



BRIEF: NORFOLK WILDLIFE TRUST BUILDING THE FOUNDATIONS FOR THE FUTURE PROJECT EVALUATION CONSULTANCY

OVERVIEW

We are seeking a freelance consultant to undertake the evaluation of our Building Foundations for the Future project funded by the National Lottery Heritage Fund. Building Foundations for the Future aims to scale up NWT's impact and build a stronger more resilient organisation to fight for Norfolk's natural heritage for the next 100 years.

ABOUT NORFOLK WILDLIFE TRUST

We are the oldest Wildlife Trust in the country. The purchase of 400 acres of marsh at Cley on the north Norfolk coast in 1926 to be held 'in perpetuity as a bird breeding sanctuary' provided a blueprint for nature conservation which has now been replicated across the UK.

Almost 100 years on, we now:

- have over 37,000 members, more than 100 corporate members, and thriving local members groups.
- give conservation and nature recovery advice to a wide variety of organisations, community groups and individuals
- provide education activities for over 5,000 young people on school and university field trips each year.
- deliver an events programme across our reserves for all ages
- own and manage 5 visitor centres: Hickling, Holme Dunes, Ranworth, Cley and Weeting.
- care for over 65 nature reserves and other protected sites encompassing wetland, heathland, woodland and coastal habitats that provide a home for flagship species including otter, water vole, natterjack toad, bittern, common crane, marsh harrier, bearded tit, swallowtail and Norfolk hawk.

We have developed a bold new strategy, which focuses on three key strategic outcomes which support our vision;

Norfolk's nature is abundant, thriving and valued

And our mission;

To create more space for nature to thrive and inspire more people to take action for nature.

- **Outcome 1 – Abundant and Thriving Nature:** *Strong and connected recovery for nature across Norfolk.*
- **Outcome 2 – People Valuing Nature:** *People across Norfolk are connected to, inspired by and taking action for nature.*
- **Outcome 3 – Leaders for Nature:** *An influential, resilient and collaborative Trust.*

KEY STAKEHOLDERS

The project board and SLT at NWT.

Consultation with other members of NWT may also be needed.

OVERVIEW OF BUILDING FOUNDATIONS PROJECT

This project aims to:

- Empower people from all backgrounds to value and act for nature locally
- Incorporate a youth voice and activism into NWT to ensure that young people are equipped and empowered to protect Norfolk's natural heritage

To deliver this we need to:

- Understand what interests different audiences about nature, what motivates or prevents involvement in taking action and how to enable more people to engage with us
- Strengthen our capacity and ability to deliver audience development work, particularly in relation to young people and diversity
- Grow opportunities to engage with and act for nature through our website and digital content
- Improve our resilience and effectiveness by implementing new support systems and develop income generation

Key elements of our project are:

Having resource and capacity to drive forward an organisation-wide approach to EDI.

A new EDI Officer will:

- Help teams build EDI into their plans and activities
- Support our PR & Comms team to ensure a diverse voice is incorporated across our communications
- Deliver an accessibility audit and support widening access across our flagship sites
- Support the development of engagement opportunities with young people.

Having resource and capacity to ensure a youth voice is heard and incorporated in NWT work. A new Senior Youth Engagement Officer will:

- Develop focused youth listening to understand motivations barriers

- Develop and deliver a youth engagement plan
- Form a youth advisory board
- Establish a cohort of youth ambassadors
- Build new relationships and initiatives with local youth-focused organisations
- Develop plans for a wide-ranging traineeship programme.

Improving our audience insight and communications

To underpin EDI and Youth Engagement work, we will:

- Undertake audience research to better understand current and potential audiences and to support the development of pilot engagement activity
- Establish an Engagement Evaluation Framework, using the youth engagement work to test effectiveness
- Adopt the Wildlife Trust federation's (TWT's) Collective Website to create our own website which has our audiences at its heart and better align with the movement. This will include appointing digital and content development support/consultants to transition to the new website, produce content and ensure integration across digital platforms.

Creating capacity to scale-up impact

To be truly resilient and scale-up our impact we need to create efficiencies and enhance effectiveness by adopting improved support systems, as researched and implemented by TWT. System alignment will consist of:

- Rolling out 'Access CRM' to all teams – delivering improved communications and supporter data management
- Updating NWT's finance system – changing to X-ledger will digitise and streamline many paper-based processes. This will both free-up time and facilitate enhanced financial analysis as part of our day-to-day and strategic planning and management
- Adopting a Volunteer Management System - enabling effective management of volunteer journeys from the point of application.

Growing our financial resilience

To sustain our anticipated wider reach and increased impact, we will need to explore and develop new unrestricted income. Recruiting an additional fundraising officer will focus on diversifying our fundraising portfolio, testing and developing new ways to support NWT and enhancing existing channels of support including membership.

SCOPE OF BRIEF

You will work closely with the project board to agree evaluation methodology, timelines and delivery plans.

You will be required to liaise with other project personnel from the outset of the project to gather data and other evaluative material. Subject to your suggestions, evaluation methodology might include:

- Quantitative data gathered via self completion surveys and feedback mechanisms.

- Digital engagement data gathered from Google Analytics and via web surveys and social media polls.
- Qualitative insight gathered via stakeholder interviews, social media posts, anecdotal evidence.
- Qualitative insight (potentially via online or offline focus group discussion) gathered from young people engaged in the youth voice and EDI work.
- Workshop sessions (either in-person or remotely) with selected NWT staff, partners and volunteers. These may be conducted by other project personnel, but your input will be expected.

A final report to assess the impact of the project against its projected outcomes.

Experience Required

The consultant should have experience and expertise in:

- Evaluation of NLHF supported projects.
- Experience of collecting quantitative and qualitative data for evaluation.
- Experience of analysis of data, outputs and outcomes
- Writing evaluation framework documents to HLF guidelines
- Writing up concluding report

We are looking for a consultant with excellent communication skills, and the ability to engage with people with a wide range of backgrounds and skills.

Consultancy terms

A fee of up to £9,000 is available for this piece of work to include all travel and subsistence.

SUBMISSIONS

If you are interested in working with us on this project, please submit a concise (approx 4 sides of A4) proposal of your approach to delivery and proposed methodology/project plan, and a budget breakdown. Send your submission to rachels@norfolkwildlifetrust.org.uk

Closing Date Sunday 21st July at midnight.

Submissions will be assessed on; appropriate experience; a clear understanding of the requirements of the brief, a proven track record of successful delivery of similar consultancy work and an approach which is both imaginative and practical and represents good value for money.