



Sound Rivers Discovery Project

External Support Tender

Consultant Brief: Organisational Development and Bid Readiness Support

1. Background

Westcountry Rivers Trust (WRT) is an environmental charity working to protect and restore freshwater environments across the Westcountry. Our mission is to support the health of rivers for the benefit of people, wildlife, and local economies.

We are preparing a major National Lottery Heritage Fund (NLHF) application and undertaking a strategic review of our internal capacity, systems, and organisational structure. This work will strengthen our ability to deliver against NLHF outcomes and principles, demonstrate our readiness for significant grant funding, and ensure our team and infrastructure are sustainable for the future.

We are seeking an experienced Organisational Development consultant to support us through a focused, time-limited review that will directly inform our NLHF application and enhance our long-term organisational effectiveness.

2. Purpose and Objectives

The consultancy will support WRT to:

- Assess our current organisational structure, systems, and capacity
- Strengthen our data management and evaluation approaches
- Facilitate internal engagement to inform strategic planning
- Prepare a roadmap that supports NLHF bid readiness
- Build our internal capacity in key areas such as delivery, partnerships, data systems, and monitoring
- Evaluate the discovery phase of the Sound Rivers project

This work supports our delivery of an approximately £200,000 NLHF project, and will inform key components such as governance, risk planning, outcomes measurement, and resource strategy.

3. Scope of Work

The appointed consultant will be expected to:

- Conduct a diagnostic review using document analysis and stakeholder interviews
- Facilitate two workshops (e.g. team and trustee/leadership group)
- Produce a SWOT analysis and/or organisational health check

Westcountry Rivers Trust

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- Review our current MEAL (Monitoring, Evaluation, Accountability and Learning) approach and advise on improvements
- Recommend data system upgrades, supported by an initial assessment already conducted by WRT staff, and organisational improvements
- Draft a short, actionable roadmap outlining strategic priorities and next steps
- Evaluate the one year 'discovery phase' of Sound Rivers; measure impact, track objectives, and capture lessons for future community and heritage investments

4. Deliverables

The following outputs are expected:

- Written summary of findings from interviews and review
- SWOT analysis and organisational assessment
- Recommendations report, including data, systems and team structure
- MEAL and Monitoring & Evaluation roadmap
- Strategic Roadmap with timelines and resource requirements
- Final presentation to WRT leadership and trustees
- Sound Rivers Discovery Phase evaluation report

5. Timescale

We anticipate a delivery window of 12 weeks for the main work, starting no later than the second half of September 2026, with the following indicative milestones:

- Appointment: Early September 2026
- Inception meeting: Mid-Late September 2026
- Workshops: Late November to early December 2026
- Final report and presentation: By 28th February 2027

We also require a separate final project evaluation as part of this work, to be completed in April 2027.

6. Budget

We anticipate a total budget of £12,000 for all elements (excluding evaluation), and an additional £5,000 for the separate evaluation element, giving a total anticipated budget of £17,000 + VAT (inclusive of expenses).

Please include in your proposal:

- A breakdown of consultancy days and associated costs
- Any assumptions or limitations
- VAT status

Value for money will be assessed as the balance between cost and quality.

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7. Proposal Submission

Please submit a short proposal (maximum 12 pages) outlining:

- Understanding: Your interpretation of our needs and the NLHF context. Relevant experience and expertise
- Experience: Relevant expertise with environmental charities and major grant applications
- Approach: Methodology and engagement strategy. Breakdown of costs
- Costs: Detailed breakdown with assumptions
- References: Two contacts from comparable projects
- Timeline: Proposed schedule and key milestones

Deadline for submission: Friday 4th September 2026, 5pm BST

8. Consultant Requirements and Selection Criteria

Essential:

- Proven experience with environmental or heritage charitable organisations. Understanding of organisational development and systems change
- Understanding of organisational development and systems change. Strong communication and synthesis skills
- Experience supporting NLHF or similar major funding applications
- Ability to facilitate inclusive, engaging workshops
- Strong analytical and communication skills

Desirable:

- Knowledge of MEAL frameworks and impact evaluation
- Experience with community partnership development
- Understanding of heritage and environmental sector challenges
- Data systems and digital transformation experience

9. Contact

For submissions, queries or clarification, please contact:

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