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SUSTAINABLE  
HEALTHCARE  
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# Programme Evaluation Support – Invitation to Tender

**The Client:** The Centre for Sustainable Healthcare  
Suite 310, 266 Banbury Road,  
Summertown,  
Oxford  
OX2 7DL

**Contact:** Liz Rees, Green Space for Health Programme Director

## Purpose of this Document

This is an Invitation to Tender ('ITT') from individuals and organisations for a specialist to support the evaluation of a nature and wellbeing programme. The service is required as part of the three-year [Healthy by Nature programme](#), which is mostly funded through a National Lottery Community Fund Grant.

**The deadline for submission of tenders is 9am on Monday 7<sup>th</sup> April 2025.** Any questions relating to the proposed services or the quote process should be directed to the Centre for Sustainable Healthcare's Green Space for Health team by email ([info@nhsforest.org](mailto:info@nhsforest.org)) before Thursday 27<sup>th</sup> March 2025. All questions raised, and answers provided will be circulated to the parties who have been invited to tender for this work.

The budget available for this work is **£44k** (exclusive of VAT), and we would expect the tenderer to work within this budget and provide a breakdown of their costs. There is a separate ring-fenced budget for evaluation materials and graphic design.

## Overview

The Centre of Sustainable Healthcare ('CSH') is an independent non-profit organisation that has been at the forefront of driving net zero and carbon reduction initiatives within the healthcare sector since 2008. Its primary objective is to integrate the values of environmental sustainability into the health industry, aiming to make healthcare practices more sustainable.

Healthy by Nature is a £1,327,443 three-year, two-cohort programme funded in the majority by a National Lottery Community Fund Reaching Community grant. It builds upon previous work undertaken by CSH.

This programme will transform the way communities use greenspace at sites managed by 9 NHS Trusts across England, reaching an estimated 80,000 people over three years.

Local partners in the programme in cohort 1 (2025-2027) will include:

- Liverpool University Hospitals NHS Foundation Trust
- Uni Hospitals Dorset NHS Foundation Trust
- Nottinghamshire Healthcare NHS Foundation Trust
- Hillingdon Hospitals NHS Foundation Trust and East and North Herts NHS Trusts
- Newcastle Upon Tyne Hospitals NHS Foundation Trust.

Local partners in the programme in cohort 2 (2026-2028) will include:

- Bradford District Care
- Guy's and St Thomas' NHS Foundation Trust
- Stockport, Tameside and Glossop Integrated Care NHS Foundation Trust
- Manchester University NHS Foundation Trust.

Our programme will bring people together to build strong relationships in and across communities. Each of the 9 schemes will bring wider social impacts by forging lasting links between health and greenspace; and local people and the NHS. The project will transform NHS outdoor spaces into accessible community resources for decades to come, by improving the places and spaces that matter to local people.

Nature Recovery Rangers will involve community groups and partners at NHS sites to improve the quality and use of NHS greenspaces, and to help integrate nature into community engagement, patient care and NHS staff wellbeing.

## The Brief

We are looking for a specialist consultant to support the evaluation of the project to meet or exceed funder guidance and contractual requirements. In particular, the External Evaluators will help develop, and gather, analyse and report against a set of Key Evaluation Questions. These questions will help the programme team to investigate the extent to which the Community Organising-type approach has delivered its intended benefits, and how effective and efficient it has been, for example, in the systems and processes in place, and in working in partnership.

The External Evaluators will also help the team to reflect on and crystallise changes which may need to be taken to maximise the programme, and also lessons learnt which can inform post-funding initiatives.

We have developed a draft Theory of Change (available upon request) which shows the change we want to make in the short- and long-term, and the outcomes which will help us to get there. However, Annexes 1 and 2 comprise of a quick-read overview of the benefits the programme is designed to deliver.

### Scope of evaluation services required

During project start-up, the Consultant will:

- Establish working relationship with the programme team, consultants and other key stakeholders
- Familiarise with the most up-to-date funder guidance on evaluation, including guidance on capturing and sharing learning <https://www.tnlcommunityfund.org.uk/funding/managing-your-grant/learn-from-your-project> and the outcome frameworks and stand-alone measures guide which includes standard methodologies which can be employed within the programme <https://www.tnlcommunityfund.org.uk/funding/managing-your-grant/learn-from-your-project/data-and-evidence>
- In collaboration with the client team, lead a process to determine the Key Evaluation Questions for the programme and in prioritising these questions
- Lead the project team in refining the draft Theory of Change (which can be tested by the evaluation process)
- Create a Monitoring, Evaluation and Learning Delivery plan which sets out:
  - What data needs to be collected in order to answer the Key Evaluation Questions
  - Relevant outputs and how they will be monitored
  - Which evaluation tools will be used to collect data
  - Who will collect this data and when

This document should also give an overview of how data will be analysed and when it will be reported on/findings shared

- Make changes to the Key Evaluation Questions, Theory of Change and Monitoring, Evaluation and Learning Delivery plan in response to client feedback and finalise these
- Work with the client team to identify if any data needs to be collected to create a robust baseline (where needed) and design mechanisms to collect this/collect it
- Develop appropriate monitoring and evaluation tools where necessary
- Ensure all monitoring and evaluation tools are in place, and that staff are trained in them and feel confident to use them
- Stress-test tools and quality-check the first batch of data.

During the life of the programme, the Consultant will:

- Undertake independent data collection (as set-out in the Monitoring, Evaluation and Learning Delivery plan)
- Support quarterly reflective practice sessions for the programme team (including revisiting of the Theory of Change at least every six-months) and provide brief action notes
- Run annual partner and community group surveys, and feed into the funder reporting as appropriate (allow half a day per quarter for this)
- Support staff data collection and reporting – providing ad-hoc technical support (allow 3 days across the life of the programme for this)
- Support legacy planning and review any draft plans.

At end of Year 1 and 2, the Consultant will:

- Analyse and synthesise all data (or a sample of it) and high-level create findings

- Write and present short independent End-of-Year (focussed on 'progress and process' of the programme) report or slide pack, including practical recommendations and lodging lessons learnt
- Support staff team to deliver recommendations (allow 2 days in total for this).

Near the end of project, the Consultant will:

- Analyse and synthesise all data (including summaries from reports sent by other external consultants) and create findings
- Write and present End-of-project (focussed on 'impact') report, including lessons learned, identifying barriers and opportunities for future work which will go to the client team and funders
- Create a high-quality designed evaluation report (drawing from the internal report) of the above for external use, including for funders, partners, future funders and supporters etc.
- Support the team in creating case studies or histories (allow 2 days)
- Support staff team to integrate recommendations into the Legacy Plan.
- Desk-based review of Legacy Plan.

### Special considerations

The following should be taken into consideration when preparing the tender response:

- The evaluation should balance both qualitative and quantitative data, and where practical, draw upon standard methodologies – however this should be balanced with the need for inclusion and accessibility (see below)
- The programme is using a Community Organising-type approach (for further background on the principles behind this see <https://www.corganisers.org.uk/what-is-community-organising/our-framework/>) and aims to engage a wide range of stakeholders and community members. It is therefore important that the evaluation process is inclusive, fair and representative – with mechanisms in place to reduce barriers to taking part in the evaluation process, and to ensure the voices of the place-based communities are strong within it
- This programme is evolving the model tested by CSH in previous projects to scale-it-up. It is therefore imperative that the programme team are supported in making time to reflect upon delivery, and to identify any tweaks and changes that may need to be made to the programme to maximise its effectiveness and efficiency. Feedback from the data also needs to be available in a timely way
- All outputs arising from this contract will be the intellectual property of CSH and may be used by any Project Partners, organisations or funders associated with the Healthy by Nature programme.
- In addition to the evaluation activities covered by this brief, a project stakeholder at Uni Hospitals Dorset NHS Foundation Trust intends to focus their L7 Masters Apprenticeship final End Point Assessment on the Healthy by Nature programme, looking at the barriers to Business as Usual/the wider roll out of the programme and the mainstreaming of its health benefits. The evaluation should compliment and reference this additional evaluative piece as appropriate.
- There is potential for further funding to be secured for additional sites/Nature Recovery Rangers to join the programme during the project period. The evaluation should therefore be scalable.

### Timeframe

The Healthy by Nature programme will start on 1<sup>st</sup> April 2025, run for 3 years and conclude on 31<sup>st</sup> March 2028. Activities and capital investment that need to be evaluated will run from 1<sup>st</sup> June 2025. The evaluation support will run for the entire life of the project.

### How to tender

You are invited to submit a formal tender for the services requested and outlined above. Tenders should include the following:

- A short summary statement of your understanding of the services required
- Work within the budget to advise a scope of services to concur with those outlined in this document, including how you will employ an inclusive and accessible approach to the evaluation process
- An outline timetable for completing the required work including milestone dates and proposed timing for liaison, training and reflective sessions
- A short CV (no more than two pages) for the individual leading the commission, including relevant experience on projects of this nature
- Provide two relevant examples from the last three years of your organisation undertaking similar projects (no more than one page per example)
- A brief (no more than one page) description of how data will be analysed and how the evaluation process will be quality assured
- Fee proposal. Please make sure this is broken down so that it is clear what requested services cost. All fees should be inclusive of normal disbursements and expenses but exclusive of VAT. Include a proposed payment schedule.

#### Response time for return of tender

- Request for quotations issued on 17<sup>th</sup> March 2025
- Send queries about the project to the Green Space for Health Programme Director by 27<sup>th</sup> March 2025
- Quote period expires at 9am on 7<sup>th</sup> April 2025
- We will notify those quoting of the outcome of the tendering process before 25<sup>th</sup> April 2025.

Please return your quote electronically by the tender period deadline of 9am on 7<sup>th</sup> April 2025 to [info@nhsforest.org](mailto:info@nhsforest.org)

Quotes will be assessed by a programme panel and each tender will be judged on merit by the panel and consideration will be given to cost and quality at a weighting of 20% and 80% respectively.

#### Quote Return

**The tender is to be returned, along with any supporting/associated information, using the below form:**

#### **Quote for the Healthy by Nature Programme (Name and Address of Tenderer)**

Relating to the services outlined above in support of the delivery phase of the Healthy by Nature Programme (“the services”). We offer to execute the whole of the services described in your Invitation to Tender dated:

**Total Price excluding VAT: [PRICE]**

We confirm:

1. That we have not communicated and will not communicate to any person under any agreement or arrangement, the amount of this Tender;
2. That the amount of this Quote has not been adjusted under any agreement or arrangement with any person;
3. Having examined the Conditions and Specification for the above mentioned services we offer to complete the services for such sum as may be ascertained in accordance with the Quote Documentation;
4. We undertake to complete the services comprised in the Contract within the time stated in the Invitation to Tender;

5. Unless and until an Agreement is prepared, executed and completed this Quote, together with your written acceptance thereof, shall constitute a binding contract between us;

6. We understand that you are not bound to accept the lowest or any quote you may receive.

**Name of Consultant/Consultancy:**

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**Signature:**

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**Print Name:**

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**Date:**

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## Annex 1: Background

This new programme builds on a pilot that the Centre for Sustainable Healthcare (CSH) ran in 2021-2023, placing Nature Recovery Rangers at five hospital sites. This new programme will have a greater emphasis on: connecting communities to improve local greenspace at healthcare sites; running nature-based interventions for residents and patients; and ensuring impact evaluation and dissemination embeds the project ideas more widely.

Healthcare sites often have the only accessible greenspace available to local communities, but the competing priorities of NHS estates and facilities teams can limit greenspace management and accessibility. Our pilot project demonstrated that having a dedicated NRR role engaged thousands of local people with hospital greenspaces, benefiting their physical and mental wellbeing, as well as enabling biodiversity to flourish, enhancing neighbourhoods. In light of the pilot project's success, we have been approached by hospitals where community groups are keen to work with rangers at the focus locations.

## Annex 2: Intended programme benefits

The programme will benefit a wide range of people by coordinating community volunteers in nature engagement activities such as gardening groups, food growing, nature walks, tree planting and creating greenspace corridors, benefiting:

### Community members by:

- Learning new horticultural skills, helping more people to reach their potential
- Creating social bonds, building pride and cohesion via greenspace enhancements
- Addressing inequalities in greenspace access, especially in deprived areas
- Improving health and wellbeing through nature connection

### Patients by being able to:

- Access greenspace (such as sensory gardens) for therapy
- Join horticultural groups promoting social interaction, aiding their mental wellbeing during hospital stays and post-hospital recuperation

### NHS staff by:

- Providing outdoor sanctuaries for NHS staff to take stress-busting breaks.

### Neighbourhoods by:

- Addressing community members' health and inequality issues
- Building community pride, skills and cohesion
- Offering preventative healthcare opportunities
- Addressing health inequities
- Supporting recovery from illness
- Creating a healthier environment.

A fuller overview of outputs, outcomes and short- and long-term vision can be found in the Theory of Change (available upon request).