.
49. Tenderers bidding for both Parts A and B should indicate whether they would wish to be considered for only Part A and/or Part B if we are not in a position to offer them both parts, and, if so, specify the costs for undertaking either part individually.
50. Where tenderers are bidding for both parts, we invite them to propose how the development phase budget should be split between the two countries, with a clear rationale for the proposed allocation. This should take account of the differing scope, context and requirements of the work in England and Wales, including the need for distinct stakeholder engagement, methodology design, accessibility considerations, and, in Wales, Welsh

language and the cultural context. They should also explain how their proposed approach would enable comparison and learning between the two processes while still responding to the distinct context in each country.

51. At this stage, we anticipate a minimum delivery phase consultancy budget of £100,000 to cover both Part A and Part B, if our bid for further funding from the Heritage Fund is successful. We will also seek to secure an additional £50,000–£75,000 in match funding to strengthen or extend the delivery phase work, particularly where this would significantly improve the quality, reach, inclusion, creative outputs, policy influence or legacy of the citizen conversations. Tenderers are invited to provide details of any support they could provide in securing match funding. We are particularly interested in approaches that leave a lasting legacy beyond the formal deliberative process, for example by creating a community of citizen ambassadors, public-facing assets, or other mechanisms that help sustain public-political engagement and support for change.
52. While there will need to be further discussion and agreement on the budgets as part of any contract extension, tenderers should provide indicative delivery phase proposals and budgets on the basis of:
 - a core minimum model that could be delivered within the minimum expected budget;
 - a recommended model that makes best use of the available Heritage Fund budget and any realistic additional funding assumptions;
 - optional enhancements that could be added if CNP is able to secure further additional match funding.
53. Tenderers should be clear what is included in each option, what assumptions have been made, and what trade-offs would be involved at different budget levels. We are particularly interested in understanding how the available budget would affect participant numbers, depth of deliberation, geographic reach, inclusion of underrepresented groups, accessibility, Welsh language provision, creative outputs, reporting, dissemination and policy influence.
54. All budgets should show staff time, day rates, VAT, expenses, participant payments, venue and travel costs, accessibility costs, translation or interpretation costs where relevant, and any third-party costs. Tenderers should state clearly whether costs are inclusive or exclusive of VAT.
55. We do not expect the indicative delivery phase budgets to be fixed at this stage, but we do expect them to be realistic, transparent and sufficiently detailed to allow us to take account of the potential for extending the contract to the delivery phase when making decisions on the award of the development phase contract.

Submission requirements

56. Tenderers should submit a concise written proposal setting out how they would deliver the relevant work package(s). Proposals should be proportionate to the scale of the contract, but should provide enough detail for CNP to understand the proposed approach, the experience of the team, the budget assumptions and the added value offered.

57. We welcome bids from single organisations, partnerships or consortia. Where bids are submitted as a partnership or consortium, one organisation should act as the lead contractor.
58. Please submit your proposal by **23:59 (GMT) on 4 October 2026** by email to info@cnp.org.uk with the subject heading: NPR ITT SUBMISSION PART [A/B/A&B] **Submissions received after this date will not be considered.**
59. All Tenderers should clearly indicate whether they are bidding for Part A (England only), Part B (Wales only) or both Parts A&B (both England and Wales) and should make this clear in the file name for their submission as well as the subject heading of their email.
60. Submissions should propose the themes for the evidence that participants in this research will need to focus on, such as:
- Nature recovery and climate resilience;
 - Farming, land management and rural livelihoods;
 - Access, belonging and exclusion;
 - Cultural heritage and, for Part B specifically, Welsh language/culture where relevant;
 - Governance and democratic accountability;
 - Future generations;
 - Public funding and private interests;
 - Examples of transformation already happening.
61. Submitted files should be named using this format:
- [LeadApplicantName]_Proposal_Part [A/B/A&B].pdf
62. The proposal should be **no longer than 10 pages excluding appendices if bidding for only one of parts A and B or 20 pages excluding appendices if bidding for both parts**. Submitting a proposal longer than the specified length will result in it automatically being rejected. The proposal should be organised under the following headings:
63. **‘Project plan’** to include:
- Details of your proposed approach to the development phase work, including methodology, activities, outputs, timetable and key milestones.
 - A Gantt chart, or similar project management outline for the development phase, detailing actions, milestones and deliverables, and timescales to demonstrate how you would meet the proposed deadlines.
 - An explanation of how the work in the development phase will produce a costed, evidence-based delivery phase plan, including the rationale, evidence base, stakeholder input, timetable, risks, outputs and budget assumptions that will underpin the recommended approach.
 - Confirmation of availability to meet the proposed timetable.
 - An indication of the input you would require from the CNP team and other partners, beyond what is already outlined in this ITT, and details of how you propose to keep CNP informed of progress.
 - Details of key risks and mitigating actions for the project.

64. **'Fee proposal'** to include:

- A detailed budget for the development phase including all costs, expenses and VAT, specifying all day rates of individuals involved, the allocation of days between members of the team, and the cost of particular activities, including staff time, expenses, VAT, participant costs, accessibility costs, translation or interpretation costs where relevant, and any third-party costs.
- An indicative budget for the delivery phase, including all costs associated with the delivery of citizen conversations together with the assumptions, rationale and trade-offs underpinning the proposed core minimum model, recommended model and optional enhancements.

65. **'Organisation information'** to include:

- An overview of the organisation or consortium, including relevant experience and details of the key personnel who will be allocated to this project, their lived and/or learned expertise and skills, and experience of undertaking similar projects. The project manager/lead contact should be identified.
- An explanation of the unique benefit your organisation will bring to this work, including a summary paragraph of relevant work you have previously completed.
- Details of how you propose to ensure compliance with data protection regulations, including in relation to participant data, recruitment records, consent, recordings/transcripts and data sharing with CNP.
- Confirmation that you have appropriate EDI and safeguarding policies in place, and that you have an appropriate level of Public Liability Insurance.
- Any declarations of conflicts of interest related to this work.

66. **'Supporting evidence'** to include:

- A short statement showing understanding of the brief, the National Parks Reimagined project, and the wider policy, social and environmental context.
- An explanation of how the proposed approach will support inclusive, deliberative and citizen-led research, including the meaningful involvement of young people and a diverse and representative mix of other people who are less likely to have been involved in National Park decision-making.
- An explanation of how youth leadership and social justice, equity and accessibility will be considered throughout the work.
- Examples of relevant previous work.
- The details of two previous or current clients with direct knowledge or experience of your work relevant to this ITT, and details of how they know your work (references will be taken up for shortlisted applicants).
- For Part B, an explanation of how the proposal responds to the distinct Welsh context, including language, culture, legislation, institutions and terminology.

Clarification period

67. We are offering potential tenderers an opportunity to ask questions and clarify their understanding of this ITT by attending a webinar and/or submitting question(s) in writing. Please email questions to info@cnp.org.uk using the subject heading NPR ITT QUESTION. The closing date to receive questions is 14 September 2026.

68. The webinar will take place 2-3pm on 14 September 2026 on Zoom. Those wishing to attend the webinar should **complete [this registration form](#) by 8 September 2026**. We reserve the right to cancel the webinar if there is insufficient interest.
69. We will produce a document setting out our response to questions received by the deadline and publish this on the ITT page of our website by 21 September 2026.

Selection process

70. We will assess all valid tenders using the criteria set out below and invite shortlisted tenderers to an online interview or clarification meeting before making a final decision. We may also ask tenderers to clarify aspects of their proposal, budget or delivery phase assumptions during the assessment process. Shortlisted tenderers will be notified by email by 23 October and invited to an interview which is expected to take place online on **2 November 2026**.
71. We aim to inform all tenderers of the final outcome by 9 November 2026, and will provide all shortlisted applicants with feedback but unfortunately we do not have the capacity to provide feedback to those not shortlisted.
72. We currently plan to hold a project initiation and kick off meeting in-person no later than the week commencing 16 November 2026 (provisionally booked for the afternoon of 17th), but reserve the right to delay this if needed, for example, if we are appointing separate contractors for Parts A and B.

Selection criteria

73. We are not required to appoint the lowest-cost tender and will consider overall quality, fit, value for money and confidence in delivery. Submissions will be assessed using the following criteria:
- Proposed approach and methodology
 - Understanding of the brief and context
 - Relevant experience and team capability
 - Project plan and deliverability
 - Youth leadership, social justice, inclusion and accessibility
 - Influence, legitimacy and impact
 - Cost, including budget transparency