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A photograph of a man and a young girl looking at a flowering branch. The man is on the left, wearing a white sweater, and the girl is on the right, wearing a red and orange scarf. They are both looking intently at the branch, which has green leaves and small white and pink flowers. The background is a blurred outdoor setting.

Team Wilder and Nextdoor Nature implementation progress (2023-2024)

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Disclaimer:

The views expressed in this report are those of the authors and do not represent those of The Royal Society of Wildlife Trusts.

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Executive Summary

Introduction

In 2021 The Wildlife Trusts (TWT) committed to an ambitious 10-year strategy, with part of this being a community organising programme to engage and empower people to act for nature's recovery - this approach was initially called "Team Wilder". The Wildlife Trusts commissioned Meaningful Measures Ltd to evaluate the impact of pilot sites of Team Wilder. Meaningful Measures Ltd reported a need to understand the implementation of Team Wilder, and the way the TWT Central Team led on the strategic development of this project. A logic model was developed to show how Team Wilder could be implemented by TWT. This initial work highlighted a need for National Lottery Heritage Fund (NLHF) support for The Wildlife Trusts to enable a further push on the development of Nextdoor Nature (NDN) and other community organising approaches.

Building on the 2021 report, in 2022 TWT were successful in gaining funding from the NLHF to develop community organising (now under the banner "Nextdoor Nature") and a further evaluation by Meaningful Measures Ltd was undertaken. This evaluation enabled learning about the implementation and outcomes associated with using a community organising approach for TWT. Progress in implementing Nextdoor Nature was audited at two time points (Spring 2023 and Spring 2024) and an updated logic model produced. The first audit report (2023) is available in the appendix at the end of this report; the second audit (2024) and results from a staff workshop is reported here.

Aim of this work

To capture a snapshot the status of TW/NDN in Spring 2024 and establish where progress can be evidenced, determine realistic timescales of work, identify current challenges and determine the support needed.

Methods

A mixed methods approach was used to collect data in two phases:

1. A workshop with Wildlife Trust CEOs and Mentimeter poll for managers (October 2023) looking at impact monitoring to understand the challenges, barriers and opportunities regarding data monitoring of TW/NDN and embedding community organising.
2. A survey audit of progress of individual Wildlife Trusts conducted online between April and May 2024.

Results

There were four main sections to the results: (1) culture change; (2) equality, diversity and inclusion; (3) impact measures; (4) support from central team and collaboration.

Section 1: Culture Change

There is progress with culture change since 2021, with increased numbers of WTs onboard with community organising. There was a significant increase in the number of communities that WTs are engaging with using a CO approach and a noticeable increase in the diversity of these communities. Most WTs feel that they are more inclusive. Just under half of all WTs have monitoring data to show that more people are taking meaningful action for nature in their communities.

Barriers to success included:

1. Community organising is still not universally given equal status to the conservation, education and engagement work for delivering nature's recovery in all the WTs. At least half of the WTs have further progress to make here.
2. Funding to sustain community organising, however, 33 WTs reported having secured funding to sustain the community organising work beyond the NDN funding. Five more WTs were in the process of applying for funding.

Other barriers included:

3. Resource availability and capacity to scale up the community organising work internally whilst engaging with communities externally, and
4. The differing values placed on CO by different teams, SLTs and board members in different Trusts. Where there is less value placed on community organising, the internal scale-up is proving harder.

Section 2: Equality, Diversity and Inclusion (EDI)

Good progress has been charted for EDI. There was a noticeable improvement in how WTs are integrating children and young people into their Trusts at a range of levels. The levels of confidence in managing safeguarding issues remains the same as previously. Qualitative comments highlighted a clear positive impact of the EDI support provided by RSWT to the individual WTs.

Improvement in the awareness of the anti-racist status of the TWT was predominantly seen at the senior leadership team level, but not at a manager level. Whilst there are still more improvements to be realised in terms of EDI, it is important to acknowledge the distance already travelled since 2021.

Section 3: Impact Measurement

There is a need to use measurements that are appropriate to working in a personalised community-led context. Trying to capture what is important and meaningful to the community vs what commissioners and funders want to see has proved challenging across the sector. This is a culture change and requires time, training, and testing to see what works best.

RSWT has provided training to teams of people in WTs on collecting qualitative story data and using outcomes data to demonstrate the impact of the community organising approach. More work is needed in this area of improvement for The Wildlife Trusts and other initiatives are currently underway at the time of writing this report.

Section 4: Support from Central Team and Collaboration

Collaboration across the Wildlife Trusts is greatly improved since 2021, and this has largely been facilitated by the central team.

Central support was well received by Wildlife Trust staff and is a core part of the process of enabling the individual WTs to implement and scale a community organising approach. The central team have continued to provide support in the form of one-to-one discussions, centrally produced resources and networking and training opportunities, adapting content as new support needs are identified. Training has been mostly received by managers, but this needs to be widened to SLT and board members.

Central team support should remain in place at least at the level currently being offered.

Recommendations

1. The central team should continue to provide the same level of support regarding resources and training. This needs to be continually provided at regular intervals to account for new staff joining the workforce over time.
2. Utilise the Train the Trainer programme, as a legacy from NLHF-funded Nextdoor Nature, to continue to provide more Trust-level training on the values and principles of community organising and how it can work with different teams in a WT.
3. Take a 'whole Trust' approach as often as possible, in the delivery of training, aiming to involve board members, SLT, and teams in each Wildlife Trust, supporting those not already engaged in community organising to see its benefits.
4. Ensure that all training opportunities are widely advertised across all Wildlife Trust teams with plenty of lead in time and are embedded in The Wildlife Trusts Wilder Learning Programme, enabling Priority 4 – *Investing in high-skilled and diverse staff and volunteer network to build a movement wide learning culture.*
5. Continue to increase the representation and visibility of diverse role models and ambassadors, which reflect the diversity of society and engage a more diverse supporter base.
6. Continue to provide training and build skills and competence in how to collect outcomes-based data. Provide the next stage of training on how to analyse

qualitative data and then apply it internally for monitoring strategic development and using within funding applications.

7. Continue to develop confidence to gather meaningful stories that promote improved access and engagement with nature for diverse groups are regularly shared across the movement and on Trusts social media channels.
8. Ensure that more support is provided to increase the safeguarding knowledge across more staff in each WT where necessary. This is in acknowledgement of the increased inclusion of young people and vulnerable adults within a variety of positions within the WTs. All young people under the age of 18 are deemed vulnerable due to their age, therefore, WTs should reflect on which members of staff may now come into contact with this group of young people and how this may have widened from just the staff who do external engagement work. As the inclusion of young people and vulnerable adults increases, so does the requirement for staff who do not normally engage with these people to be confident to know what to in a safeguarding situation.
9. Develop opportunities for WTs that are using a community organising approach at scale to share their learnings and how they have got to that stage.
10. Identify the minority of WTs who do not want to adopt a community organising approach or see the relevance of it and understand what their key issues and barriers are.
11. Consider that future audits will need to have different questions for CEOs and managers. This will enable a shorter audit with strategic responses from CEOs and a shorter audit on implementation and engagement with community organising from the managers' group. There could be a very small number of questions that were the same on each audit.

Conclusion

Overall, there is even more understanding and enthusiasm for using community organising approach across The Wildlife Trusts compared to staff views in 2021. There has been a great deal of progress in the last three years, and three quarters of Trusts are already in a position to sustain the community organising approach beyond the NDN funding. Improvements in the EDI status of The Wildlife Trusts and working with children and young people is also evident. Strong progress has been made in monitoring outcomes as well as outputs of the community organising approach. More work is needed, however, and key projects are currently underway which will support the internal buy-in to using a community organising approach.

The role of the central team has now been clearly identified in supporting and enabling the individual WTs to adopt and scale a community organising approach. Realistic timescales for adopting and scaling the community organising approach internally and externally

have now been established. This report shows that in 2024 more support is needed to improve the internal scaling-up of community organising to underpin all the work in WTs. The central team needs to carry on providing support and training for staff members wishing to work in community organising way.



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1.0 Introduction

1.1 Developing community organising in The Wildlife Trusts - the story so far

In 2021 the Wildlife Trusts committed to a 10-year strategy working to three key strategic goals as a unified federation. Alongside this, a community-led approach to engaging and empowering people to act for nature's recovery was developed and called "Team Wilder". Team Wilder (TW) as a concept has been used by some Wildlife Trusts since 2018, but this initiative has grown since 2021. Team Wilder has now also been joined by sister project "Nextdoor Nature" (NDN) which has the same aims and approach but has a separate funding stream from the National Lottery Heritage Fund, (NLHF). Team Wilder and Nextdoor Nature are names for the same project and will be referred to as TW/NDN in this report.

TW/NDN has the dual goal of aiding nature recovery and, therefore, supporting climate change initiatives to restore a natural balance. Now in its second year of development, NDN aims to empower and enable local people to act to put nature into recovery, create more space for wildlife to thrive, and reduce the pressure on the environment.

In 2021 Meaningful Measures Ltd was contracted by the Wildlife Trusts to carry out an evaluation of the impact of TW pilot sites. The work aimed to provide The Wildlife Trusts with a chance to take stock of the current status of TW and to decide what might be needed to enable further successful rollout of the project across the UK. The key findings (in the context of Team Wilder only) were:

Getting your house in order

1. There was a lack of clarity of what Team Wilder was.
2. There were evolving working practices within the Wildlife Trusts.
3. There was tension between the central Team Wilder branding vs individual Wildlife Trust identity.
4. There was a lack of collaboration.

Practical preparation for implementation of Team Wilder

This first report by Meaningful Measures in 2021 represented a need to understand the implementation of Team Wilder, and the way the central team led on the strategic development of this project. This work highlighted a need for NLHF support for The Wildlife Trusts to enable a further push on the development of Nextdoor Nature and other community organising approaches.

1. There were several significant challenges for Team Wilder to overcome before it could be rolled out nationally. Main Team Wilder participant challenges were having clear processes to follow around brand and communication, accessing training and being able to measure the impact of their projects. Main staff challenges were managing workload, funding needs, branding guidelines and training support.

2. There was a need to map resources needed vs existing resource generation activity.
3. Further work was needed to determine how to measure and monitor Team Wilder.

The Wildlife Trusts gained NLHF funding in 2022 (built on the findings of the 2021 Meaningful Measures Ltd report). For this new NLHF-funded project a wider evaluation of the Nextdoor Nature initiative was undertaken by two organisations – Meaningful Measures Ltd and MEL. This evaluation programme enabled learning to be captured on the implementation and impact of a community organising approach for The Wildlife Trusts.

In 2023, Meaningful Measures Ltd aimed to monitor the progress of TW/NDN in relation to the initial findings and recommendations for 2021. The first phase of this work was to get up to speed with the latest progress made with the TW/NDN project. This was accomplished by Meaningful Measures Ltd staff meeting with and interviewing the Wildlife Trusts' central team in Newark, at The Wildlife Trusts' office. Through the interviews we aimed to understand the level of progress made since the publication of the original Meaningful Measures report in 2021. This exercise determined any newly evolved versions of the TW/NDN logic model, and generally gathered intelligence to cross check recommendations from the 2021 report. Furthermore, information about any strategic coordination challenges and developments and the ethos of management of TW/NDN was reviewed. Updates on what measurements for TW/NDN had been put in place were investigated. Finally, progress in terms of increasing the equality, diversity and inclusion (EDI) aspect of The Wildlife Trusts were explored.

The information gathered via these interviews in January 2023 were reported back to the central team and were used to develop an audit for all Wildlife Trusts to complete, to determine the current status of TW/NDN. Results from the first audit survey showed that there has been good progress between 2021 and 2023 with:

- Clear improvements in support provided to Wildlife Trusts for internal collaboration, networking and training by the central team.
- Good buy-in to the strategic goal of embedding community organising principles.
- Many Trusts had increased the diversity of community groups that they are interacting with and reported being more inclusive.
- A noticeable growth in the inclusion of children and young people within different aspects of The Wildlife Trusts.

Some areas were identified that required further development:

- Strengthening the understanding of community organising methodology and what was needed to embed this approach.
- Working more closely with board members to help them understand the importance of empowering and equipping communities to take independent action for nature
- Resolving issues relating to the name and branding - to bring clarification that 'Team Wilder' was not a brand, but a way of working to reflect each Wildlife Trust's autonomy in how they name this work.

- Improving understanding of how to collect and then use outcomes to develop and demonstrate benefit and impact of their work.
- Promotion of the anti-racist status of The Wildlife Trusts, as quite a few staff were unaware of this achievement.

1.2 Deep dive and audit 2: October 2023 - May 2024 by Meaningful Measures

A second UK-wide audit, informed by the deep dive, was sent to every Trust in April 2024 and asked one CEO and one member of staff at management level to answer the questions to represent the views of their Wildlife Trust.

1.3 Aim of the current work

Audit 2 aimed to capture the 2024 status of TW/NDN and establish where progress could be evidenced; assess where the current challenges were being experienced and determine the support needed. We also aimed to develop more understanding around the time it takes to develop and embed a community organising approach to working with and alongside communities.

In this report we compare the 2024 audit to 2023 data where appropriate. We have developed an enhanced logic model for this approach to highlight key learnings, developments and challenges and a 'key features of implementation' flow diagram to accompany this report.



2.0 Methods

2.1 Data collection

We used a mixed methods approach to our data collection and carried out two separate activities:

Workshop with CEOs and Mentimeter poll for managers

In October 2023, Meaningful Measures Ltd carried out a workshop with all Wildlife Trust CEOs on impact monitoring to understand the challenges, barriers and opportunities regarding data monitoring of TW/NDN and embedding community organising. These topics were key areas where development was identified in the first audit. We used Mentimeter polls to get an overview of opinions of the CEOs and then asked managers to also complete the Mentimeter polls at two networking meetings in subsequent weeks. At the away day, CEOs also provided additional notes and thoughts if they had further information to add.

Audit 2 of progress of individual Wildlife Trusts

In audit 2, questions were adapted from audit 1 by the researchers and reviewed by relevant members of the central team. A couple of questions from audit 1 were omitted as the targets had been achieved, many questions were direct repeats from audit 1 and a few questions were adapted to distil more details on a topic. (See Appendix 2 for a table with the targets that were removed).

The final audit 2 version was presented as a weblink for participants to click on and fill out. Participation in audit 2 was optional, but highly encouraged.

The questions in the survey can be found in Appendix 1 and covered:

- Wildlife Trust location
- Level of role in organisation
- Cultural change within the Wildlife Trusts
- Impact measurement
- Support from the central team
- Collaboration
- Markers of success
- The future

The survey required two answers per Wildlife Trust: one set of responses from a manager, officer (responses known as “manager”) or other members of staff delivering “on the

ground” and also one response from a CEO or director (responses known as “CEO”) from a strategic perspective.

The survey link was circulated by the central team with an accompanying explanation, to all Wildlife Trusts via Wildnet on 30th April 2024, with an initial three-week deadline. Trusts that completed the audit within the initial three-week deadline were entered into a prize draw for an office food hamper from Meaningful Measures Ltd. After three weeks Trusts that had not responded were followed up by central office staff. A shared google file between Meaningful Measures and the central team was updated daily to enable follow up conversations to be had and the audit remained open until 30th May 2024.

2.2 Data analysis

The data from the deep dive, Mentimeter polls and supplementary information from CEOs, were analysed via content analysis. The themes were reported back in a short report from the perspective of the CEOs and from the perspective of managers, if the data had different themes emerging in each group. (The full report can be read separately to this report).

Audit data was downloaded from Alchemer, cleaned, and analysed using descriptive statistics for the quantitative data. Where people had selected predetermined items, the frequencies were calculated and displayed as bar charts for ease of interpretation. Where additional open comments had been provided, these were analysed using content analysis to identify the key themes that were emerging from this qualitative data. Audit data was also analysed from a CEO perspective and from a manager’s perspective to identify any different perspectives between the staff groups.

Where audit questions provided options to rate a response, these ratings were converted into ‘Green’, ‘Amber’ and ‘Red’ and displayed on an excel sheet to create an easily visual way of identifying trends (results provided as a separate excel file).

2.3 Data security

All audit data was stored in password protected, encrypted files in a secure, GDPR compliant cloud-based storage location. No data files were stored on individuals’ laptops. Meaningful Measures Ltd staff are also trained in GDPR compliant data processing procedures and accredited by Cyber Essential Plus.

Case Study One: Changing perceptions and growing with it at Cheshire Wildlife Trust



Context:

The Cheshire Wildlife Trust's (CWT) conservation team initially struggled with the introduction of #TeamWilder, viewing it as a potential threat to their expertise. However, through persistent efforts, the way of working gradually gained their support as its potential to complement and enhance their conservation efforts became evident. Team Wilder was embedded via discussions with the Senior Leadership Team to embed #TeamWilder across the organisation, with plans for scalability and storytelling to highlight its benefits.

Success stories:

- **Dan's Nursery Collaboration:** Dan, who manages a nursery, successfully collaborated with community groups to establish similar nurseries, showcasing the practical benefits of community engagement.
- **Crewe to Warrington Impact:** Using evidence from Nextdoor Nature, CWT is submitting a bid for Reaching Communities to replicate the successful community impact seen in Crewe in Warrington. They are also keeping their NDN officer on to roll out a similar model in the two other areas of the county.
- **Crosstown Community Orchard Project:** This project exemplifies CWT's approach of empowering community groups to become self-sufficient, providing support and training to reduce reliance on external contractors.
- **Local Champions and Schools:** Efforts are underway to engage local champions and rethink strategies for working with schools, making them more community centric.

Future directions:

Senior Leadership has shown enthusiasm, recognising the potential of #TeamWilder to enhance the organisation's impact. Bridging Internal Gaps by bringing in champions within the organisation has successfully bridged gaps between conservation and engagement teams, fostering a more integrated approach. Initiatives like the Crosstown Community Orchard are empowering communities, promoting self-sufficiency, and reducing reliance on external support.

3.0 Results

The write-up in this section is accompanied by an overview of Red, Amber Green (RAG) rating of responses from the audit (see separate excel file), which provides a visual summary of progress.

3.1 Response rates for audit 2

Two representatives from each WT were asked to fill in the audit - A CEO/director/senior leader and a manager/officer or other member of staff not at senior level. For the purposes of this report, we will use the terms CEO and manager to describe these two groups.

All Wildlife Trusts were represented in audit 2, but not all Trusts had a response from both CEO and managers.

CEO response rates:

- There were 30 responses from CEOs, representing 29 Wildlife Trusts.
- The 15 Wildlife Trusts that took part in NDN were not represented by CEOs were:
- Bedfordshire, Cambridgeshire and Northamptonshire; Cumbria; Derbyshire; Essex; Hampshire and the Isle of Wight; Herefordshire; Lancashire, Manchester & N Merseyside; Leicestershire; London; Radnorshire; Sheffield and Rotherham; Suffolk; Surrey; Tees Valley; Yorkshire.
- Alderney and Manx Wildlife Trusts were not formally part of the NDN project, hence their absence. These Trusts did, however, respond to Team Wilder based questions.

Manager response rates:

- 49 people responded representing 42 WTs
- The Isles of Scilly, Montgomeryshire, The Scottish WT and Warwickshire did not have responses.

Where appropriate the second audit was a replica of the first audit, to allow comparison of responses across time. It became clear, however, that many CEOs were now unable to answer some questions in detail. Many WTs had expanded their community organising teams and so the detailed work had moved away from the CEO and to the managers. We recognise, therefore, that more information may be coming from the managers as opposed to the CEOs for some questions. Where this is the case, we will make this clear.

3.2 Bringing Community Organising into the culture within the Wildlife Trusts - a deep dive

In 2021 The Wildlife Trusts published the [strategy document](#)¹ on where they wanted to be as a Federation of organisations by 2030 and how they intended to get there. In the first audit (2023) we could show that most staff who responded did understand the broad vision set out in The Wildlife Trust's Strategy (98% of Trusts were represented). We could also show that the majority of staff were aware of the aim for The Wildlife Trust's to adopt community organising/#TeamWilder ethos as a key approach to achieving nature's recovery. That said, only just over the half the Trusts could be confident that community organising had equal value to their other established working models and approaches and a small number of Trusts were sceptical or resistant to the community organising approach.

In November 2023 a 'deeper dive' workshop was held by Meaningful Measures Ltd with CEOs at a face-to-face staff event, where CEOs were able to complete a Mentimeter poll. The aim was to gather opinions and create discussion on the challenges, support and training needs for strengthening the role of community organising and embedding this approach.

The Mentimeter poll was left open for managers to also complete at two live events as part of the Impact Measures group and with the Share, Learn and Test group. The full report is available in Appendix 3.

The feedback identified that:

- Funding was perceived as significant challenges for Trusts, particularly a lack of experience in fundraising for this type of approach for community organising next steps and new initiatives (managers and CEOs).
- Change had begun but a long-term approach was needed, and this approach will take time to embed (managers and CEOs).
- There was a lack of consistency of integration of community organising across The Wildlife Trusts (managers).
- Managing expectations and internal perceptions of community organising could be a barrier to progress. Managers specifically identified the lack of understanding of community organising by some other staff in the WT, particularly at board and senior management level (managers and CEOs).
- Letting go of control when working with communities was a concern but building confidence of the community organising teams supported letting go and helped expand the approach in a way that doesn't change the identity of Wildlife Trusts (CEOs).
- Evidencing outcomes was important to showcase community organising externally and internally within the Wildlife Trusts. (managers and CEOs).

¹ <https://www.wildlifetrusts.org/strategy-2030>

- The central team should continue to advise on best practice and provision of training for new starters and those in leadership roles. *“NDN staff have received a raft of good training opportunities from the RSWT central team... Would be good to offer some training to Trustees perhaps or SMT.” (Manager)*
- Continued advocacy for the approach and advice on uniting community organising work with campaigning and other conservation visions was needed to make community organising the norm. (managers and CEOs).
- Burnout, apathy and scepticism was a concern to one third of staff (managers).

3.3 Survey Section 1: Culture Change

3.3.1 Internal Wildlife Trust adoption

Firstly, staff were asked whether their Trusts demonstrated internally that community organising had equal value and status to the conservation, education and engagement work for delivering nature’s recovery. In the scoping work for this audit, this was a topic that was highlighted by the interviewees. Table 1 below shows the results for CEOs and managers for this question and compares the results to those of audit 1. Note that in audit 1 (2023), the response partially was not available, and that the representation of CEOs was higher.

Comparing the data from the managers - due to a better level of representation - only 14 Trusts felt that equal status was there. This is a reduction from the last audit. The reduction is probably due to the opportunity to now answer ‘partially’. If we add up the responses for partially and for Yes, 37 WT managers feel that equal status for CO is apparent or partially apparent. This is, therefore, a demonstration that there is improvement compared to audit 1. There is also a reduction of 9 Trusts that feel there *isn’t* equal status and responded No to this question. There is a clear sense of gradual progression from the WT managers’ perspective in the audit 2 data.

Table 1: Answers to the question - “Does your Trust demonstrate internally that community organising has equal value and status to the conservation, education and engagement work for delivering Nature’s recovery? Comparing Audit 1 (2023), N=34 CEO WTs and 45 WT managers to Audit 2 (2024), N=29 WT CEOs and 42 WT managers.

Equal Value of Community Organising	CEO		Manager	
	Audit One N=34 Trusts	Audit Two N=29 Trusts	Audit One N=45 Trusts	Audit Two N= 42 Trusts
Yes	23	14	24	14
Partially	-	11	-	23
No	7	2	17	6
Don't Know	4	2	4	0
Missing	12	17	1	2

Five CEOs who stated they thought there was equal value for community organising followed up their rating with examples relating to finance, training for all staff and Trustees in the WT, making the Wilder Working approach a cross-team priority, and pointing to how the NDN project has helped demonstrate this.

“Budget for the community organising team is equivalent (or greater) than for Education” (CEO)

“We have established development of our Wilder xxx Network as a cross-team priority” (CEO)

For a couple of CEOs who wrote “don’t know”, they followed up saying they weren't sure how to demonstrate the equal value and just one CEO stated that they still had a way to go to shift away from the current ways of working.

Six managers also gave follow-up comments supporting their statement that community organising had equal value in their Trust. Where we had open responses from both the CEO and managers in the same Trust, we found they were of the same opinion.

Interestingly whether community organising was a new concept to the WT or a vital approach in place for a long time, there was often a sense of enthusiasm and appreciation for it.

“Community organising is something so fundamental to a small island wildlife trust, where you have a much smaller spread of people, organisations, business proportionate to the scale of the Trust, almost all actions are a response to, and in support of the community, rather than specifically for conservation. Nature Next Door [sic] has introduced a targeted programme, which has helped us support/enable more individuals to take actions, so it has added an additional focus as well as resources” (Manager)

“It’s a relatively new concept that all teams are keen to engage with” (Manager)

Only two managers highlighted that wider teams weren’t aware of what community organising was yet.

3.3.1.1 Board members’ perceptions of community organising

Next, participants were asked how they perceived the progress made by the board and senior management on using a community organising approach to underpin all work across their Trust. Participants could choose the most appropriate statement. In the last audit we asked about the board and the senior management in the same question. For this audit the two groups were split and a separate question asked about each.

Table 2: Views of the board about community organising underpinning the work in the Trust, with red, amber, green levels of understanding. N=42 WT managers and 29 WT CEOs

How well do the board understand that community organising should underpin all the work in the Trust?	CEO n=29 Trusts	Manager n=42 Trusts
Fully on board with the concept	3	3
On board but need more time to fully understand the approach	15	16
Starting to come on board but there is a way to go yet	8	14
Not on board with the concept/ don't see the relevance	2	4
Don't know	2	5
Missing data	17	4

As shown in Table 2, both CEOs and managers had a similar view on where the board were at when it comes to understanding that community organising should underpin all the work in their Trust. Only three Trusts reported having board members who were fully on board; the majority view was that the board members are supporting this approach and need more time to fully understand it. A smaller group of Trusts thought that board members were coming on board but there was a way to go until they were totally on board with the concept of community organising underpinning all the work in their WT. There were a small number of WT's board members that were not thought to be on board or don't see the relevance of community organising underpinning all the work in their WT.

Additional comments from 11 CEOs ranged from describing the board's understanding as 'limited', seeing community organising as *"a bit alien"*, to acknowledging that there was some support in principle but not for the finer details of community organising underpinning all work in the WT's. A couple of CEOs pointed out that they didn't think community organising was relevant to all aspects of their WT.

16 Managers also provided additional comments:

- 14 stated they didn't have any contact with the board and, therefore, didn't know how in reality where the board members were at.
- Only five managers chose don't know as an option - there is a mismatch between what was chosen and their comments.
- A couple of managers felt that there was support and goodwill for community organising, but more work needed to be undertaken to enable the board to understand how community organising could inform the WT's work outside of the Team Wilder NDN projects.

3.3.1.2 Senior Leadership Team perceptions of community organising

Similarly, the participants were asked how well they thought the *senior leadership team* understood that community organising should underpin all the work in the Trust. Table 3 below shows that 14 WT CEOs and 11 WT managers thought that the senior leadership team were fully on board with this concept - a higher number of WTs, compared to the previous question about board members. Here we found that:

- 16 WT Trust managers and 11 WT CEOs thought SLT were on board but needed a little more time to fully understand the approach.
- 11 WT managers thought there was a way to go yet.
- There were a small number of WT senior leadership teams that were not thought to be on board/don't see the relevance of community organising underpinning all the work in their WT.

17 managers provided additional comments, the majority of which described the variation in understanding within different members of the SLT in their Trust, e.g:

"Some of the SLT are very supportive and see the relevance/benefits. Other members of SLT see the relevance less and understand the concept less." (Manager).

Additional comments from nine CEOs also said the same point, that the:

"...level of understanding and buy-in varies across the team."

Table 3. Views of the senior leadership team about community organising underpinning the work in the Trust, with red, amber, green levels of understanding, N=42 WT managers and 29 WT CEOs

How well do the <i>senior leadership team</i> understand that community organising should underpin all the work in the Trust?	CEO n=29 Trusts	Manager n=42 Trusts
Fully on board with the concept	14	11
On board but need more time to fully understand the approach	10	16
Starting to come on board but there is a way to go yet	3	11
Not on board with the concept/ don't see the relevance	1	4
Don't know	1	0
Missing data	17	4

Reflecting on Community Organising:

Community organising is an approach that does not produce linear outputs in the way that providing interventions and activities does. Community organising requires a pump-prime investment of staff time to map, meet, and form relationships with different parts of the local community. It can, therefore, feel as if there is a lack of progress in the early stages of embedding community organising. The investment of time in building relationships, however, is arguably the most valuable foundation of empowering change in a community.

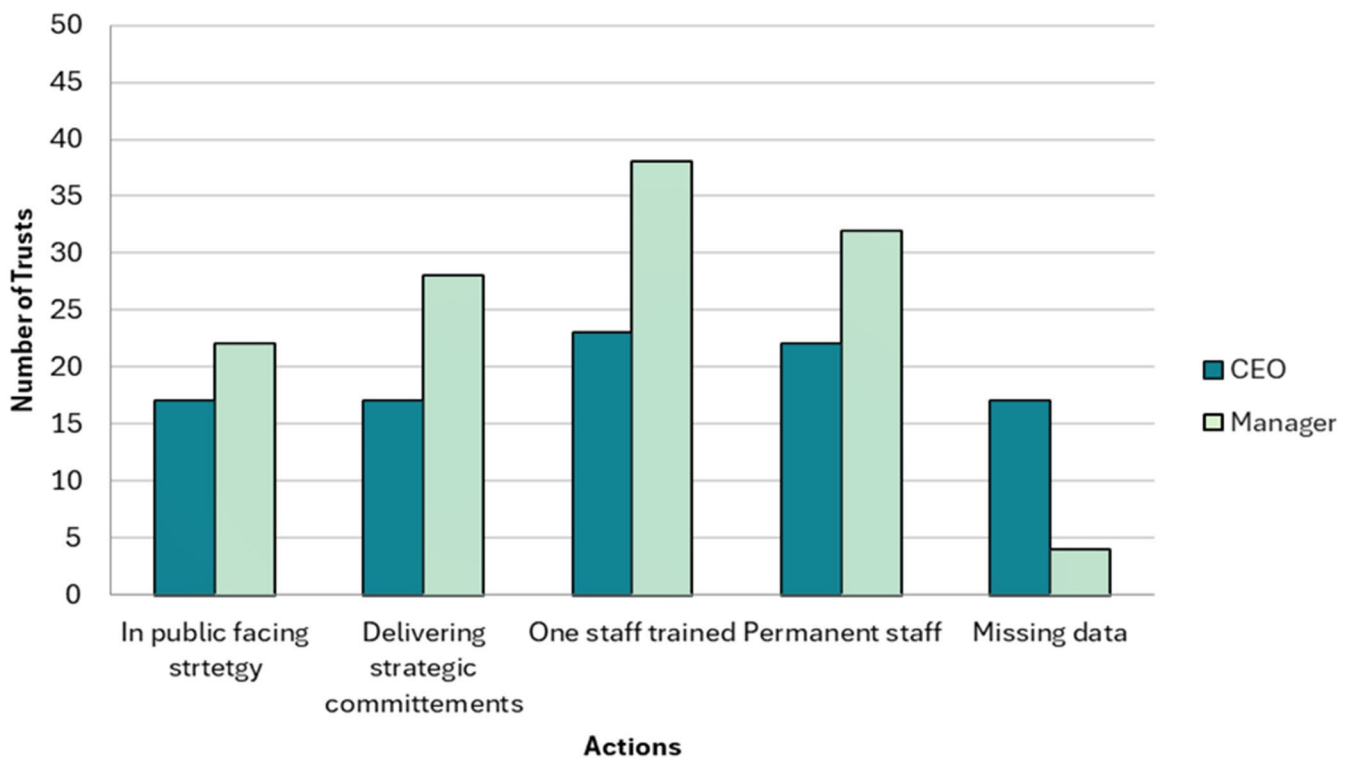
We now report on the progress indicators for embedding a community organising approach into Wildlife Trusts. Participants were provided with a list of possible indicators which were actionable steps that could be taken based on the community organising principles. The lists of indicators are reported in sections, to make the data more digestible.

3.3.2 Strategy and staff

Community organising first needs to be mentioned in a Wildlife Trust’s strategy for it to become something that a WT commits to working to. There then needs to be dedicated staff to support the delivery of the strategic commitment.

In audit 2, WTs were asked to select a series of statements that help us to understand what actions are being taken regarding strategy and staff. Figure 1 below compares the perception of the CEOs (29 Trusts) and managers (42 Trusts).

Figure 1. Comparison of CEO and manager perspectives regarding strategy and staff. N=42 WT managers and N=29 WT CEOs



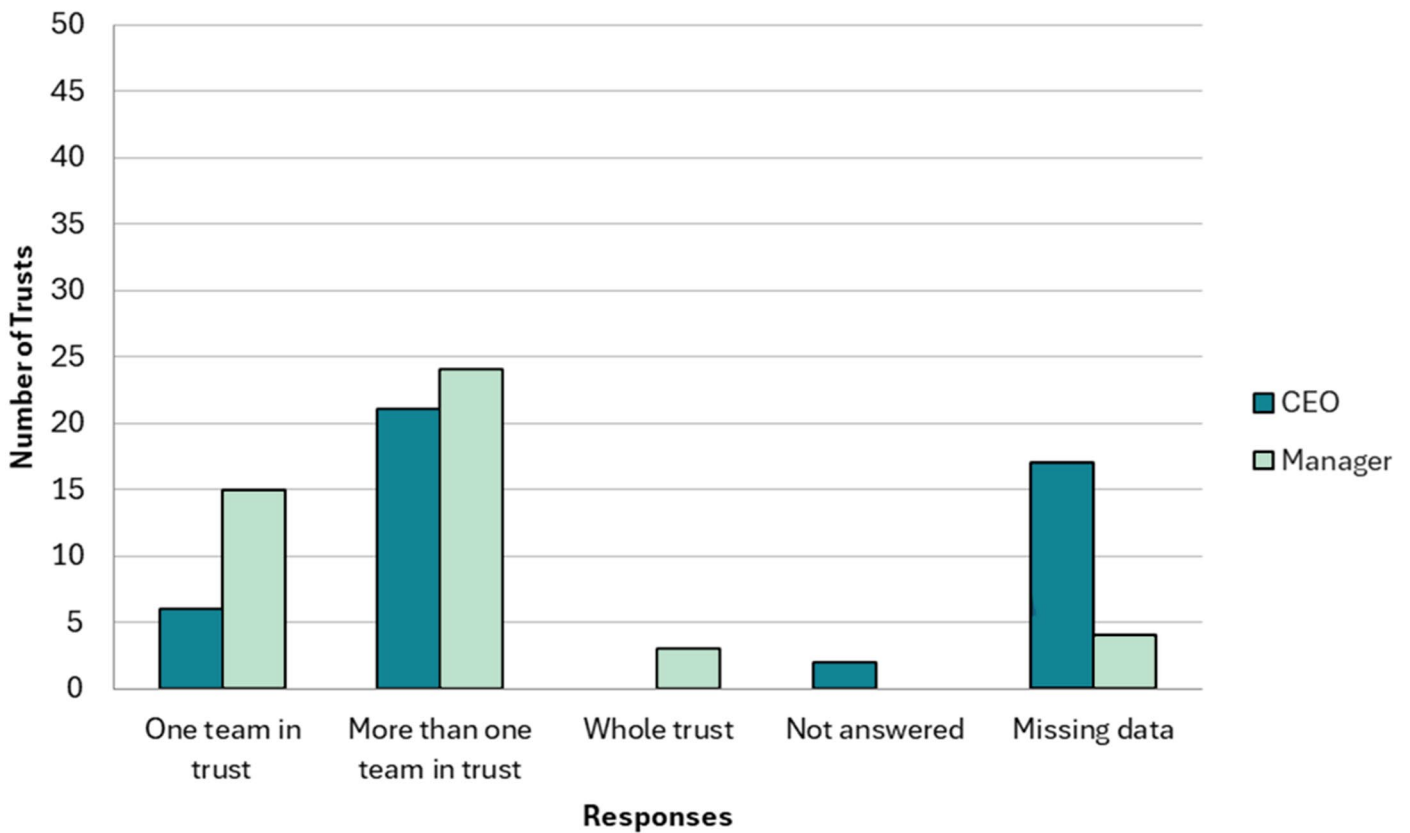
From a manager’s perspective:

- 22 WTs have community organising in their public facing strategies and 28 WTs are acting on their strategic commitments to community organising.
- 38 WTs said they had at least one staff member trained in community organising
- 32/38 WTs community organising staff were permanent
- We do not have data for four Trusts.

The next set of indicators that participants reported related to the number of teams within each WT that were using a community organising approach. The choices were one team, more than one team or whole trust is using a community organising approach.

From the manager’s perspective, the most frequent response was that more than one team in the WT was using a community organising approach (24 WTs). WT managers identified three Trusts working at a whole Trust level and 15 WTs where one team is using community organising (Figure 2).

Figure 2. Comparison of the number of Teams within WTs that are using community organising. N=42 WT Managers and N=29 WT CEOs



In comparison to the last audit, there is a small increase in the number of Trusts with more than one team using a community organising approach. Two more WTs have a whole Trust approach compared to audit 1. Interestingly, last year 18 WTs thought they would have moved to a whole Trust approach to community organising by now. Audit 2, therefore, is

giving a more realistic indication of the timeframe needed to implement community organising and scale it to a whole trust approach.

Additional comments from 16 managers demonstrated how community organising principles are starting to be used by either other people in other teams, or by other teams in their Trust. Several comments alluded to the time needed to fully embed community organising in their Trust's way of working. These comments give a clear indication that there is appetite and enthusiasm for this approach and that over the next year further progress will be made towards this transformation target.

"Organising is used by the Community Organising Team, the Education team (due to a new role - Youth Organiser joining the education team), and the Nature Recovery team (through their work with farmer clusters)." (Manager).

"I ticked 'Partially' as The Wilder communities' team are not 100% core funded but reliant on external funding. We are slowly incorporating community organising into our education team, we have a Wilder School officer who has been delivering programmes in a new format and we are slowly adopting this delivery across our education team, again it is reliant on additional funding sources. A new re-wilding network I believe delivers support in a community organising way, supported by conservation team members rather than wilder community team members, but more working together and communication would be good." (Manager).

"As well as the communities' team, individuals within other teams at our WT do work in this way, but it hasn't yet become embedded in the culture across the trust. Teams are quite separate and siloed, with little collaboration or cross working which might share best practice." (Manager).

Just one manager commented that they will not be investing in community organising after the end of the NDN funding.

"Funding to secure Community Organising posts. We are not replacing NDN funding and require development work to get back on track." (Manager).

There were additional comments from 10 CEOs which provided a similar picture to the managers that there is gradual adoption of the community organising principles, but more work is needed to widen the adoption across the WTs.

"It is a work in progress, teams are positive, but I probably need to do more training with them." (CEO).

"It is seen as something that one or two people do, more of a project than a way of working. I would say that the NBS Team and Comms Team are actively trying to think in

that way. Other teams are maybe aware, as I talk about it quite a lot, but are not quite sure how to 'do it' nor how to fund it." (CEO).

"Our engagement and education teams are increasingly adopting 'community organising' approaches, or the philosophy that underpins them, but many of our conservation teams engage in community organising behaviours as part of their work – land advisory staff, social engagement and feasibility linked to species reintroductions etc. I think we can possibly be too rigid in our definition of 'community organising'. We view it as a shift to enabling rather than doing, moving towards more of a shared leadership approach." (CEO).

3.3.3 External engagement with communities

It was initially agreed that the overall aim for Trusts developing NDN community organising, was to reach a minimum of four new community groups. The ideal is to work with and alongside the groups and then be able to withdraw having supported the groups to have the knowledge to lead their nature-based community work with light touch support from the local Wildlife Trust only. No community organisation should, therefore, become dependent on the local Wildlife Trust as this is not a sustainable approach. Data in Figure 3 below, compares the perspectives of managers and CEOs regarding the number of community organisations that they have engaged with using a community organising approach and the extent to which some communities are now able to act independently.

Figure 3. 2024 Audit 2's data showing extent of external engagement with communities. N=42 WT Managers and N=29 WT CEOs

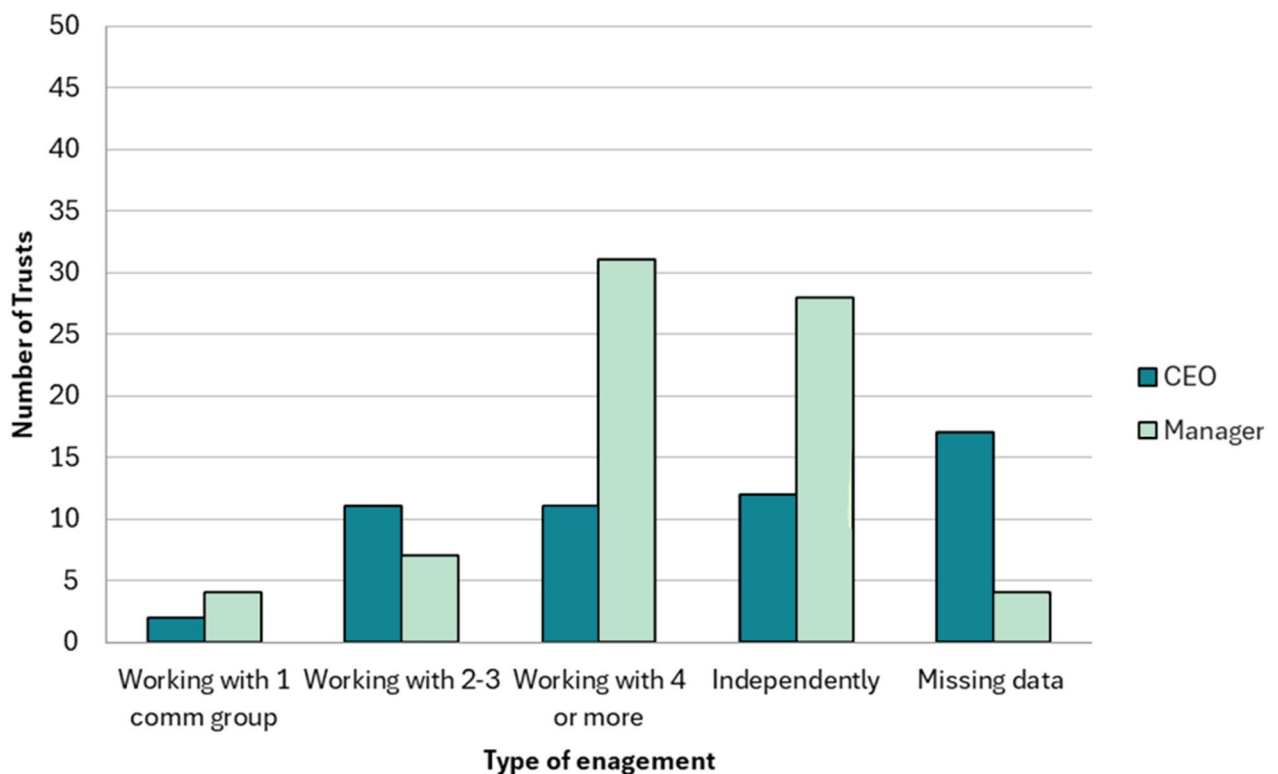
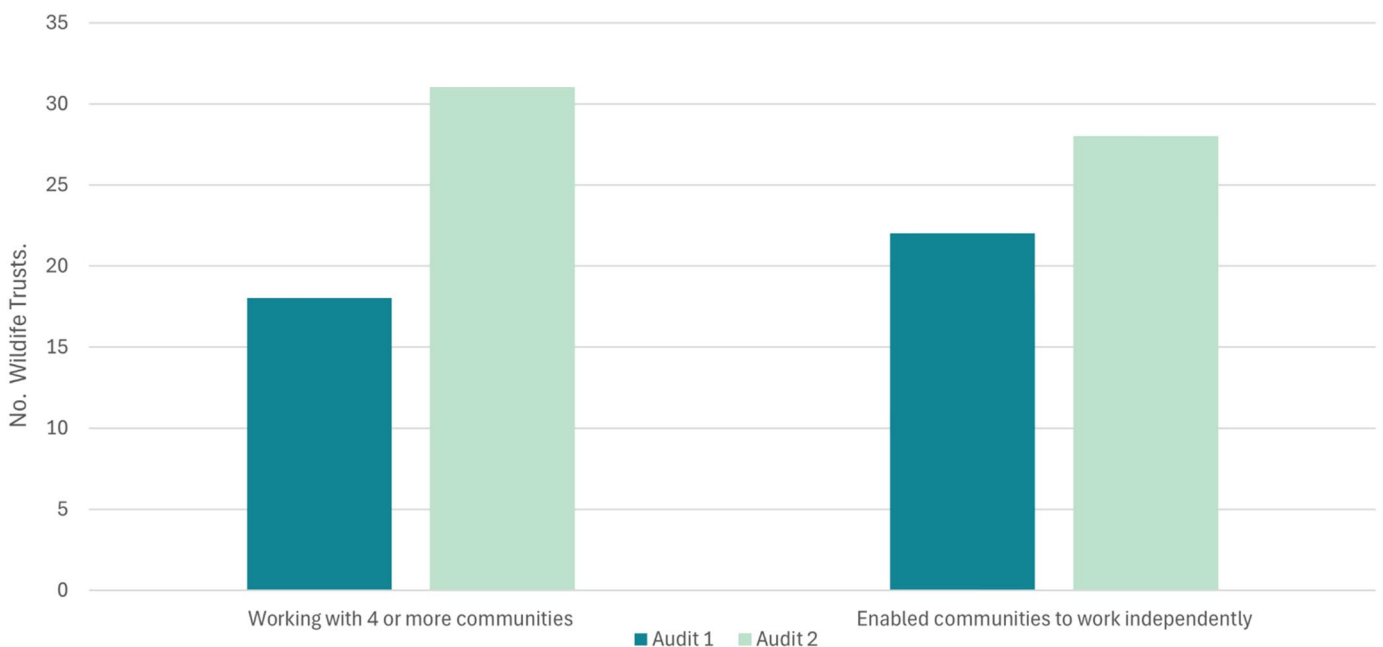


Figure 3 shows that at this stage of the project, at least 31 WTs are working with 4 or more communities, and 7 are working with 2-3 communities. 28 WTs have enabled a community organisation to act independently.

Last year 35 WTs anticipated working with 4 or more communities and so the anticipated progress is very close to the expected progress. This provides an indicator of time needed to engage with communities. Similarly, as shown by Figure 4 below, we can see the increase in the number of WTs that have enabled a community to act independently. This provides another indicator of time needed for communities to act independently, so that WTs can step away from focused work into being a light touch point of contact with groups, i.e. by maintaining a relationship as opposed to having a leadership role.

Figure 4. 2023 Audit 1 compared to 2024 Audit 2 data showing number of Wildlife Trusts working with 4 or more communities and enabling communities to work independently



3.3.4 Wider indicators of progress

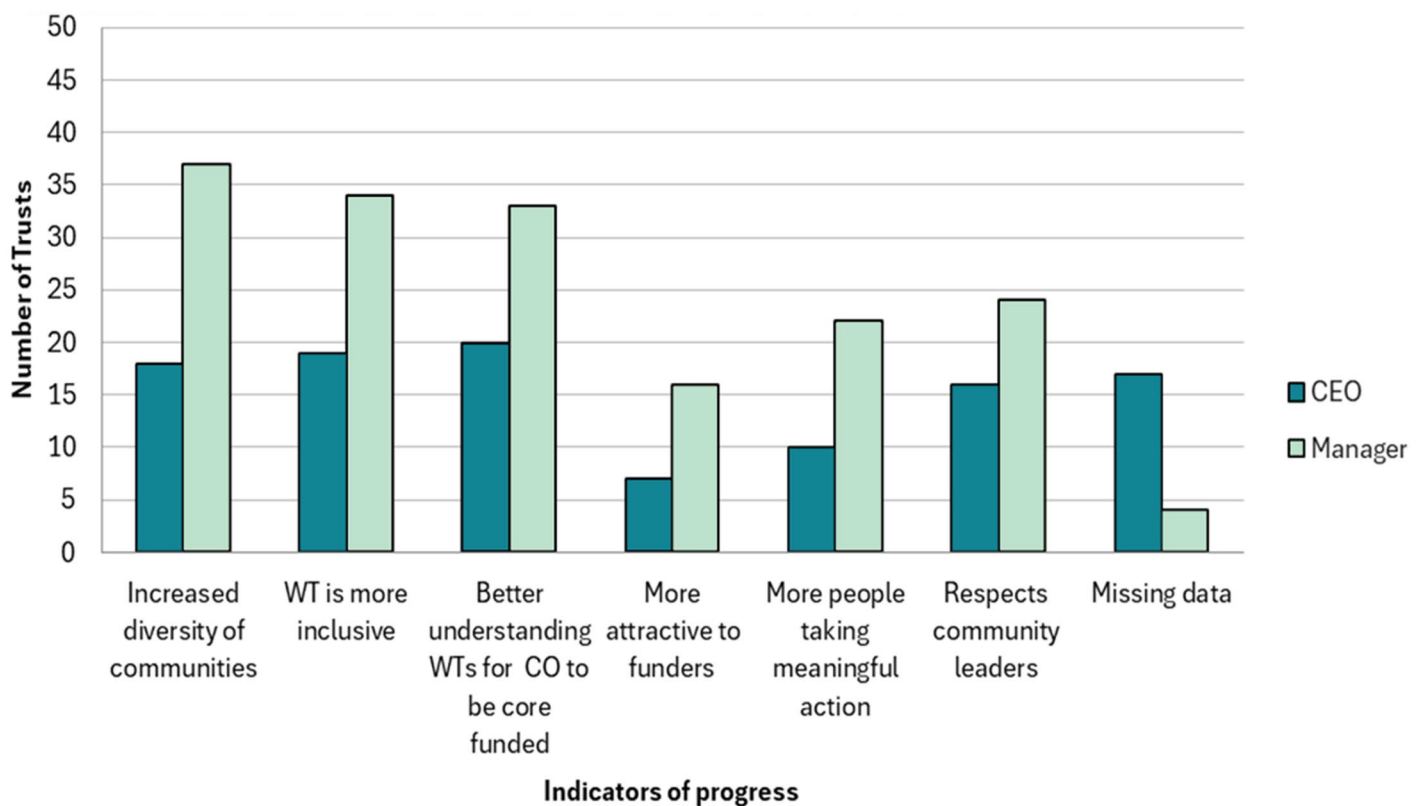
There were several wider indicators of success that one would hope would be achieved as a result of embedding community organising within the Trusts. These relate to diversity, inclusion, a changed perception in the WT, ability to be more attractive to funders, increased value placed on the role of community leaders and ultimately more people taking action for nature.

In Figure 5 below, we gauged where Wildlife Trusts thought they were at with these indicators. From a manager’s perspective, at least:

- 36 WTs thought they have increased the diversity of the communities they are engaging with.
- 34 WTs thought they are more inclusive when working with and alongside communities.

- 33 WT's thought they had a better understanding of the value of CO as a core funded activity.
- 16 WT's thought they were more attractive to funders.
- 24 WT's respect community leaders as critical contacts for reaching new groups and enabling involvement.
- 22 WT's monitoring is showing that more people are taking meaningful action for nature in their communities.

Figure 5. 2024 Audit 2 data showing Trusts' indicators of progress.
N=42 WT Managers and N= 29 WT CEOs



The number of WT's who have monitoring to show more meaningful action for nature by communities, is actually similar to audit 1 last year. This might be because the monitoring mechanisms are not in place with all WT's, as measuring impact was a key area of development for the WT's, highlighted in audit 1. (See section 3.5 on impact measurement for more detail). This data may also indicate the time needed to engage with communities and get them ready to take action in terms of the training and support needed. If this is the case, you would expect an increase in a year's time, since much of this engagement and support work is well underway now (as evidenced by the number of communities that Trusts are working with). It is likely that more WT's will be more confident with monitoring, this time next year as well.

The number of WTs who see themselves as more attractive to funders is quite a lot less than anticipated from the last audit. Again, this is likely to be down to the scale of development work undertaken to move from a purely output monitoring approach to an output and outcomes approach. This takes time and is reported later on in section 3.5 of the report.

3.3.5 Sustainability

This year we added a new section to the audit to monitor the steps that WTs are taking to ensure the community organising approach will be sustained once the NDN funding from the NLHF runs out – see Figure 6. From a manager’s perspective the data shows that at least:

- 30 WTs have staff trained in community organising, that these are permanent staff, and that community organising is clearly defined and sits under a specific department and that community organising is recognised as a useful approach.
- 29 WTs report that community organising has been recognised as a useful approach in other activities of the Trust’s work outside of the NDN work. This shows that even though the NDN funding will come to an end, the approach is being picked up in other activities in the majority of WTs in the Federation.
- 20 WTs reported that their Board and Trustees have a better understanding of community organising. As noted in previous sections whilst this has improved there is still more work that can be done in this area.
- 7 WTs see that community organising is business as usual at this point in time. This correlates with 3 WTs previously reporting that they have a whole trust approach to community organising. As 24 WTs are at the stage of working with more than one team and 29 WTs recognise the value for teams outside of NDN project, the next step for almost half of the WTs will be to move from working with multiple teams to a whole trust approach, hopefully within the next 12-18 months.
- 25 WTs state that communities engaged with will not be left behind and support will be retained using a community organising approach. This, therefore, shows that over half of the WTs will sustain support with communities once the NDN fundings runs out.

In terms of the funding situation, *as of April 2024* the data showed that at least:

- 24 WTs had secured their funding position to sustain the community organising staff: Posts in 10 WT’s were core funded and an additional 14 posts were funded via grant funding.

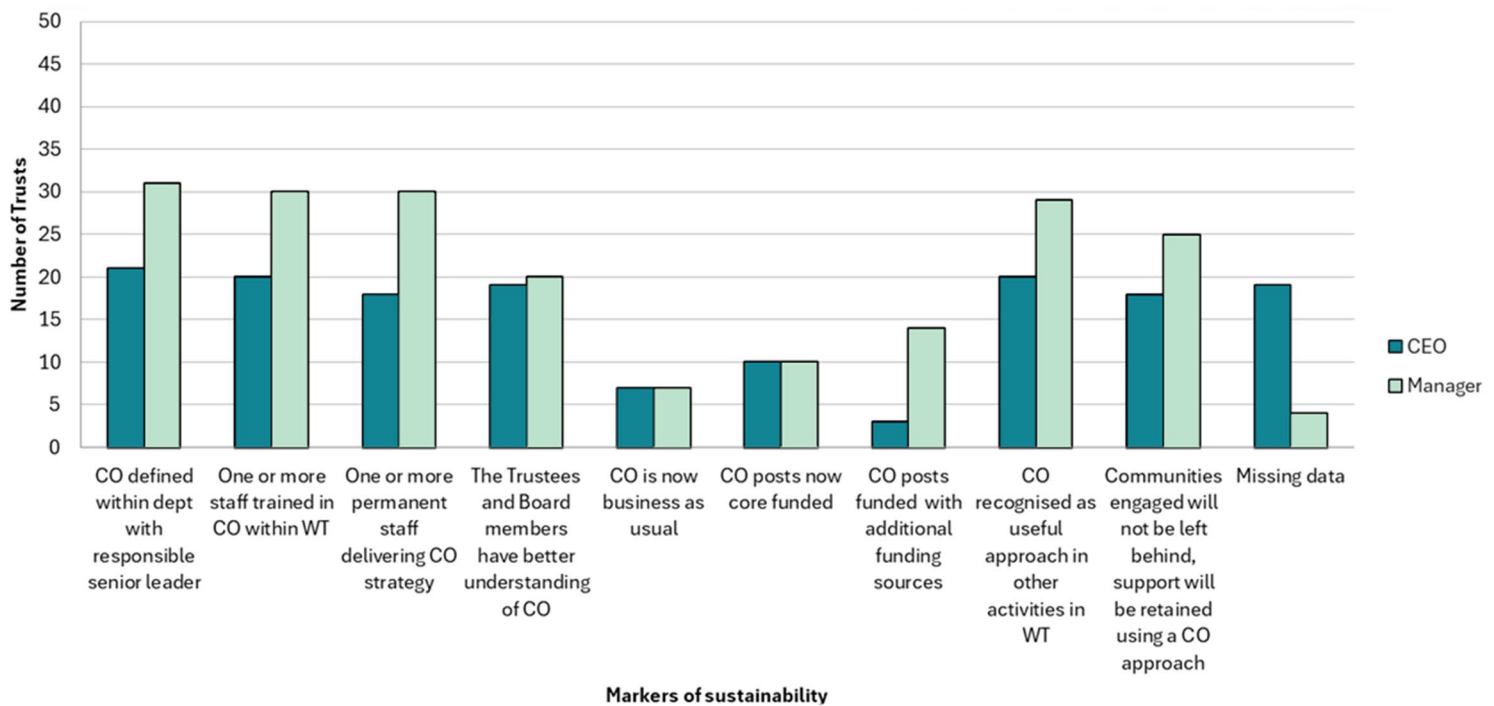
Further data that was collected from all WTs by the central team *in July 2024*, shows a further improvement as news from grant applications has come through. Final figures representing all 46 WTs show that:

- 33 Trusts are core funding their community organising work or have secured grant funding for the community organising role and work to continue
- 5 WTs are actively seeking funding or have put in funding bids to sustain capacity

- 3 WT are unable to confirm if they will continue with community organising at this point in time

This, therefore, shows that the community organising work will be sustained in the majority of WTs after the NDN funding has run out.

Figure 6. 2024 Audit 2 showing data for markers of sustainability, N=42 WT Managers and N=29 WT CEOs. CO = community organising



3.3.6 Challenges and barriers going forwards

We asked the CEOs and managers their thoughts on possible challenges and barriers for the going forwards with the Team Wilder way of working.

For this audit there were three main interlinked themes that emerged: funding; resources; and the culture in the WTs. We will first expand on the aspects that are related to **funding**.

It is important to note here that since this data was gathered, nine WTs have had successful funding applications.

Twenty-nine comments were received from CEOs and managers combined. Some people just stated ‘funding’ as their barriers, others highlighted concerns about securing funding because of the impact this would have on the communities they were engaging with and the long-term nature of community organising

“Securing long term funding to allow the time needed to deliver the community organising approach.” (Manager).

"If we don't receive funding we may drop trusting relationships and be unable to continue relationships due to lack of capacity." (Manager).

"Continuing to acquire funding for community organiser roles; and acquiring funding for resources for organising work." (CEO).

Other staff saw the core funding of posts as their barrier and felt it wasn't possible in the immediate future.

"I feel we are very far from this being core funded here. I have spent much of the 6 months desperately trying to source more money to continue in some way. Financially, this is not viable for us without it being funded". (CEO).

"No funding and no community organising staff core or permanent." (CEO).

"Funding, therefore, staff to deliver - we have not been successful in securing continuation funding for our Community Organiser, so as it stands, come 1st July we will have no one doing this specific role. No Engagement staff are core funded. We are waiting to hear from a few funding applications, fingers crossed. I maybe need to think outside the box a bit more to get this funded." (CEO).

A few of staff raised the barrier of having a lead member of staff as core funded but not having funding for delivery staff to do the actual engagement work.

"we have a core member of staff leading but funding for delivery staff to work in communities is not secured so project staff will end." (CEO).

"Lack of funding to pay for officers to continue the work". (Manager).

One person mentioned that they wouldn't be continuing to invest in community organising due to financial pressures within the Trust.

The next theme was about **resources**:

Both groups of staff spoke about the capacity to roll out community organising with communities, maintain that engagement and roll out community organising within their WT to other teams. It was frequently alluded to that there isn't enough capacity to do the internal work as well as the external work with the current staffing levels.

"Capacity of staff responsible for spreading the Team Wilder way having the time and headspace to do so on top of supporting communities themselves!" (Manager).

“Operating at sufficient scale and avoiding doing excellent projects and then leaving. With no lasting support we know that many of these communities will struggle. They have other priorities in their lives.” (CEO).

“Capacity - demand is now exceeding our staff capacity as xxx is such a large county with many large and diverse urban centres.”

Culture was the third main theme that was seen as a barrier or a challenge - primarily the internal culture of the WTs. The points raised by CEOs and managers were very similar. For a few staff, the challenges related to a lack of buy-in by the WT Board, or SLT or sometimes all Teams within a WT.

“Lack of deeper understanding and buy-in from all teams is standing in the way of using the community organising approach across all teams.” (CEO).

“Senior buy-in in other teams” (CEO).

For some people they talked about the value or lack of value placed on Team Wilder and community organising within their WT.

“Staff not appreciating the value of team wilder. Staff thinking the engagement team is the Team Wilder rather than all staff.” (Manager).

“That top down and SLT core understanding of Team Wilder and how it applies to everything we do must come from other sources not just me as the community organiser.” (Manager).

“Community engagement as core activity is still being developed at the Trust - there is a culture shift that needs to be supported and invested in and the first challenge is getting sufficient buy in for us to push forwards with plans to develop our foundational community engagement plans, before we start to build towards a more sustained Team Wilder approach”. (CEO).

One or two people talked about the culture of leadership and more generally incorporating a range of points.

“I think we are developing a community leadership model that is not reflected in Trust leadership models and practices. There is dissonance between how Trusts work and how we expect Trusts to work with communities. To achieve our organisational objectives, we need to consciously adopt leadership models and associated behaviours and competencies that support shared leadership and move away from transformational leadership models with associated expectations around expert and charismatic leaders. We are not getting our own house in order and sharing leadership within Trusts, but we are expecting communities and young people to step into conservation leadership.” (CEO).

3.3.7 Summary of the culture change findings

Overall, there are areas of progress and areas where more support from the central team will be needed to move to the next stage for some WT's. More WT's are on board with community organising as an approach compared to audit 1 but community organising is not universally given equal status to the conservation, education and engagement work for delivering nature's recovery in all the WT's. At least half of the WT's have further progress to make here. Similarly, there are quite a few WT's where the board members, but also the senior leadership team haven't quite grasped the full potential of community organising. Taken together this indicates more support and training is needed in these areas.

Most WT's have a member of staff trained in community organising, the majority of which are permanent roles. Most WT's are likely to have one team or more than one team in the WT using a community organising approach and qualitative data has highlighted how staff view this adoption process as a journey which will take time. Other qualitative data broadly showed that there is enthusiasm for this approach despite the challenges faced at different parts of the journey. There is also a significant increase in the number of communities that WT's are engaging with using a community organising approach and a noticeable increase in the diversity of these communities. The majority of WT's feel that they are more inclusive.

Wider progress indicators support the progress highlighted in this section, and just under half of all WT's have monitoring data to show that more people are taking meaningful action for nature in their communities. Whilst funding is seen as an ongoing barrier for most WT's, 33 WT's have core funding to continue the community organising work beyond the NDN funding and 5 more WT's are in the process of applying for funding. (Note, this is true at the time of writing this report in Summer 2024 and may have changed at the time of reading). Other than funding, the barriers at this stage related to the resource available and capacity to scale up the community organising work internally whilst engaging with communities externally. The final barrier centred around the differing value places on community organising by different teams, SLTs and board members in different Trusts. In particular where there is less value placed on community organising, the internal scale up is proving harder.

Case Study Two: Community and Team Integration at Surrey Wildlife Trust



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Context:

Surrey Wildlife Trust (SWT) places a strong emphasis on community and school engagement through initiatives like Wilder Communities and Wilder Schools. A strong leadership and culture have encouraged learning through experimentation. Staff feel fully supported in this environment, benefitting from a culture of continuous reflection and practice review, which drives progress and development. Efforts to integrate #TeamWilder with other teams emphasise the importance of collaboration, encouraging teams to “GET OUTSIDE OF YOUR SILOS” and work together on multiple projects. A new team, comprising members from various departments, has been formed to focus on nature-based solutions and biodiversity net gain. The hardest team to integrate has been the conservation teams (Rangers). The solution involves embedding community engagement into large landscape project. By involving communities from outset and focusing on long-term impact, SWT ensures more meaningful and lasting engagement.

Success stories:

- Inspired by a trip to The Netherlands, SWT has initiated **large landscape projects** where conservation teams (Rangers) work closely with communities from the beginning. These projects involve conservation managers collaborating with education and community teams, ensuring community involvement from the start.
- Recognition that working with communities is not a one-size-fits-all approach. Emphasis on understanding and learning, acknowledging that the process can be rushed and needs patience and adaptability.

Future directions:

Continuation of leadership’s emphasis on experimentation and learning has created a supportive environment for staff, fostering continuous improvement and innovation. Surrey Wildlife Trust’s approach highlights the importance of breaking down internal silos, fostering collaboration and prioritising long-term community engagement. By learning from experiences and integrating diverse teams into large projects, SWT is creating sustainable conservation efforts with meaningful community involvement.

3.4 Survey Section 2: Equality, Diversity and Inclusion (EDI)

The next section of this report relates to widening the equality, diversity and inclusion (EDI) in the Wildlife Trusts. This was highlighted as in need of development in the first phase of work carried out by Meaningful Measures Ltd, in 2021 and was added into the first audit in 2023.

3.4.1 Awareness and Implementation of the EDI Framework in WTs

In audit 2, we asked “Is your Trust aware of the EDI Framework signed off across the network in October 2023?”. This is a similar question to the previous audit but acknowledged that there was now a framework in place across the network of Wildlife Trusts. Due to the similarity, we will make comparisons to the audit 1, the caveat here being that there are fewer Trusts represented by CEOs in this audit.

There appears to be a clear increase in awareness of EDI across the Trusts, as shown by an increase in people responding Yes to the question with both managers and CEOs. EDI is one aspect of policy which does concern all staff in every Trust. There are still four WT CEOs, and 13 WT Managers responded that they were only partially aware or not aware what is happening regarding the EDI framework in their Trust, therefore, further work is still required to improve awareness about the EDI framework. See Table 4 below.

Table 4. Level of Equality Diversity and Inclusion awareness in Trusts, comparison between 2023 Audit 1 and 2024 Audit 2. Green =Yes, Amber = Partially”, and Red = No or don’t know. N= the number of Trusts represented by the respondents.

Awareness of EDI	CEO		Manager	
	Audit One N=34 Trusts	Audit Two N=29 Trusts	Audit One N=45 Trusts	Audit Two N= 42 Trusts
Yes	13	25	18	29
Partially	20	2	22	5
No or don’t know	1	2	5	8
Missing	12	17	4	4

In the last audit we asked people to provide examples of how EDI was being widened in the Trusts and transferring into practice. A range of examples were provided from just a proportion of the people who initially responded “Yes”. Examples included changes to recruitment processes, internal strategic groups were set up, more EDI information has been collected from people who are taking part in TWT activities. Finally, the community organising approach has enabled WTs to bring their engagement work to more diverse communities.

In this audit we specifically asked if the EDI Framework (or equivalent) was being implemented within each Trust.

Below is Table 5 comparing the current awareness of the EDI framework and the level in which this framework is being implemented within the Trusts

Table 5. Comparison of awareness of the EDI framework and implementation of the EDI framework for WT CEOs and Managers. Green =Yes, Amber = Partially”, and Red = No or don’t know. N=42 WT Managers and 29 WT CEOs.

Is the EDI Framework (or equivalent) being implemented within your Trust?	CEO Audit two		Manager Audit two	
	Awareness of EDI framework	Implementation of EDI framework	Awareness of EDI framework	Implementation of EDI framework
Yes	25	20	29	12
Partially	2	6	5	10
No or don’t know	2	5	8	7
Missing	17	17	4	4

- From the CEO perspective which represents 29/46 Trusts, 27 Trusts are aware or partially aware of the EDI framework and 26 are implementing or partially implementing it. (This compares to 33/34 possible Trusts being aware in audit 1 – but more CEOs responded to this question in Audit 1).
- From the managers’ perspective which represents 42/46 Trusts, 34 Trusts were aware or partially aware of the EDI framework and 22 were implementing or partially implementing it. (This compares to 40 out of a possible 46 in audit 1).

3.4.2 Antiracist Federation Status

In audit 1 and 2 we asked the WTs if they were aware that The Wildlife Trust is now an anti-racist federated network.

If you look at Table 6 below, last year there was a similar level of awareness and partial awareness of among the managers and CEOs (green and amber). As there is quite a bit of missing data for the CEOs, it is likely that they have improved compared to last year. The managers’ data is quite representative and has not shown much change.

Table 6. Level of awareness of The Wildlife Trusts’ anti-racist status Green =Yes, Amber = Partially, Red = No or Don’t know. N=number of Trusts represented by respondents. N=42 WT managers and 29 WT CEOs

Is your Trust aware that The Wildlife Trusts is now an anti-racist federation?	CEO		Manager	
	Audit One 2023 N=39	Audit Two N=29	Audit One N=45 Trusts	Audit Two N= 42 Trusts
Yes	13	19	15	16
Partially	8	4	9	7
No or don’t know	4	6	21	19
Missing	12	17	1	4

3.4.3 Children and Young People (CYP)

Progress so far:

To date there has been an increase in the approaches being used to engage CYP and an increase in the number of WTs using at least three different approaches to reach this group. It is notable that the range of approaches demonstrates the beginning of integrating CYP voices into more areas in the WTs. This highlights positive developments across The Wildlife Trusts.

We asked all participants about their current practice involving children and young people (CYP) and how each Trust is engaging with CYP and involving them in decision making processes as part of moving towards a youth-led future. The responses from the CEOs and the managers were very similar, so this section is based on the perspective of the managers as there is greater representation of the WTs.

In audit one, six Trusts who responded were not working with any CYP. This year, all of the WTs who responded were working with CYP, which shows progress. In audit one, an average 53% of managers stated they were using three or more approaches, and 36% were using one or two approaches. This time around, 92% of managers were using three or more approaches to engage CYP, the other 8% of respondents were using at least one or two approaches. This, therefore, demonstrates a large increase in the activity and engagement with CYP in the last year. See Table 7 below.

Table 7. Number of approaches used by managers when working with CYP, comparing Audit 1 (2023) to Audit 2 (2024). CYP = children and young people

Number of approaches to working with CYP	Managers	
	Audit One 2023 N=45 Trusts	Audit Two N=42 Trusts
Three or more approaches	13	19
One or two approaches	8	4
Missing	12	17

3.4.3.1 How are the Trusts engaging with CYP?

Trusts were given 17 different options of approaches that we were aware they may be using to engage with CYP. Each trust could tick as many as were relevant to them. Figure 7 shows the frequency of how the Trusts are engaging with this group of people.

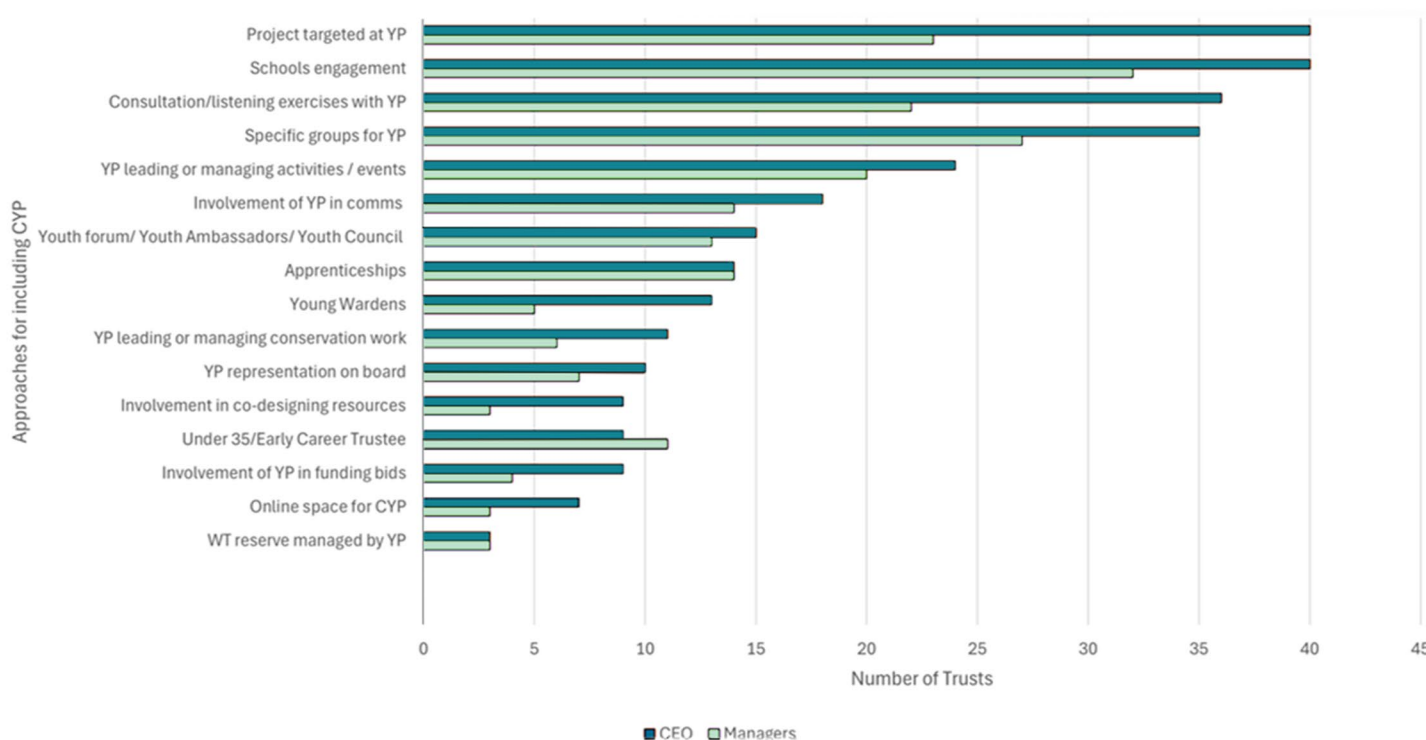
If we compare the ideas that were in a 'genesis' form last year for engaging with CYP, e.g. youth councils, youth boards, involvement of CYP in running campaigns or in social media, having more dedicated CYP projects then these are clearly being realised in audit 2.

Interestingly the most common area of engagement with CYP across the Trusts is with schools. We saw last year that there was quite a bit of engagement with primary and secondary schools - identified as external groups that Trusts were collaborating with but not talked about as an approach previously. Having provided this option in the current audit, it demonstrates the scale at which engagement with CYP via schools is being used - i.e. by 80% of respondents which is the vast majority of the WTs. 80% of WTs were also setting up projects targeted at CYP specifically.

"We have a wilder learning team that is engaged with schools across [xxx]." (Manager).

"We are currently developing a range of projects to help us connect with more younger people." (Manager).

Figure 7. 2024 Audit 2 data showing current approaches for including CYP, N=42 WT Managers and N=29 WT CEOs



A further 15 open responses from CEOs and managers with additional information and explanations were received for this question which further explained some approaches being taken. One person also highlighted ambiguity in the question around CYP as apprenticeships were not always held by 'young' people and ambassadors could be up to age 35 years.

Additional responses included:

Management and leadership areas:

- Exploring Youth Forum/Council idea, one respondent noted they set up a Youth Forum linked to their youth project, but funding finishes this summer (2024) - no continuity funding. Others noted that *"it's going to take some time to build their youth council."*
- We will be starting a youth led project on one of our sites (non-nature reserve).

Specific CYP roles:

- Employing a Senior Youth Officer/Youth officer/Youth warden.
- Youth ambassadors (aged 18-35).
- Traineeships.
- Volunteer scheme with accommodation.
- Increase in entry level roles.
- Work experience.

Engagement approaches:

- Being represented by young people at national events.
- A wilder learning team that is engaged with schools.
- A youth ranger group.
- Youth forum talk at AGM.
- Developing a range of projects to help connect with CYP.

3.4.3.2 What has fuelled the growth in CYP engagement?

From the qualitative responses, part of the reason for growth may be down to having had a Youth Activism Manager for youth led programmes in the central team to support WTs to increase CYP engagement. Additionally, at least three Trusts mentioned that they had employed a youth officer or youth warden to provide a *'dedicated'* resource to focus in on this area.

"Our youth offer has really started to take off this year thanks to a dedicated Youth Officer, but it's early days." (Manager).

There was one less positive comment by a manager highlighting a concern:

"The biggest issue is with SLT and trustees agreeing to young people having meaningful input. Lots of positive words, but in practice a lot of resistance." (Manager).

The counter to this which is likely to fuel growth in engagement with CYP is having an SLT and trustees who follow through and are willing to let CYP roles develop across their Trust.

3.4.3.3 What does the future of CYP engagement look like?

We provided the same set of choices for engaging CYP in Trusts to see what is intended for the year ahead. There appears to now be much more of an appetite to engage with CYP and to do so in a thoughtful and respectful manner. As well as the options in Figure 7, additional responses were received from 13 CEOs and managers.

There is a noticeable shift from what may be transactional interactions with CYP to more consideration on how to move forwards. One Trust described wanting to *"integrate the young people focus throughout our activities rather than separately."* Another Trust reported:

"We see youth engagement as key to getting community support for behavioural change, in part around waste, recycling and marine plastics pollution, but increasingly with regard to recreational pressure on sensitive wildlife and the need to respond to change; youth perspectives also important to develop debate / community thinking on naturalness, problem species and conservation management." (CEO).

Youth Forums were the most commonly chosen approach by 28 Trusts going forwards, as well as Consulting and listening selected by 27 Trusts (Figure 8). These approaches are both chances to bring CYP activists together and to hear what their thoughts and ideas are. The qualitative data further highlights the thought that is going into engaging and integrating CYP within the WTs. For example:

"Within our team we're also having a conversation about what is reasonable to ask of young people. They don't necessarily want to do all the work! Nor should they have to." (Manager).

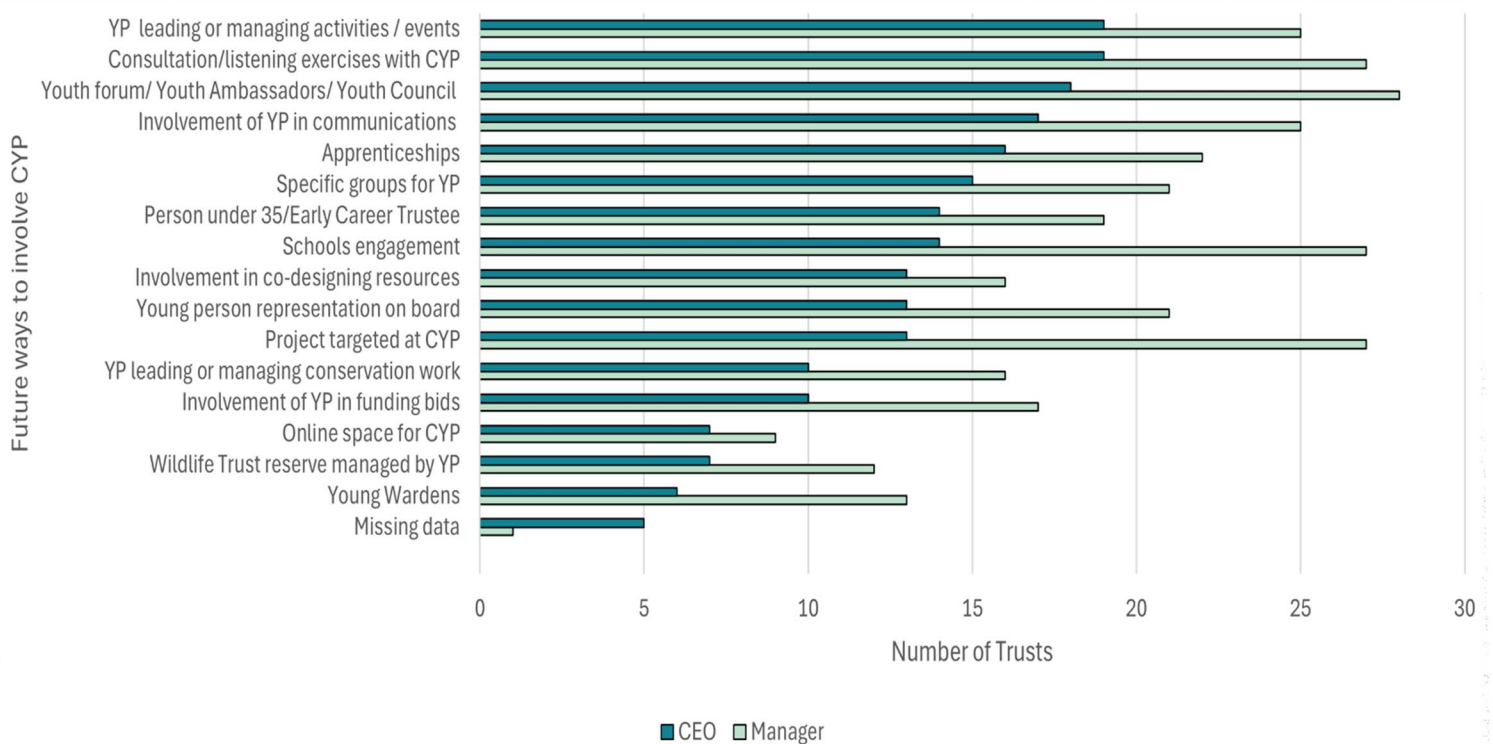
"We're going to start with some reflection on where we want to go in terms of youth engagement before prioritising our investment. It is on our radar and explicit in our strategy." (CEO).

Both in the current work and the future work there were key ideas around developing a green workforce and *"Skills building for green careers"*, either via volunteering, developing work experience opportunities, or *"creating clearer placements and traineeships for young people"*. Furthermore, there is now evidence that some Trusts are thinking *about "more community and leadership development focused"* approaches and looking beyond the WTs

and into upskilling the community by *“supporting young people to run community owned green spaces, not just our reserves.”*

Not everyone who completed this question had sight of the future plans for CYP and at least one Trust stated that they would be looking for grants to do work in this area. Whilst there has been exceptional growth and development in this area, it should be noted that it is still dependent on funding sources.

Figure 8. Audit 2 2024 data for future intentions for including CYP, N=42 WT Managers and N=29 WT CEOs



3.4.3.4 Safeguarding

The final question on CYP asked how confident each WT was on dealing with any safeguarding issues. In the first audit and this audit, CEOs and managers were very similar in their responses, so the average of the 2 groups has been reported. The data here shows a very similar response to last year where 96% of staff are confident or reasonably confident to manage safeguarding issues.

This is good news, as safeguarding issues may rarely happen, and with good understanding and planning, many issues can be avoided. When they do happen, it is vital that staff in the WTs are confident in how to respond. When you break the figures down, only half of the respondents were very confident with safeguarding. See Table 8 below.

Table 8. 2023 Audit 1 vs 2024 Audit 2 data comparison of confidence in WT dealing with safeguarding issues

Confidence with safeguarding issues	2023	2024
Very confident	54%	53%
Reasonably confident	44%	43%
Not confident	0%	2%
Don't know	2%	2%

Through the open comments received, we could see that there appears to be an increased awareness of the necessity of working through policies and protocols around safeguarding.

“We have a safeguarding team and safeguarding leads. All staff are trained in safeguarding, and we have a safeguarding policy.” (Officer).

Appreciation for the federation-wide support, the TWT framework and national policy template were highlighted in the qualitative responses for this question. The positive progress in this area and valued the support given by a key staff member. This is another example of where investment in key positions within the central team is now bearing fruit and improving the confidence and knowledge around safeguarding.

“The Wildlife Trusts’ Framework has been very important.” (CEO).

“We greatly appreciated the federation-wide support. Crucial for us as a small Trust.” (CEO).

“We’ve done a lot of work on this this year and have an action plan that we’re working through. We’ve just had our audit with [XXXX] which was really helpful, I feel like we’re on the right track now.” (Manager).

For one or two Trusts, completing this audit served as a reminder to them that they needed to review their safeguarding policies. (Please see the recommendation section at the end of the report regarding safeguarding).

3.4.4 Survey Summary Section 2: Equality, Diversity and Inclusion

Improvements in EDI continue to be made year on year. In this second audit, there was a noticeable shift in how WTs are integrating CYP into their Trusts at a range of levels. This is not without its challenges at times, however, the intended actions that were reported in Audit 1 are being realised as we report audit 2 now. The increase in dedicated staff in the central team and within individual Trusts is a partial driver for this improvement.

The confidence in managing safeguarding issues is at the same levels as previously but qualitative comments highlighted a clear positive impact of the central support being provided to the Trusts.

A decent improvement of EDI awareness was recorded in both the CEOs and managers' audit results compared to last year. This is an area that takes time to improve, and the progress is good. There is similarly an improvement in the implementation of improved EDI actions within WTs. More of the Senior Leadership are aware of the anti-racist status of the Federation, however, a reciprocal improvement at manager level was not yet detected.

For context when the first scoping work on the Team Wilder pilots were carried out the Wildlife Trusts were not an anti-racist organisation, there was only a very small amount of dedicated EDI support in the central team and many Trusts did not have dedicated policies or frameworks in place. There are still more improvements to be realised, it is important to acknowledge the distance already travelled and to never underestimate the number of times a message needs stating and reiterating whilst going through a culture change.



Case Study Three: Adaptable Community Organising Officer at Leicester and Rutland Wildlife Trust



Context:

Leicester and Rutland Wildlife Trust (LRWT) has adopted a flexible approach to Community Organising (CO), recognising that a purist CO method is often impractical due to the groups that need a bit more time. Fee Worton (Community Organising Trust) initially believed in a strict CO framework but has learned to adapt it to fit different groups and contexts, focusing on relationship-building and using key components of organising.

Success stories:

- CO initiatives are being implemented in Greetham village with support from a reserves officer. These efforts aim to empower the local community and enhance their involvement in conservation.
- Observing LRWT's success with the Nextdoor Nature activities, Leicester City Council aims to restructure and contract LRWT for similar projects. This restructuring has created a more dynamic and pleasant working environment, with Fee providing regular updates to staff to ensure engagement and smooth transitions.
- Tailored CO strategies are leading to better community relationships and more effective conservation efforts.

Future directions:

The restructuring and flexible approach have made LRWT a more pleasant and effective workplace. Leadership's commitment and advocacy for CO principles are securing necessary funding and support, ensuring the sustainability of the initiatives. Leicester and Rutland Wildlife Trust's adaptable approach to CO demonstrates the importance of flexibility, strong leadership, and community empowerment in achieving conservation goals.

3.5 Survey Section 3: Impact Measurement

During the first audit we asked WTs about different aspects of measurement and data gathering. The move to embedding community organising principles brings with it the need to report on outcomes as well as outputs. Within all sectors that use personalised approaches to working with people, trying to capture what is important and meaningful to the community verses what commissioners and funders want to see is one of those knotty problems. This is a culture change and requires time, training, and testing to see what works best.

The results of the audit 1 highlighted an area for development around data gathering - specifically, the need for a greater understanding of collecting and using outcomes data to demonstrate the impact of the community organising approach.

3.5.1 Deeper Dive event November 2023

In Nov 2023 a face-to-face 'deeper dive' workshop was held by Meaningful Measures Ltd with CEOs at a staff event, where CEOs were able to complete a Mentimeter poll. The aim was to gather opinions and create discussion on the challenges, support and training needs for evaluating and measuring impact of community organising.

CEOs recognised that celebrating successes and sharing stories across The Wildlife Trusts can help to inspire other staff. They also recognised that the impact of community organising is complex and goes beyond TWT members. Furthermore, it was acknowledged that a range of approaches to capturing qualitative and quantitative data are needed. The CEOs also identified a range of challenges:

- A lack of clarity on what is meaningful to report and what success with community organisation looks like.
- Reporting on targets not yet incorporated into the organisation's dashboard.
- Resource needs to support and build skills and capacity for impact measurement.
- Timescales - as not all outcomes for community organisation are achieved in the short-term.

From the manager's perspective challenges included:

- Time needed to collect and analyse impact data.
- Confidence levels of staff and volunteers to collect impact data.
- Lack of understanding of impact data activities in general.
- Lack of understanding on how to carry out data analysis.
- Lack of tools and resources to support impact monitoring.
- Uncertainty about the value of this approach.
- The potential negative impact of data collection on staff relationships with participants.

Moving forwards both CEOs and managers identified a range of support needs including:

- Tools, templates and guidance from the central team around data collection to enable the development of best practice and consistency across the Trusts.
- More sharing of good examples and case studies from other Trusts and peer learning.
- Support on how to collect, analyse and present qualitative data, particularly to demonstrate progress and outcomes to funders.
- A common measurement framework or toolkit.

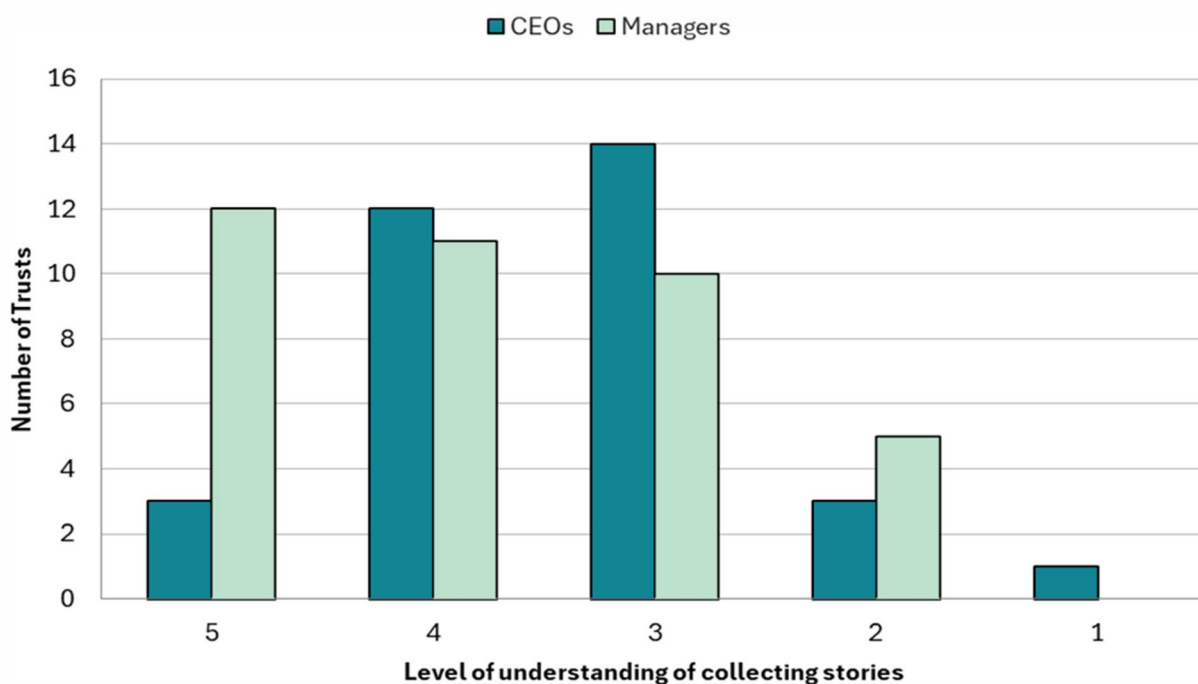
Based on this feedback, a range of training and support was rolled out by the central team. The questions around data gathering in the second audit are, therefore, a little different from the first audit to reflect the knowledge gained from the deeper dive and the determine the benefit of the support that has been provided by the central team to date.

3.5.2 Gathering stories to demonstrate outcomes

Firstly, staff were asked to rate how well they understood the importance of gathering stories in demonstrating outcomes.

Just over half the staff have a good understanding of the importance of gathering stories, see Figure 9.

Figure 9. Staff views of the importance of collecting stories in demonstrating outcomes. Scale of 1 to 5 used for scoring where 5 was “Completely understand” and 1 was “No understanding”; Green was: 5 and 4 on the scale, Amber was 3 and 2 and Red was 1. N=42 WT managers and 29 WT CEOs.



This is an encouraging response as the approach was completely new to most staff, and it takes time to make these types of changes to deeply ingrained data collection procedures. The results also show that more support and training is needed to increase the understanding of why collecting stories is important.

Comments provided with this question from managers and CEOs highlighted that often there are one or two teams in the Trust that understand the importance of capturing stories and qualitative data, but other teams are not at the same.

“From my perspective comms, fundraising and engagement understand the importance, but that other teams are still output/ target driven only.” (Manager).

“Staff in the Community organising team have a very good understanding of the importance of gathering stories. Staff in other teams such as education, and communication have a fair understanding. And staff in teams such as the estates team have less of an understanding.” (Manager).

A range of reasons were given why people rated their level of understanding about gathering stories. Not seeing stories and qualitative data as relevant to them or scepticism about the value of collecting the data were two reasons identified. The need for more resource, support and capacity is needed to enable people to feel more confident to collect and analyse this data was another reason. Finally, it was highlighted that whilst this data is collected it may not be used to demonstrate the impact of the service to funders.

“I think there is an understanding, but it is still not a priority for many.” (Manager).

“Importance doesn't always translate into gathering stories, need more support/capacity.” (Manager).

“They understand importance, don't necessarily always find the time to fit it in.” (CEO).

“I'd say we gather stories for the purpose of communicating in general terms, but not sure whether that forms part of any work to demonstrate the outcomes achieved to funders.” (CEO).

3.5.3 Reporting on Nextdoor Nature and Team Wilder

Since last year, all Wildlife Trusts are now reporting outcomes for Nextdoor Nature, which is as much progress as could possibly be made. We did not, therefore, ask this question again, but focussed on how Trusts were progressing with pro-actively capturing stories to demonstrate community-led outcomes from taking a Team Wilder approach.

In the audit 1, on average, 13 WT CEOs and 22 WT managers responded yes to this question. One year later in this audit, 15 WT CEOs and 28 WT managers responded Yes.

This year there was the 'partially' option added in, so we can see that 10 CEOs and 13 managers chose this.

That means that according to managers at least 41 Trusts are now fully or partially collecting stories to demonstrate outcomes for their Team Wilder approach. This is a clear indication of progress.

In audit 1, approximately 9 Trusts had not started collecting any outcomes and 12 Trust didn't know if they were yet. In this audit the data in Table 9 demonstrates how this has changed. Only one Trust was reported by a WT CEO and a different WT Trusts manager as not collecting stories to demonstrate outcomes. Both staff felt they needed training and resource to get started. The CEO felt that this wasn't enough of a priority in comparison to other issues. Only three WT CEOs answered don't know this year - again a large shift in awareness of the staff.

Table 9. Status of collecting stories to demonstrate community-led outcomes for Team Wilder. N=42 WT Managers and 29 WT CEOs.

% Collecting stories to demonstrate community-led outcomes	Team Wilder 2024	
	CEOs N=29 Trusts	Managers N= 42 Trusts
Yes, started	15	28
Yes, partially	10	13
No, not started	1	1
Don't know	3	0
Missing	17	4

Of the 28 WT managers who were collecting outcomes:

- 11 rated this as very easy or easy, (5 Trusts in audit 1)
- 14 rated it as OK/neutral (20 Trusts in Audit 1)
- 3 rated it as difficult (7 Trusts in audit 1) - a further indication that compared to audit 1, an increased understanding and confidence in collecting outcome style data is developing.

3.5.4 Application of outcomes data

A key element of being motivated to collect outcomes data is understanding how it can be applied to develop and promote a service, intervention or approach to supporting people. We asked the participants if staff in their trust understood how they could apply the outcomes from collecting stories to demonstrate the impact of Nextdoor Nature/Team Wilder and inform future activity.

In audit 1, 28 WT CEOs and 34 WT managers responded 'No' or 'Don't know' to this question and 6 WT CEOs and 11 WT managers answered Yes to this question. This revealed a clear need for further support to improve the understanding of how to use and apply the outcomes data being collected.

In audit 2 the option to select 'partially understand' was added, but still comparisons show improvements (see Table 10 below). The majority of WTs last year didn't understand how to apply the outcomes-based data they were being asked to collect, from the CEO and

manager perspectives. In audit 2, 26 WT CEOs and 35 WT managers either partially or fully understand how to apply their outcomes data now.

***Table 10.** Responses to the question “Do staff in your Trust understand how they can apply the outcomes from collecting stories to demonstrate the impact of Nextdoor Nature/Team Wilder and inform future activity?”*

Do staff understand how to apply outcomes data?	CEO 2023 N=34 Trusts	CEOs 2024 N=29 Trusts	Managers 2023 N=45 Trusts	Managers 2024 N=42 Trusts
Yes	6	5	11	16
Partially	-	19	-	19
No	28	5	34	7

One CEO gave an example of how they apply the data from stories:

“Forms part of our Engagement Evaluation Framework. Used to evidence impact and to inspire peer learning and action. Effectiveness of this approach is not yet clear as it is still early days.” (CEO).

Several managers gave examples of how they were applying the outcomes-based data they were now collecting, including using the outcomes data to inform funding bids, inform phases of work, promote and celebrate their work, apply for awards and to create blogs and vlogs.

“We have used stories from NDN work to support funding bids and reporting, to apply for awards ... and create blogs and vlogs on our website that then attract further champions (continuing the Team Wilder ripple effect).” (Manager).

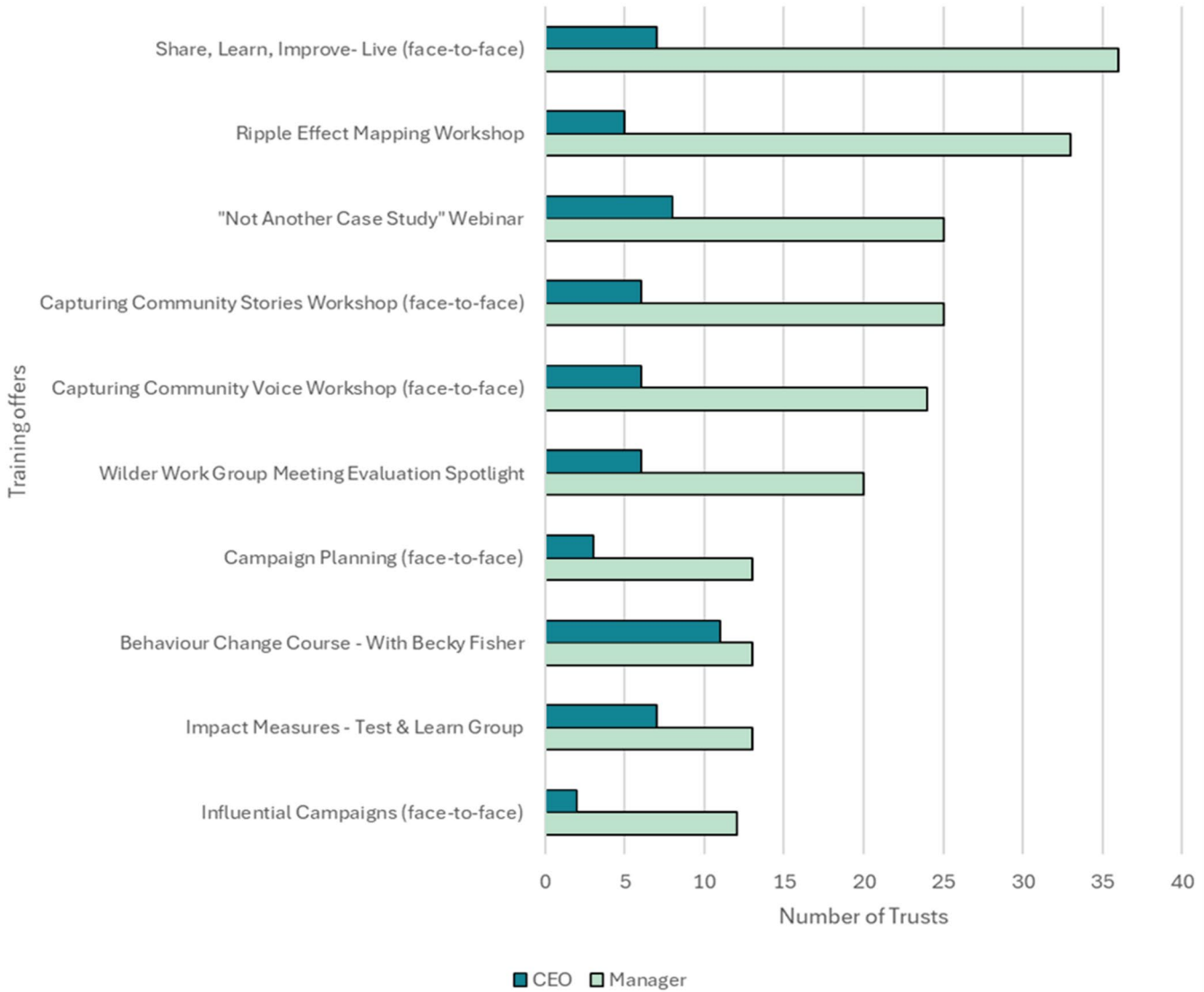
“We are developing a whole project focused on the process of capturing stories to support all areas of operations including ecological recording, conservation, education (memory lane).” (Manager).

“The stories from our Nextdoor Nature and #TeamWilder groups have directly informed the planning of the next phase of delivery and the processes and priorities we have written into our funding bid.” (Officer).

3.5.5 Which of the following training has been offered to staff in your Trust to help improve understanding of how to collect, analyse or report outcomes data?

In audit 1, 70% of staff wanted some/more training to help improve internal understanding of how to collect, report or utilise outcomes data. A range of training has since been provided by the central team. We wanted to understand what proportion of staff have taken up the training offer and if they found the training helpful.

Figure 10. Comparison of the proportion of staff who have taken up the training offers to support the collection and use of outcomes-based data. N=42 WT managers and 29 WT CEOs.



In Figure 10 above as anticipated, the managers who are on the ground and collecting data have attended much more training compared to the CEOs. The most popular training to date is the Share Learn and Improve sessions as well as the Ripple Effect Mapping workshop, where the majority of managers have attended.

When asked to rate how useful the training had been, 55% of managers rated it as helpful or very helpful. 20% of managers were neutral and 12% didn't find this helpful.

3.5.6 Is there any further training that would be useful?

Several Managers and CEOs suggested training that they thought would be beneficial or provided wider comments relating to training.

Six people asked for more training on qualitative data analysis techniques to enable them to analyse the stories gathered and the ripple effect maps they had generated. Several CEOs raised this from a competency and confidence perspective, highlighting that their staff are so busy with their other tasks that adding in a task that requires the development of the skill to collect stories and feel confident is the process is a big ask.

“Deeper understanding of what to extract and how to analyse the stories for our own internal reporting and planning.” (Manager).

“Help with the practicalities of how to implement/embed into our Trust. When people are up to their eyes in risk assessments, recording hours, numbers, areas, activities etc how can we help them collect stories easily and simply... what needs to change?!” (CEO).

At least six people mentioned that they felt this training would be useful for staff outside of the Team Wilder/Next Door Nature/Community Organising teams. Other teams mentioned included Senior Leadership Team, Board, Trustees, Comms, Campaigning, and membership.

“Training and awareness sessions for senior managers and trustees.” (CEO).

“Bitesize videos/short training webinars that detail what was covered at face to face and any other meetings that could be easily shared with colleagues from other teams/SLT/board so they too have understanding of value of story capture, would be helpful.” (Manager).

Other suggestions included a short introduction on community empowerment, GDPR, connecting people. One person suggested repeating the training that had already been provided.

In terms of accessing the training sessions, many people presumed they were only open to the Nextdoor Nature or Team Wilder teams, and one person noted that unless you are signed up to Wildnet, then staff wouldn't know the training exists. Some other staff noted that they found out about the training after it had happened, or they weren't eligible for the face-to-face training sessions.

“Only Nextdoor Nature Officer and Communities Officer have been to these - we thought they were only targeting NDN staff and were not open to all.” (Manager).

“We are not eligible for face to face and in discussing with the team we have often found out about the training after the event and not been able to benefit.” (Manager).

The desire for more WT teams to have access to this training is positive and reinforces the previous results to show that there is more appetite to learn about and apply outcomes-based data in by the different WTs. This also highlights a few issues in making all the training accessible to all Trusts and ensuring it is widely advertised with a good lead in time to enable people to get time secured in their calendars.

3.5.7 Survey Summary Section 3: Impact Measurement

Overall, the results about Impact Measurement demonstrate that there has been a sizable improvement in the amount of outcomes being collected, the understanding of why collect them and how to apply them. As ever, this is a culture change and there is no magic wand to make people change their working habits. A high proportion of managers and some CEOs who responded had attended a range of training opportunities which were useful to majority of attendees. Interestingly, there is now an appetite for teams beyond the community organising teams to have access to this training to help improve their understanding of the value and application of collecting stories as outcomes. There is still room for improvement in this area, but the support that has been provided so far by the central team is clearly having a positive impact.

For context, in the audit 1 many staff were still getting to grips with the idea of Team Wilder and how a community organising approach could work in their Trust. We reported that there was only a surface level understanding of moving to an outcomes-based approach to monitoring progress and understanding more about the experiences of people in NDN and TW. The general understanding on outcomes was not backed up with confidence in how to collect, analyse or utilise the outcomes data within Trusts at both the CEO and manager level.

To move a workforce from purely reporting on outputs, to collecting outcomes-based data is a culture change and takes time. When comparing the progress achieved in audit 2, against audit 1, let alone the first report we submitted in 2021, then shift is impressive and deserves to be recognised as the fruits of a lot of hard work by many people.

For culture change to embed it can only go as fast as the slowest person and requires everyone to be brought along together. This may feel frustrating at times, but the audit 2 data show the appetite to incorporate an outcomes-based approach is growing and in some cases is already part of business as usual. Ensuring the support and training is as accessible as possible to all Trusts, is crucial at this stage and the findings have highlighted many findings to guide the next steps for the central team on impact measurement. Please note, there is now work in place to develop a scale to represent meaningful action for nature, and this tool will be ready at the end of 2024.

Case Study Four: Avon Wildlife Trust's Innovative Community Organising Approach - community ecologists and champions



Context:

Avon Wildlife Trust's Senior Leadership Team (SLT) has observed significant positive impacts from their community organising work particularly through the Team Wilder way of working, which has strong backing from the CEO. Despite challenges in securing core funding, the Trust has leveraged collaboration with local authorities and corporates to support their layered approach involving ecologists and communities.

Success stories:

- Team Wilder is fully embedded with the organisation, supported by the Head of Nature Reserves and driven by effective communication, which acts as the "golden thread" to tie it all together. Focuses on the community-led conservation, facilitated by Community Organisers who gather feedback and provide training with support from the Community Ecologist Team.
- Schools and educational programme integrate community organising principles into educational initiatives, though still a work in progress, aiming to foster environmental stewardship from a young age.

Future directions:

Close collaboration with local authorities is unlocking new funding opportunities. Efforts are underway to extend this cooperation to corporate partners to ensure sustained funding and expertise development. Local volunteers and Wildlife Champions are leading conservation projects, demonstrating increased community ownership and engagement. The integration of community organising into educational and conservation programmes is ongoing, with the potential to significantly enhance local environmental impact.

Avon Wildlife Trust's approach exemplifies the power of community-driven conservation and strategic partnerships in overcoming funding challenges and fostering sustainable environmental stewardship.

3.6 Survey Section 4: Support from central team and collaboration

3.6.1 Perspectives on support required

In audit 1 we asked staff to tell us about their experience of being supported by the central team in RSWT. This was because the central team had listened to support requirements from staff that were needed to get Team Wilder approach to Community Organising off the ground in all Trusts. Support provided included training sessions, opportunities to share, learn and improve with staff from other trusts, the development of a range of networking opportunities between the Trusts, development of specific resources, having a buddy from a different Trust to name but a few.

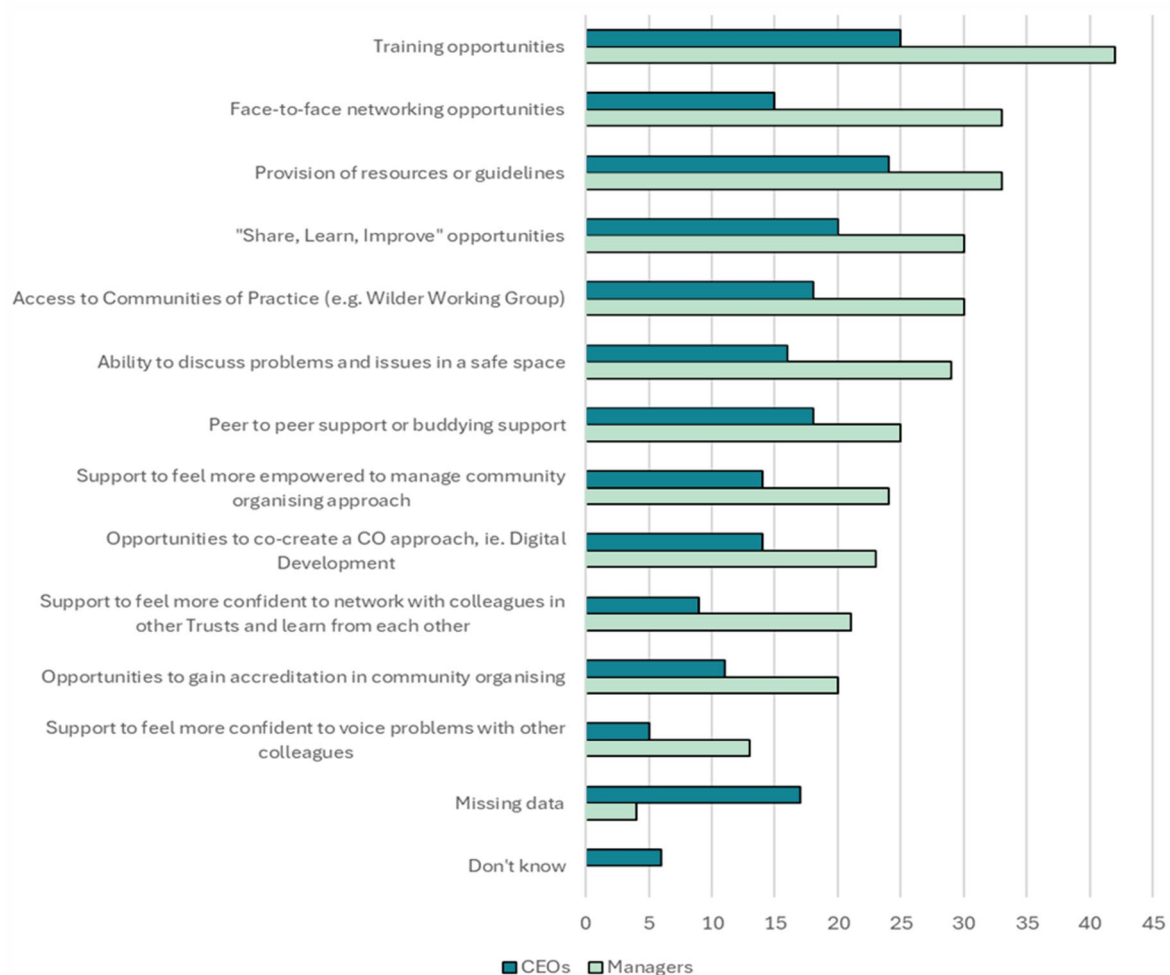
According to audit 1, all these support opportunities had been well received and well attended by managers and CEOs across the federation. In this second audit we therefore wanted to know if all these support opportunities were still relevant and to hear what other support staff may feel they need at this stage.

In Figure 11 below, results show that all the current support opportunities are still likely to be useful, with a clear difference in what managers and CEOs would find helpful - this is to be expected given that the different groups of staff do different roles in their WT's. It should also be noted that this only represents CEO responses from 29/46 Trusts and these results may need to be checked with CEOs from Trusts who haven't responded, before making decisions on what and how frequently to provide it.

The two most frequently chosen support opportunities for both CEOs and managers was the provision of training opportunities and the provision of resources and guidelines.



Figure 11. Comparison of the type of support opportunities that CEOs and Managers would like, going forwards. N=42 WT managers and 29 WT CEOs



Staff were then given the opportunity to share what other training they felt would be useful.

For the managers, 13 people answered that they needed no further training and couple of people commented on how great the current support had been. A further 31 suggestions or comments were received. For the CEOs, 15 people responded no to any additional training needs and 10 suggestions were received.

Half of the suggestions and comments from managers and CEOs centred around the desire for training, awareness and information about the community organising approach to be spread more widely across different Teams within the WTs. This particularly involved improving the advocacy of a community organising approach to senior leaders and board members. It also involved making a range of other teams in the Trusts aware of the benefits of the community organising approach. It was also acknowledged that the Train The Trainer scheme is happening, which could work in some WTs.

“Support to train & educate teams/staff who aren't explicitly involved in “engagement” or “Team Wilder” work. Involvement of reserves staff and other teams who don't see the value.” (Manager).

“Advocacy around community organising approach with leaders & boards to increase understanding of resource required to work well in this way.” (Manager).

“Support to help CO become an approach across the whole Trust - not just officers/managers in the communities' teams, but land-based staff, senior staff and board members.” (Manager).

Several managers mentioned that this would potentially be heard more clearly if it came from RSWT central team, as a few staff don't feel that their community organising work is taken seriously within their WTs at the moment.

“I have shared our NDN journey internally with monthly opportunities to feed in but it is still viewed as a nice little project in silos. It feels like it's considered an 'engagement thing'. SLT might benefit from all of this within their own federation wide networks.” (Manager).

“Trying to get people on board with Team Wilder is maybe harder from being a community's team - I think it might hit home harder from a central voice with loads of examples from across the network... In our trust it currently feels like more of an afterthought for upper management and the board.” (Manager).

“Training for specific teams and senior leaders would also be beneficial coming from RSWT.” (Manager).

Suggestions from managers on how to increase awareness and knowledge across the Trusts included providing good examples of this work to all other WTs, sending communications from RSWT to the whole WT rather than specific groups associated with CO, and Team Wilder and continued support for Train the Trainer programme. Further suggestions included having blended sessions and a comms away day.

“It could be useful to have sessions where senior leads/other teams such as conservation teams etc attend as blended sessions to help showcase the importance and relevance of this approach.” (Manager).

“It would be really useful to have the central team talking about and encouraging the community organising approach to other members of staff in trusts - as mentioned above. If there was a comms away day where community voices and sharing narratives was a major part, or the same with grants and funding teams and so on. If there was more emphasis

across the trusts on CO as time goes on then I think that trusts might start to invest more core fund and commit to a community organising approach going forward.” (Manager).

Five managers and five CEOs mentioned that they wanted support around the funding element of community organising, including chances to talk with staff who are already core funded, but more widely understanding how to sustainably fund the work and show cost effectiveness of the approach.

“Understanding how other Trusts are able to fund staff to do this work.” (CEO).

“Finding ways to sustainably fund this work.” (Manager).

“Evidence in the cost effectiveness of the approach and how community organising can unlock new resources.” (CEO).

The rest of the comments were often from only one or two people and included support for qualitative data collection and analysis, EDI, Facilitation training and facilitation of peer-to-peer guidance, storytelling guidance. One person suggested a *“Centralised resource centre that is aimed at members of public, not Trust staff.”*

One comment from a manager picked up on having an honest conversation about community organising, the internal work that still needs doing, echoing in a different way, the comments made about desire and need to have other staff in WTs understand and support a Community Organising approach,

“A more reflective and judgemental approach from those who have delivered and or been involved in the programme to explore the issues of the programme, the barriers to community organising within the Trusts culture and our roles in changing the landscape of conservation through community organising. The internal work needed before doing some of the community work we speak of.” (Manager).

This was also picked up by two CEOs who also felt some dissonance between internal management and leadership practices in comparison to what is being promoted via community organising to communities.

“Work to share a common understanding of what community organising is, and the behaviours and mindset required. I don’t think we’re on the same page (or really get it). Then support being able to communicate its value and relevance internally. Support also for regionally based capability-development also.” (CEO).

“I think we are developing a community leadership model that is not reflected in Trust leadership models and practices. There is dissonance between how Trusts work and how we expect Trusts to work with communities. To achieve our organisational objectives, we need to consciously adopt leadership models and associated behaviours and competencies that support shared leadership and move away from transformational

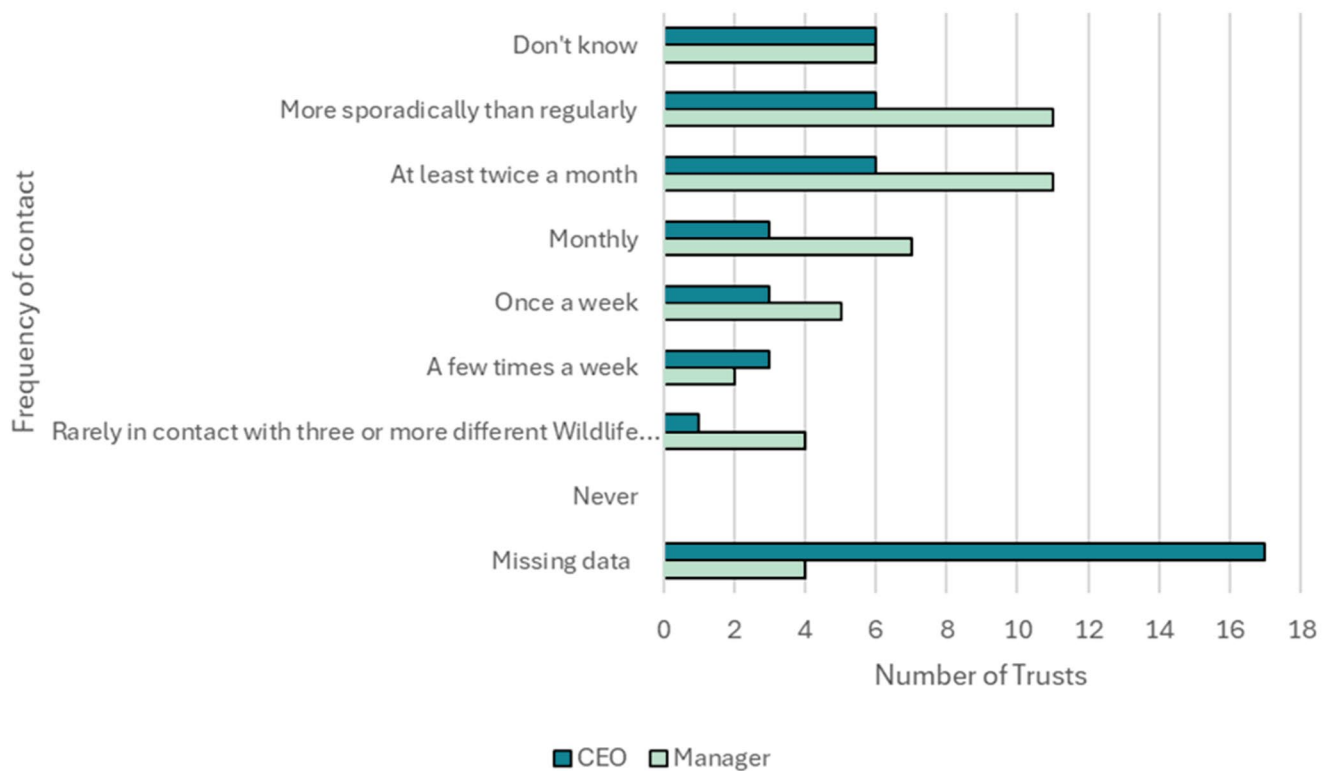
leadership models with associated expectations around expert and charismatic leaders. We are not getting our own house in order and sharing leadership within Trusts, but we are expecting communities and young people to step into conservation leadership.” (CEO).

3.6.2 Collaboration within the federated network of Trusts

Next audit 2 explored how well WT were communicating with each other, this is a similar question to that asked in the original pilot evaluation of Team Wilder in 2021 from Meaningful Measures. CEOs and Managers were asked how often Wildlife Trust staff were in regular conversation or communication with people from three or more other Wildlife Trusts. This question intentionally did not ask if Trusts collaborated with one other Wildlife Trust, as this could have been their neighbour. Instead asking if three or more were collaborated with it shows wider collaboration, potentially beyond convenient overlapping geographical borders.

46 Managers and 28 CEOs responded to this question; therefore, it is not clear if the CEO responses are fully representative of the 46 Trusts. See Figure 12 below for frequencies of contact for WTs.

Figure 12. How often are you in regular conversation or communication with people from 3 or more other Wildlife Trusts? N=42 WT managers and 29 WT CEOs.



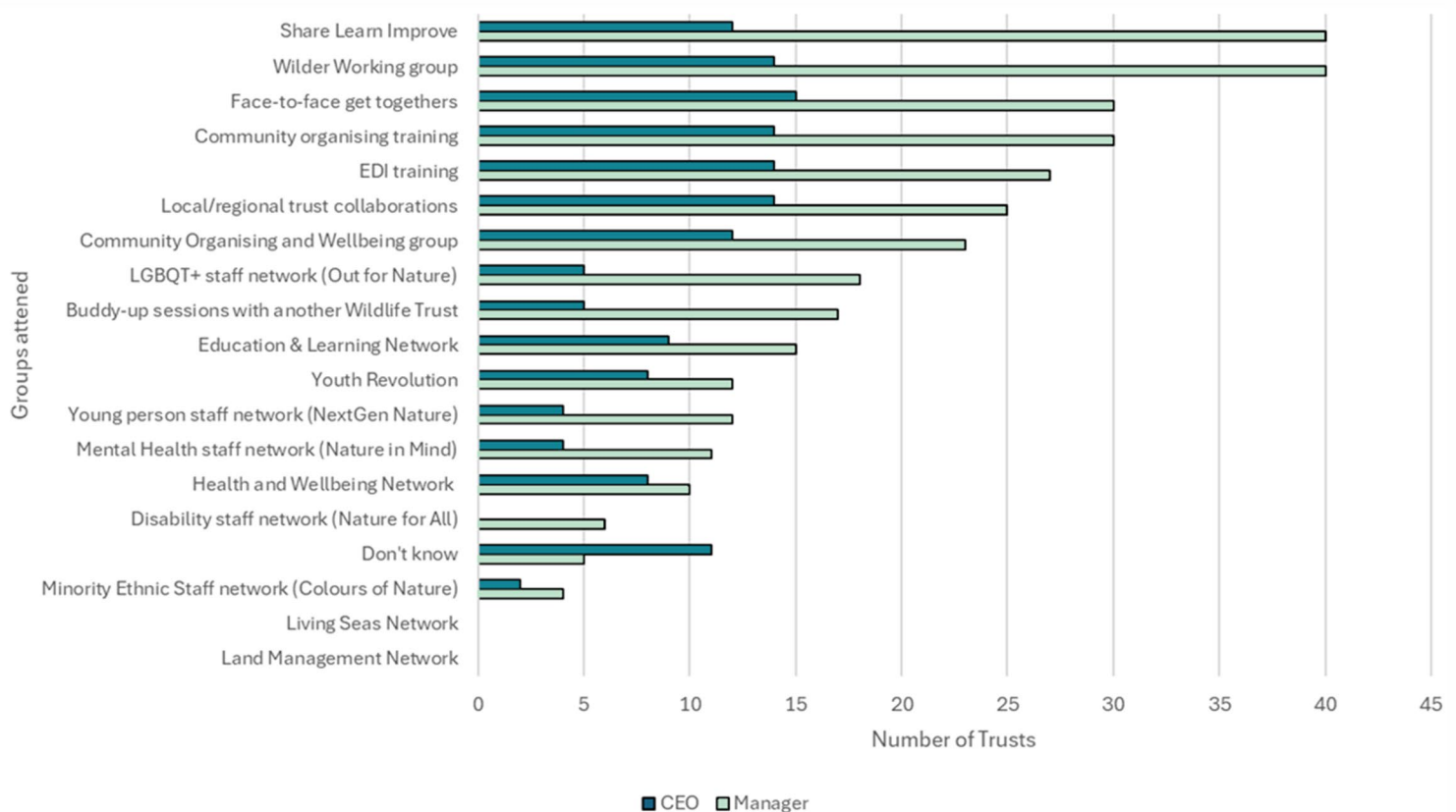
Broadly speaking the results comparing CEOs and managers have a similar trend for audit 2 and show that there is good communication happening across the WTs.

There are now no managers saying that they are never in contact with three or more WTs, which is an improvement. Communication with at least three or more WTs for CEOs and managers is broadly the same as the last audit increasing in some categories and decreasing in others. This level of collaboration seems to be enough to enable the sharing and support required for this culture change process.

3.6.3 Types of internal training, support and networking groups attended

To probe a little deeper on how staff in individual trusts are collaborating across the federation, we explored what staff groups were attended. There were different patterns of attendance between CEOs and managers, which is to be expected, and all groups have been attended to some extent, except the land management network and the living seas network. In the audit 1 the Living Seas was not reported as being attended and the Land Management network was only reported to be attended by a very small number of staff. The difference in attendance patterns and frequencies comparing CEOs and managers is shown in Figure 13.

Figure 13. Types of internal training, support and networking groups attended (CEOs and managers) N=42 WT Managers and 29 WT CEOs



3.6.4 Collaboration with external groups

With the increase in community organising happening within the federated network of Wildlife Trusts, we wanted to find out more about who the external collaborators were. Participants were given a list of external groups to select from, based on all the groups that the central team could think of. There was additional space to identify groups that weren't already listed.

In the first audit, there were 23 groups provided as options and a further 4 groups were identified as 'others'. In this audit, we are starting with 36 groups to select from. This alone demonstrates how the range of groups that Wildlife Trusts are engaging with has expanded by at least 30%. It also demonstrates how a community organising approach is enabling the WTs to engage with communities and organisations previously unknown to them.

As there are so many groups to display on one graph, they have been put into a table (see Table 11 below) to make it easier to digest the results in ascending order. The managers' group are likely to be more representative of what is happening as they are the group of staff who are out more likely to be and about developing the relationships with groups in the community.



Table 11. Groups collaborated with over the last 12 months for CEOs and managers. The top 5 groups are highlighted.

CEOs Number of Trusts (out of 29 responses)		Managers Number of Trusts (out of 34 responses)	
Community groups	25	Community groups	46
Other nature-based organisations	24	CYP outside of school environment	41
Other Wildlife Trusts	24	Local government	40
Secondary schools	23	FE or HE institutions	38
Nature conservationists	23	Nature conservationists	38
Farmers	23	Arts and heritage groups	37
CYP outside of school environment	21	Other nature-based organisations	37
Local businesses	21	Secondary schools	36
Local government (Town, parish or district Councils)	21	Farmers	36
Further or higher education institutions	20	Faith Groups and places of worship	36
Early years and primary schools	19	Early years and primary schools	35
Health services	19	Local businesses	35
SEND groups in schools	16	Elders/ old-age related groups	34
Arts and heritage groups	16	Gardeners and horticulturalists	33
Mental health support groups	16	Other Wildlife Trusts	32
Housing associations	15	Health services	31
Groups supporting minority ethnic people	15	Mental health support groups	30
Elders/ old-age related groups	14	Men (or Women) in Sheds	29
Gardeners and horticulturalists	14	SEND gaps in schools	28
Disability groups	12	Housing associations	28
Fishermen	11	Groups supporting minority ethnic people	28
Asylum seekers or migrants	11	Asylum seekers or migrants	26
Local Social enterprise organisations	10	Disability groups	22
Faith Groups and places of worship	10	Local Social enterprise organisations	21
Men (or Women) in Sheds	10	Warm spaces	17
LGBTQ groups	9	Pupil Referral Unit & NEET organisations	16
PCSO / other uniformed groups	7	Fishermen	16
Pupil Referral Unit and NEET organisations	6	Foodbanks	16
Housing charities	6	LGBTQ groups	15
Probation services, groups supporting ex-offenders	6	PCSOs/ uniformed services	14
Warm spaces	5	Housing charities	13
Don't know	4	Domestic Violence support groups	10
Addiction services	3	Probation services, or ex-offenders support	10
Domestic Violence support groups	3	Addiction services	8
Gypsy, Roma and Traveller (GRT) communities	2	Gypsy, Roma and Traveller (GRT) communities	6
Foodbanks	2	Don't know	0
Social enterprises	0	Social enterprises	0

Groups where new relationships have developed and that weren't present to select in audit 1 include:

- Housing Charities
- Housing Associations
- Health Services
- Addiction Services
- Local Business
- Food banks
- Warm Spaces
- Men (and Women) in Sheds
- Other Wildlife Trusts

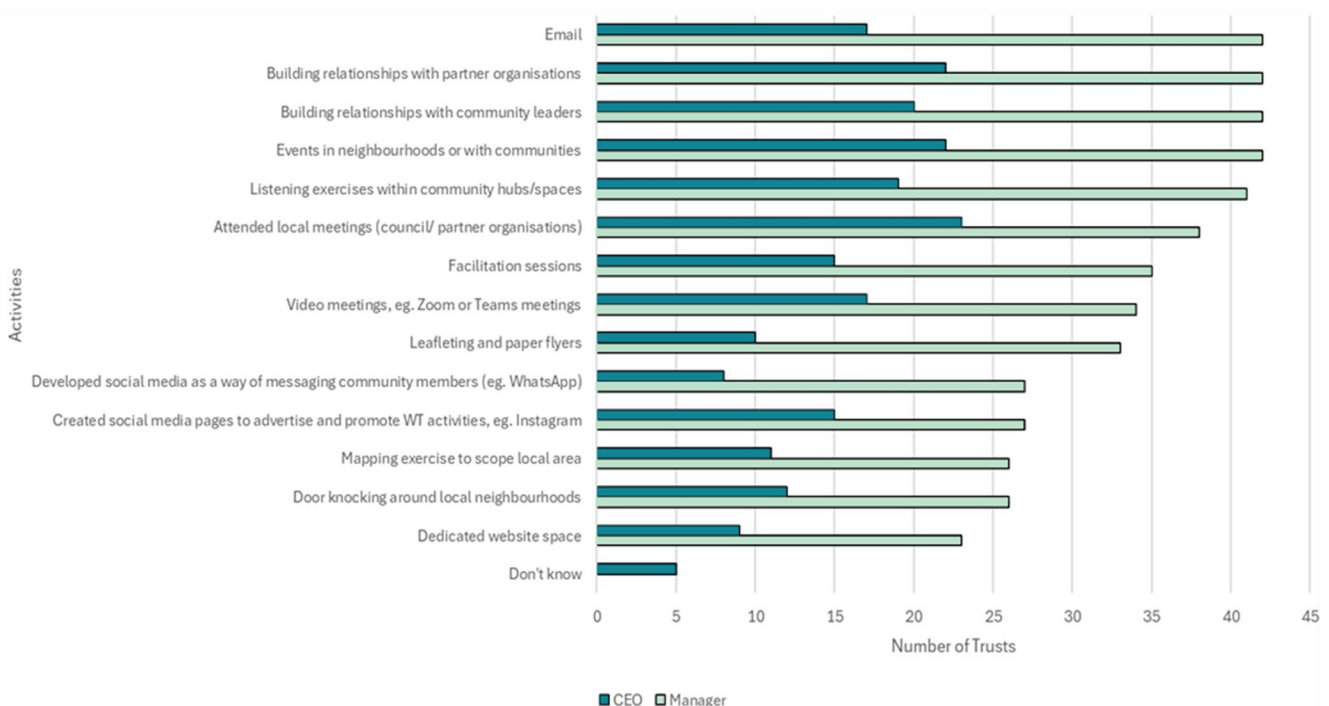
Interestingly when comparing the rates of engagement with audit 1, the levels of remarkably similar, so whilst relationships with new communities and organisations have developed this is not at the detriment of existing relationships. The WTs, therefore, are becoming more diverse in who they engage with in the community, in addition to maintaining existing relationships.

3.6.5 Communication methods applied to Team Wilder ways of working in the past 12 months

There are different profiles of what approaches different staff in the WTs are working on. Data represents managers at 42 Trusts and CEOs in 29 Trusts, therefore data from the CEOs would need confirming, before drawing firm conclusions.

Figure 14 on the next page shows the different types of emerging communications with email and building communications with organisations being top.

Figure 14. Types of communications used in last 12 months. Audit 2, 2024 data N=29 WT CEOs, N=42 WT managers



3.6.6 Survey Summary Section 4: of support from central team and collaboration

The central team have continued to provide support in the form of one-to-one discussions, centrally produced resources and networking and training opportunities, adapting content as new support needs are identified. Several qualitative comments praised the central support that had been received.

Most of the networking and training opportunities are being attend by 50%-95% of WT managers, therefore, take up is good. Qualitative comments identified training on CO for SLT, board members and wider WT teams as an offer they would now like to have available, as well as support for funding and learning from other successful WTs.

There is little change in the level of collaboration between the different WTs compared to the last audit although this remains vastly improved from the first time, we posed this question in 2021. It is possible that there is now a high enough level of collaboration and networking to enable the sharing of information that is required. There are also 19 internal network groups that staff can attend which have a varied level of attendance. These are further opportunities for staff to network and share knowledge.

From an external perspective there is an increase in the range and diversity of communities that are being engaged with compared to audit 1 and a large range of methods and approaches that staff are using to engage with local communities.

The central support appears to be a core part of the process of enabling the individual WTs to implement and scale a CO approach and therefore should remain in place at least at the level currently being offered.

Case Study Five: Enhancing Collaboration and Community Organising with Nature Recovery at Lancashire Wildlife Trust



Context:

Lancashire Wildlife Trust has transformed its project management and community engagement strategies by leveraging lessons from past experiences, notably Nextdoor Nature. Nature recovery staff were initially apprehensive about consulting with community due to legacy expectations and fear of underperformance. This was evident in the Team Wilder initiative, which, despite initial confusion, evolved into the successful “Action for Nature” campaign. This rebranding highlighted effective internal communication and adaptive branding as crucial for cross-team collaboration.

Success stories:

- A significant moment was when the Peatlands team considered a funding bid involving community work. Initially reluctant, they realised the benefits of integrating community efforts across programmes from the beginning. This led to collaborative bids, notably in Blackburn and the local Nature Recovery Strategy for West Pennine Moors.
- The Greenhouse Project in Blackburn and plant cultivation in Darwen Moor both fostered relationships with diverse community cohorts.

Future directions:

Lancashire’s evolution in cross-team collaboration and community engagement will continue to underscore the importance of preparedness, effective communication, and unified strategies. By learning from past experiences and adapting roles and systems, Lancashire Wildlife Trust has positioned itself to better serve communities and foster a cohesive internal environment, laying the groundwork for sustainable and impactful nature recovery initiatives.

4.0 Discussion

In this discussion we have highlighted the threads that seemed to run through out different sections of audit 2, and how in some cases these threads are interlinked.

Time required to implement and scale up a community organising approach in all WT's

Throughout the audit, there is a thread about the time needed to bring about a culture change of this scale across 46 WT's. Inevitably the data shows that a very small number of WT's are not really on board with the community organising approach at this time and it is questionable as to whether they will continue using community organising once the funding from NDN runs out. At the opposite end of the spectrum there are also a small number of Trusts who are operating with community organising approach across their whole Trusts. In the middle are most WT's who are working hard to implement a community organising approach and scale this up. There is no textbook that states that this process will take a set amount of time. Qualitative data from audit 2 shows that scaling up depends on the size of the WT and the resources they have, the attitude of the board, senior leaders and the other teams in each WT. It also depends on sustained funding being available, for people to understand the benefit of adopting a community organising approach and their ability to collect analyse and report back the outcomes of adopting this approach.

In audit 1 (2023), for example, we asked WT's to anticipate where they would be at in one year's time in terms of scaling the use of community organising across their teams in their WT. At least 18 WT's thought they would be operating at a whole WT level by now, yet this is not the case. Reasons for this seem to circle back to more support need to inform SLT and board members, and other WT teams of the value of community organising beyond just the WT and NDN teams. Qualitative comments in many questions show how WT's are seeing the adoption of community organising as a journey, that there is gradual adoption of community organising principles, but more work is needed to widen the adoption across the WT's. Other qualitative comments highlighted that some staff feel very stretched in capacity to support the internal scaling up of community organising as well as the external engagement with communities.

Progress in getting this further buy-in may be aided by clarity in ways of measuring progress with TW/ NDN. Until now the community organising approach has been used, but there is no clear sense of what it has achieved and this needs to be assessed and reported. Since identifying the need for support to monitor and report outcomes in audit 1 (2023), much effort from the central team has gone into supporting WT staff to understand the value of collecting outcomes, as well as outputs, and WT's are now reporting outcomes to the central team. This is a new process which is starting to bed-in, although there are still a range of training requests from WT staff regarding data collection and data analysis, in particular. This shows more support is still needed to enable all WT's to feel confident in collecting and analysing outcome-based data. Being able to then report the analysis of outcome data is likely to be a useful way of supporting more staff to come on board with adopting and embedding community organising principles.

A final aspect to the 'timing' element is the time it takes to identify, and engage with community organisations, and the time needed to work with these organisations to the point that they can independently take action for nature, with only light touch support from the WT. There are now at least 31/46 Trusts who are working with 4 or more new communities using the community organising approach. This is a large increase from audit 1, hence there is now a realistic sense of how long it takes to initially identify and develop the relationships with a new community and to start the engagement work.

Of those 31 WTs, at this stage, 28 of them report that they are now at the point of at least 1 community organisation being able to independently take action for nature. **This, therefore, shows how possible it is to enable a community to independently take action for nature when using a community organising approach, and it provides a sense of the time required to enable this.**

Core central support needed to increase EDI and sustainability

This audit has shown improvements in the overall diversity and inclusivity of the WTs, both internally and externally with the communities they are engaging with. There is a clear improvement in the number of young people who are being involved with the WT teams, as part of the green work force, on the board of trustees, and who are involved with key aspects of WT work. There are also more approaches being used to engage with children and young people externally. Interestingly, a pattern has emerged of the core support and training being provided by the central team, that is enabling the WT staff to then improve and embed policies and procedures to improve EDI overall. This support includes providing key members of staff within the central team to be a point of contact for WTs, e.g. Youth Activism Manager for youth led programmes or key staff to support the implementation of the EDI framework.

Many qualitative comments showed WT staff were appreciative of being able to access the specific support needed to help them improve their performance in specific areas. As well as key individuals, using the central team to produce frameworks and templates of policies saved many WTs the time and effort and provided quality assurance of content. Alongside this support were specific training courses, where staff identified they needed upskilling, and then the opportunities to network with other WT staff in different WTs, to compare notes on how things are progressing, seek ideas, seek support when things weren't working as expected. It was evident from the audit data that this range of support had unpinned the improvement in diversity and inclusion across the WTs as whole. There has been a similar pattern emerging for supporting WT staff to move to recording and reporting outcomes as well as outputs from their community organising approach.

In terms of sustaining community organising within the WTs as the NDN funding comes to an end, upskilling and supporting WTs to develop is essential. Further indicators were collected in Audit 2 which showed that funding was the biggest barrier that many Trusts perceived to moving forwards and only half the Trusts has secured future funding. This figure has since improved and at the time of writing, 33/46 Trusts now have core funding in place to support the community organising work to continue beyond the NDN funding, and 5 WTs are in the process of applying for funding. This demonstrates that at least 72%

of WTs, community organising will be sustained and if funding applications are successful this statistic will rise even further.



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Limitations of the audit

There are several limitations to the data collected in this audit which should be considered when drawing conclusions from the data. Firstly, there was a low-level representation from the CEO group of staff, representing 29/46 Trusts. This means that the progress made may be under-represented due to the missing data in some questions. It also means that we have less qualitative comments to understand their opinions on the strategic culture change to adopting community organising within the WTs.

We also noticed that some CEOs were unable to respond to some questions due to the details now being carried out by officers and community organisers. Similarly, some of the Manager groups were not able to respond to questions that were more strategic in nature. This is a sign of progress within many WTs as adopting community organising is no longer an idea being discussed but has been actioned and is in progress, with responsibility for the day-to-day operation moving from the senior leaders to the staff on the ground.

5.0 Conclusions

Audit 2 aimed to capture the 2024 status of TW/NDN and establish where progress could be evidenced, assess where the current challenges are and determine the support needed. Overall, there is more understanding and enthusiasm for using a community organising approach in the WTs compared to Audit 1. Key areas of development have been identified, areas of progress highlighted, and the developments continue at pace. This has led to fantastic outcome of three quarters of Trusts already in a position to sustain the community organising approach beyond the NDN funding. Equally as important is that the audit data that now clearly shows that it is viable to use a community organising approach to engage a wider range of communities and through a process, enable them to independently take action for nature and need only light touch support from a WT.

Progress in improving the EDI status of the WTs has continued. There is an emerging sense that more support is needed to improve the internal scaling up of WTs using community organising to underpin all their work i.e. to move from the current position where most WTs have one or more teams using a community organising approach to the whole Trust using a community organising approach. Clear progress is being made in monitoring outcomes as well as outputs. Whilst more support is also needed in this area, it is anticipated that the hard work to support and upskill staff in this area will come to fruition in the next 12-18 months and enable a greater understanding of the wide range of outcomes achieved using a community organising approach. This in turn is likely to support the internal buy-in to using a community organising approach.

A core pattern of support from the central team has now been identified what is needed to enable the individual WTs to adopt and scale the community organising approach. Finally realistic timescales for adopting and scaling the community organising approach internally and externally are now evident.

6.0 Recommendations

The recommendations below have come from key parts of the audit data where staff have provided qualitative feedback and where ratings to questions show more development work is needed at this point in time.

1. The central team should continue to provide the same level of support regarding resources and training. This needs to be continually provided at regular intervals to account for new staff joining the workforce over time.
2. Utilise the Train the Trainer programme, as a legacy from NLHF funded Nextdoor Nature, to continue to provide more Trust level training on the values and principles of community organising and how it can work with different teams in a WT.
3. Take a 'whole Trust' approach as often as possible, in the delivery of training, aiming to involve Board members, SLT, and teams in each Wildlife Trust, supporting those not already engaged in community organising to see its benefits.
4. Ensure that all training opportunities are widely advertised across all Wildlife Trust teams with plenty of lead in time and are embedded in The Wildlife Trusts Wilder Learning Programme, enabling Priority 4 – Investing in high-skilled and diverse staff and volunteer network to build a movement wide learning culture.
5. Continue to increase the representation and visibility of diverse role models and ambassadors, which reflect the diversity of society and engage a more diverse supporter base.
6. Continue to provide training and build skills and competence in how to collect outcomes-based data. Provide the next stage of training on how to analyse qualitative data and then apply it internally for monitoring strategic development and using within funding applications.
7. Ensure that more support is provided to increase the safeguarding knowledge across more staff in each WT where necessary. This is in acknowledgement of the increased inclusion of young people and vulnerable adults within a variety of positions within the WTs. All young people under the age of 18 are deemed vulnerable due to their age, therefore, WTs should reflect on which members of staff may now come into contact with this group of young people and how this may have widened from just the staff who do external engagement work. As the inclusion of young people and vulnerable adults increases, so does the requirement for staff who don't normally engage with these people to be confident to know what to in a safeguarding situation.
8. Develop opportunities for WTs that are using a community organising approach at scale to share their learning and how they have got to that stage.
9. Identify the minority of WTs who do not want to adopt a community organising approach or see the relevance of it and understand what their key issues and barriers are.

10. Consider that future audits will need to have different questions for CEOs and Managers. This will enable a shorter audit with strategic responses from CEOs and a shorter audit on implementation and engagement with community organising from the Manager group. There could be a very small number of questions that were the same on each audit.

Please see outputs for this report which are available as separate accompanying documents of a (1) logic model and (2) overview model diagram of the implementation of community organising at The Wildlife Trusts.



Appendices

- Appendix 1 – Audit 2 (2024)
- Appendix 2 – Changes to Audit 2 compared to Audit 1
- Appendix 3 – Implementation of community organising at The Wildlife Trusts – logic model
- Appendix 4 – Model for implementation of Community Organising at The Wildlife Trusts

Appendix 1

Audit 2 (2024)

2024 Meaningful Measures Audit for The Wildlife Trusts

About this Audit

The Wildlife Trusts 2030 Strategy has key milestones to enable a cultural shift in the way each Trust works to bring wildlife back, empower people to take meaningful action, and create an inclusive society where nature matters. As part of an evaluation of this cultural shift, each Wildlife Trust was asked to complete an audit this time last year.

We are now asking you to respond to this audit again so that progress can be reviewed.

The data from this audit will be used to understand what progress has been made in the last 12 months in the following areas:

- Cultural change within the Wildlife Trusts
- Views on impact measurement processes
- Provision and support from RSWT team
- Collaboration with colleagues in other Trusts
- Markers of success for community organising

The information from this survey will be used to understand what has worked well, what support is needed at this stage of the transformation process and build realistic year 1 and year 2 measures of success for Nextdoor Nature and Team Wilder approaches to working with and alongside communities.

It is imperative that we receive responses from all Trusts in order to build a full picture; all Trusts are, therefore, strongly encouraged to respond. As before, we would like one set of responses from a member of staff delivering “on the ground” and also one response from a CEO or Chair from a strategic perspective. Please answer this as your view of the Trust that you work for.

The majority of the questions are tick boxes, with some text boxes for you to add any additional comments. We anticipate this audit will take approximately 10 mins to complete.

We ask for responses to be received by Friday 3rd May 2024 (note - extended by original date by one week). All Wildlife Trusts that return their responses within the deadline will be entered into a prize draw for an office food hamper.

Thank you for representing your Wildlife Trust to fill in this audit survey about the brilliant work you are doing with Nextdoor Nature and Team Wilder.

The data from this audit will be analysed by Meaningful Measures Ltd. If you have any further questions, please email helen@meaningfulmeasures.co.uk

About you

Please let us know where you're from and your role

1) Please state the name of the Wildlife Trust that you represent:

- Alderney Wildlife Trust
- Avon Wildlife Trust
- The Wildlife Trust for Bedfordshire, Cambridgeshire and Northamptonshire
- Berkshire Bucks. & Oxon Wildlife Trust
- Wildlife Trust for Birmingham and the Black Country
- Cheshire Wildlife Trust
- Cornwall Wildlife Trust
- Cumbria Wildlife Trust
- Derbyshire Wildlife Trust
- Devon Wildlife Trust
- Dorset Wildlife Trust
- Durham Wildlife Trust
- Essex Wildlife Trust
- Gloucestershire Wildlife Trust
- Gwent Wildlife Trust
- Hampshire & Isle of Wight Wildlife Trust
- Herefordshire Wildlife Trust
- Hertfordshire & Middlesex Wildlife Trust
- The Isles of Scilly Wildlife Trust
- Kent Wildlife Trust
- The Wildlife Trust for Lancashire, Manchester and North Merseyside
- Leicestershire & Rutland Wildlife Trust
- Lincolnshire Wildlife Trust
- London Wildlife Trust
- Manx Wildlife Trust
- Montgomeryshire Wildlife Trust
- Norfolk Wildlife Trust
- Northumberland Wildlife Trust
- North Wales Wildlife Trust
- Nottinghamshire Wildlife Trust
- Radnorshire Wildlife Trust
- Scottish Wildlife Trust
- Sheffield and Rotherham Wildlife Trust
- Shropshire Wildlife Trust
- Somerset Wildlife Trust
- The Wildlife Trust of South and West Wales
- Staffordshire Wildlife Trust
- Suffolk Wildlife Trust
- Surrey Wildlife Trust
- Sussex Wildlife Trust
- Tees Valley Wildlife Trust
- Ulster Wildlife
- Warwickshire Wildlife Trust
- Wiltshire Wildlife Trust
- Worcestershire Wildlife Trust
- Yorkshire Wildlife Trust

<p>2) What is your position in your Wildlife Trust? (Please tick which one applies to you)</p> <p><input type="checkbox"/> CEO</p> <p><input type="checkbox"/> Director</p> <p><input type="checkbox"/> Head of/ Senior Leader</p> <p><input type="checkbox"/> Manager</p> <p><input type="checkbox"/> Officer</p> <p><input type="checkbox"/> Other - Write In _____</p>
<p>Section 1: Culture change</p> <p>We'd like to know your views on and perception of the culture in your Trust and what changes you may have noticed over the last year.</p>
<p>3) Does your Trust demonstrate internally that community organising has equal value and status to the conservation, education and engagement work for delivering Nature's Recovery?</p> <p><input type="checkbox"/> Yes [green]</p> <p><input type="checkbox"/> No [red]</p> <p><input type="checkbox"/> Partially [amber]</p> <p><input type="checkbox"/> Don't Know [grey]</p>
<p>4) If you have further comments to add about the question above, please do so here:</p> <p>_____</p>
<p>5) The shared 2030 Strategy for The Wildlife Trusts identifies that community organising principles should underpin all work across a Trust, beyond people engagement, so as to deliver nature's recovery (Transformation 3).</p> <p>Please select the statement that best represents the progress your Trust has made towards integrating these community organising principles:</p> <p><input type="checkbox"/> A community organising principles approach is used across the whole Trust [green]</p> <p><input type="checkbox"/> A community organising approach is used across more than one team in our Trust [green]</p> <p><input type="checkbox"/> A community organising approach is used by one team in our Trust [amber]</p> <p><input type="checkbox"/> The Trust is talking about community organising but hasn't actually started working in this way yet [amber]</p> <p><input type="checkbox"/> The Trust isn't talking about community organising yet [red]</p> <p><input type="checkbox"/> We have not been able to see how Community Organising can be used at our Trust [red]</p>
<p>6) If you have further comments to add about the question above, please do so here:</p> <p>_____</p>
<p>7) How well do the Board members in your Trust understand that a community organising approach should underpin all work across your Trust? (Please select an answer from the list below)</p> <p><input type="checkbox"/> They are fully on board with the concept [green]</p> <p><input type="checkbox"/> They are on board with concept but need more time to fully understand the approach [amber]</p> <p><input type="checkbox"/> Starting to come on board with the concept but there is a way to go yet [amber]</p> <p><input type="checkbox"/> Not on board with the concept/ don't see the relevance of it [red]</p> <p><input type="checkbox"/> Don't know [grey]</p>
<p>8) If you have any comments about the question above, please write them here (if you don't know or can't answer please state don't know/can't answer). _____</p>
<p>9) How well do the Senior Leadership Team in your Trust understand that a community organising approach should underpin all work across your Trust? (Please select an answer from the list below)</p> <p><input type="checkbox"/> They are fully on board with the concept [green]</p> <p><input type="checkbox"/> They are on board with concept but need more time to fully understand the approach [amber]</p> <p><input type="checkbox"/> Starting to come on board with the concept but there is a way to go yet [amber]</p>

<p><input type="checkbox"/> Not on board with the concept/ don't see the relevance of it[red] <input type="checkbox"/> Don't know</p>
<p>10) If you have any comments about the question above, please write them here (if you don't know or can't answer please state don't know/can't answer). -----</p>
<p>11) Is your Trust aware of the EDI Framework signed off across the network in October 2023? (Please select an answer from the list below) <input type="checkbox"/> Yes [green] <input type="checkbox"/> Partially [amber] <input type="checkbox"/> No [red] <input type="checkbox"/> Don't know [grey]</p>
<p>12) Is the EDI Framework (or equivalent) being implemented within your Trust? <input type="checkbox"/> Yes [green] <input type="checkbox"/> Partially [amber] <input type="checkbox"/> No [red] <input type="checkbox"/> Don't know [grey]</p>
<p>13) Is your Trust aware that The Wildlife Trusts is now an anti-racist federated network? (please select an answer from the options below) <input type="checkbox"/> Yes [green] <input type="checkbox"/> Partially [amber] <input type="checkbox"/> No [red] <input type="checkbox"/> Don't know [grey]</p>
<p>14) Thinking about current practice involving children and young people - how is your Trust engaging with children and young people and involving them in decision making processes as part of moving towards a youth-led future? (Transformation 3) (Please tick all options that apply) <input type="checkbox"/> Young people being part of leading or managing activities and/or events <input type="checkbox"/> Specific groups for young people <input type="checkbox"/> Consultation/listening exercises with young people <input type="checkbox"/> Involvement of young people in funding bids <input type="checkbox"/> Schools engagement <input type="checkbox"/> Involvement of young people in communications e.g. Social media engagement, blogs, journalism <input type="checkbox"/> Youth forum/ Youth Ambassadors/ Youth Council or Board <input type="checkbox"/> Young person representation on board <input type="checkbox"/> Person under 35/Early Career Trustee <input type="checkbox"/> Involvement in co-designing resources <input type="checkbox"/> Online space for children and young people <input type="checkbox"/> Young people leading or managing conservation work <input type="checkbox"/> Apprenticeships <input type="checkbox"/> Young Wardens <input type="checkbox"/> Project targeted at young people <input type="checkbox"/> Have a Wildlife Trust reserve managed by young people <input type="checkbox"/> Not currently involving children and young people <input type="checkbox"/> Please tell us any other practices you have incorporated: -----</p>
<p>15) Thinking about FUTURE practice involving children and young people - what would your Trust like to prioritise in the near future regarding engaging with children and young people and involving them in decision making processes as part of moving towards a youth-led future? (Transformation 3).</p>

- (Please tick all options that apply)
- Young people being part of leading or managing activities and/or events
 - Specific groups for young people
 - Consultation/listening exercises with young people
 - Involvement of young people in funding bids
 - Schools engagement
 - Involvement of young people in communications e.g. Social media engagement, blogs, journalism
 - Youth forum/ Youth Ambassadors/ Youth Council or Board
 - Young person representation on board
 - Person under 35/Early Career Trustee
 - Involvement in co-designing resources
 - Online space for children and young people
 - Young people leading or managing conservation work
 - Apprenticeships
 - Young Wardens
 - Project targeted at young people
 - Have a Wildlife Trust reserve managed by young people
 - No plans to involve children and young people
 - Please tell us any other practices you intend to incorporate:
-

16) How confident is your Trust about dealing with any safeguarding issues, if you involve children and young people in your Trust?

- Very confident [green]
- Reasonably confident [amber]
- Not confident [red]
- Don't know [grey]

17) If you have any further comments about safeguarding, please write them here.

Section 2: Impact Measurement

There has been a change to capturing outcomes as opposed to solely outputs, particularly for the Nextdoor Nature projects. Please answer the following questions:

18) Please rate how well staff in your Trust understand the importance of gathering stories in demonstrating outcomes?

- (1 is no understanding and 5 is completely understand)
 Completely understand 5 4 3 2 1 No understanding

19) Please add any further comments if you wish to -----

20) Has your Trust started pro-actively capturing stories to demonstrate community-led outcomes from taking a Team Wilder approach?

- Yes [green]
- No [red]
- Partially [amber]
- Don't know [grey]

21) If you answered yes:

Please rate how have you found the process of capturing stories to demonstrate community-led outcomes?

- (5 is very easy and 1 is very difficult)
 Very easy 5 4 3 2 1 Very difficult

22) If you answered no - it would be helpful to know if there is a particular reason why your Trust hasn't started capturing stories to demonstrate community-led outcomes yet. (Please select all that apply.)

- I don't feel I have the time
- It does not feel important to me in the face of other priorities.
- I don't have the right skills or training
- I need more resources to help me with these activities
- I don't value qualitative data as valuable 'evidence'
- I don't have the confidence to do this
- I need some training before I get started

23) Please add any further comments if you wish to

24) Do staff in your Trust understand how they can apply the outcomes from collecting stories to demonstrate the impact of Nextdoor Nature/ Team Wilder and inform future activity?

- Yes [green]
- No [red]
- Partially [amber]
- Don't Know [grey]

25) If yes, can you provide an example of how you apply the data from the stories collected:

26) If you answered no - do you have any comments?

27) Which of the following training has been offered to staff in your Trust to help improve understanding of how to collect, analyse or report outcomes data? (Tick all that apply)

- Ripple Effect Mapping Workshop
- Capturing Community Voice Workshop (face-to-face)
- Capturing Community Stories Workshop (face-to-face)
- "Not Another Case Study" Webinar
- Wilder Work Group Meeting Evaluation Spotlight
- Impact Measures - Test & Learn Group
- Behaviour Change Course - With Becky Fisher
- Influential Campaigns (face-to-face)
- Campaign Planning (face-to-face)
- Share, Learn, Improve- Live (face-to-face)

28) How far has the training helped you with data collection, analysis, planning or reporting? Please indicate on a scale of 1 to 5, where 1 indicates "training has been really helpful", to 5 which indicates "training has not helped at all".

Training really helpful 5 4 3 2 1 Training not helped

29) Is there any further training that would be helpful? Please specify:

Section 3: Support from the central team

In this section we would like to know about any differences you may have noticed regarding the support provided by the central team over the past year.

30) What support by the central team would you like to continue?

- (Please tick all that apply).
- Provision of resources or guidelines
 - Ability to discuss problems and issues in a safe space
 - Peer to peer support or buddying support

- Training opportunities
- Support to feel more empowered to manage community organising approach
- Support to feel more confident to voice problems with other colleagues
- Support to feel more confident to network with colleagues in other Trusts and learn from each other
- Access to Communities of Practice (e.g. Wilder Working Group)
- "Share, Learn, Improve" opportunities
- Opportunities provided to gain accreditation in community organising
- Face-to-face networking opportunities
- Opportunities to co-create a community organising approach, i.e.. Digital Development
- Don't know

31) Looking forwards, are there other types of support you would like to further enable the onward development of community organising across the Wildlife Trusts? _____

Section 4: Collaboration

In this section we would like to learn more about communication and collaboration.

32) Please select on average, how often in the last 12 months, staff in your Trust have been in regular communication or conversation with colleagues from three or more different Wildlife Trusts?

- A few times a week
- Once a week
- At least twice a month
- Monthly
- Sometimes but more sporadically than regularly
- Rarely in contact with three or more different Wildlife Trusts
- Never
- Don't know

33) Over the last 12 months has anyone in your Trust attended any of the following?

(Please tick all that apply)

- Wilder Working group
- Share Learn Improve
- Community Organising and Wellbeing group
- Local/regional trust collaborations
- Buddy-up sessions with another Wildlife Trust
- Young person staff network (NextGen Nature)
- Minority Ethnic Staff network (Colours of Nature)
- LGBTQ+ staff network (Out for Nature)
- Mental Health staff network (Nature in Mind)
- Disability staff network (Nature for All)
- EDI training
- Community organising training
- Youth Revolution
- Education & Learning Network
- Health and Wellbeing Network
- Face-to-face get togethers
- Don't know
- Please state any other groups not mentioned above: _____

34) Over the last 12 months which external groups has your Trust collaborated with?

(Please tick all options that apply)

- Community groups
- Children and young people outside of school environment

- Special Educational Needs and Disability schools
- Pupil Referral Unit and Not in Education Employment or Training education organisations
- Early years and primary schools
- Secondary schools
- Further or higher education institutions
- Housing charities
- Housing associations
- Health services
- Addiction services
- Local businesses
- LGBTQ groups
- Groups supporting minority ethnic people
- Elders/ old-age related groups
- Arts and heritage groups
- Gardeners and horticulturalists
- Nature conservationists
- Farmers
- Fishermen
- Asylum seekers or migrants
- Domestic Violence support groups
- Local Social enterprise organisations
- Gypsy, Roma and Traveller (GRT) communities
- Foodbanks
- Warm spaces
- Faith Groups and places of worship
- Police Community Support Officers/ other uniformed groups
- Local government - e.g. Town, parish or district Councils
- Probation services, or groups supporting ex-offenders
- Mental health support groups
- Men (or Women) in Sheds
- Disability groups
- Other nature-based organisations
- Other Wildlife Trusts
- Don't know
- Please add any other groups not stated above: _____

35) What community organising methods have you applied to your Team Wilder way of working in the past 12 months? (Please tick all that apply)*

- Door knocking around local neighbourhoods
- Listening exercises within community hubs/spaces
- Leafleting and paper flyers
- Facilitation sessions
- Events in neighbourhoods or with communities
- Attended local meetings (council/ partner organisations)
- Mapping exercise to scope local area
- Building relationships with community leaders
- Building relationships with partner organisations
- Email
- Video meetings, e.g. Zoom or Teams meetings
- Dedicated website space

- Created social media pages to advertise and promote WT activities, e.g. Instagram
- Developed social media as a way of messaging community members (e.g. WhatsApp)
- Don't know
- Please add any other approaches not stated above: _____

Section 5: Markers of success

In this section we are interested to find out how staff in your Trust would consider that your Trust has made progress with your Nextdoor Nature / Team Wilder work. We would like to get a realistic picture of how you notice progress, as opposed to fitting in with any current Wildlife Trust targets or data reporting requirements. So, in essence how can your Trust identify that progress has been made?

36) Looking back over the past 12 months in your Trust, which statements apply to the progress your Trust has made towards community organising?

(Please tick all that apply)

- Your Trust has put Community Organising/ Team Wilder into the public facing strategy
- The Trust is delivering its strategic commitments of taking a community organising approach
- There is at least one staff member trained in community organising within the Trust
- There is at least one permanent member of staff trained in community organising within the Trust
- One team in the Trust is using a community organising approach
- More than one team in the Trust is using a community organising approach
- The whole of the Trust is using a community organising approach
- The Trust is working with and alongside at least one new community
- The Trust is working with and alongside two to three new communities
- The Trust is working with and alongside four or more new communities
- The Trust has now enabled at least one new community to act for nature independently and can now step away from directly supporting this community
- The Trust has increased the diversity of the communities you are working with and alongside
- The Trust has become more inclusive when working with and alongside communities
- The Trust has a better understanding of the value of community organising as a core-funded activity
- The Trust is more attractive to funders, particularly to secure long term funding for Nextdoor Nature or Team Wilder
- Monitoring in your Trust shows more people taking meaningful action for wildlife within their community
- The Trust now respects Community Leaders as critical contacts for reaching new groups and enabling involvement
- Other - Please write in any other indicators that you think are relevant:

37) Looking ahead to the next year in your Trust, which of the indicators below reflecting progress toward a community organising approach are you aiming to achieve? Note: these answers are the same as the previous question

(Please tick all that apply)

- Your Trust has put Community Organising/ Team Wilder into the public facing strategy
- The Trust is delivering its strategic commitments of taking a community organising approach
- There is at least one staff member trained in community organising within the Trust
- There is at least one permanent member of staff trained in community organising within the Trust
- One team in the Trust is using a community organising approach
- More than one team in the Trust is using a community organising approach
- The whole of the Trust is using a community organising approach
- The Trust is working with and alongside at least one new community
- The Trust is working with and alongside two to three new communities
- The Trust is working with and alongside four or more new communities
- The Trust has now enabled at least one new community to act for nature independently and can now step away from directly supporting this community

- The Trust has increased the diversity of the communities you are working with and alongside
- The Trust has become more inclusive when working with and alongside communities
- The Trust has a better understanding of the value of community organising as a core-funded activity
- The Trust is more attractive to funders, particularly to secure long term funding for Nextdoor Nature or Team Wilder
- Monitoring in your Trust shows more people taking meaningful action for wildlife within their community
- The Trust now respects Community Leaders as critical contacts for reaching new groups and enabling involvement
- Other - Please write in any other indicators that you think are relevant:

Section 6: The future

These are the final couple of questions, and please do tell us anything that is on your mind.

38) What steps have you taken to ensure the community organising approach will be sustained once the Nextdoor Nature funding from the National Lottery Heritage Fund runs out? (Please tick all that apply)*

- It is written into our strategy
- Community organising is clearly defined within a department with responsible senior leader
- The Trust is delivering its commitments within the our strategy to taking a community organising approach
- There is at least one member of staff trained in community organising within the Trust
- There is at least one member of permanent staff delivering a community organising strategy
- The Trustees and Board members have better understanding of community organising
- It has become business as usual
- The Community Organising posts are now core funded
- The Community Organising posts are now funded with additional funding sources
- Community Organising has been recognised as a useful approach in other activities of the Trust's work, outside of Nextdoor Nature
- Communities engaged will not be left behind and support will be retained using a community organising approach
- Please give any other examples: -----

39) What challenges and barriers do you foresee for your Trust going forwards with the Team Wilder way of working at this point in time?

40) Final question - are there any other comments you want to share with us?

End of the survey

Thank You!

Thank you for taking the time to complete this audit, your responses are very valuable.

Appendix 2

Changes to Audit 2 compared to Audit 1

Items removed from Audit 1 as they were deemed to be well understood or achieved by 2024:

Culture change section:

- Understanding of goals of the 2030 strategy of The Wildlife Trusts (Strategy goals understood well in 2023)
- Level of awareness of the aim for The Wildlife Trusts' movement into community organising ethos to be a key part of achieving nature's recovery? (Good level of understanding of ethos of move to community organising in 2023)

Outcome measures section:

- Is there a particular reason why your trust has not started reporting outcome measures? (Most had started reporting outcome measures of some sort in 2023)
- Do you think that people in your Trust would like some training (or more training) to help improve internal understanding of how to collect, report or utilise outcomes data? (Training underway in 2023)
- What particular aspect would you like training on? (Redundant due to previous question)

Support from central team section:

- Have staff in your Trust noticed an improvement in the style or quality of meetings you have attendee that are led by the central team? (Strong improvement in style and quality of meetings led by central team seen in 2023)
- How frequently do staff in your Trust connect with the central team for any aspect of your Nextdoor Nature or Team Wilder work? (Frequently connecting with central team by 2023)

Appendix 3

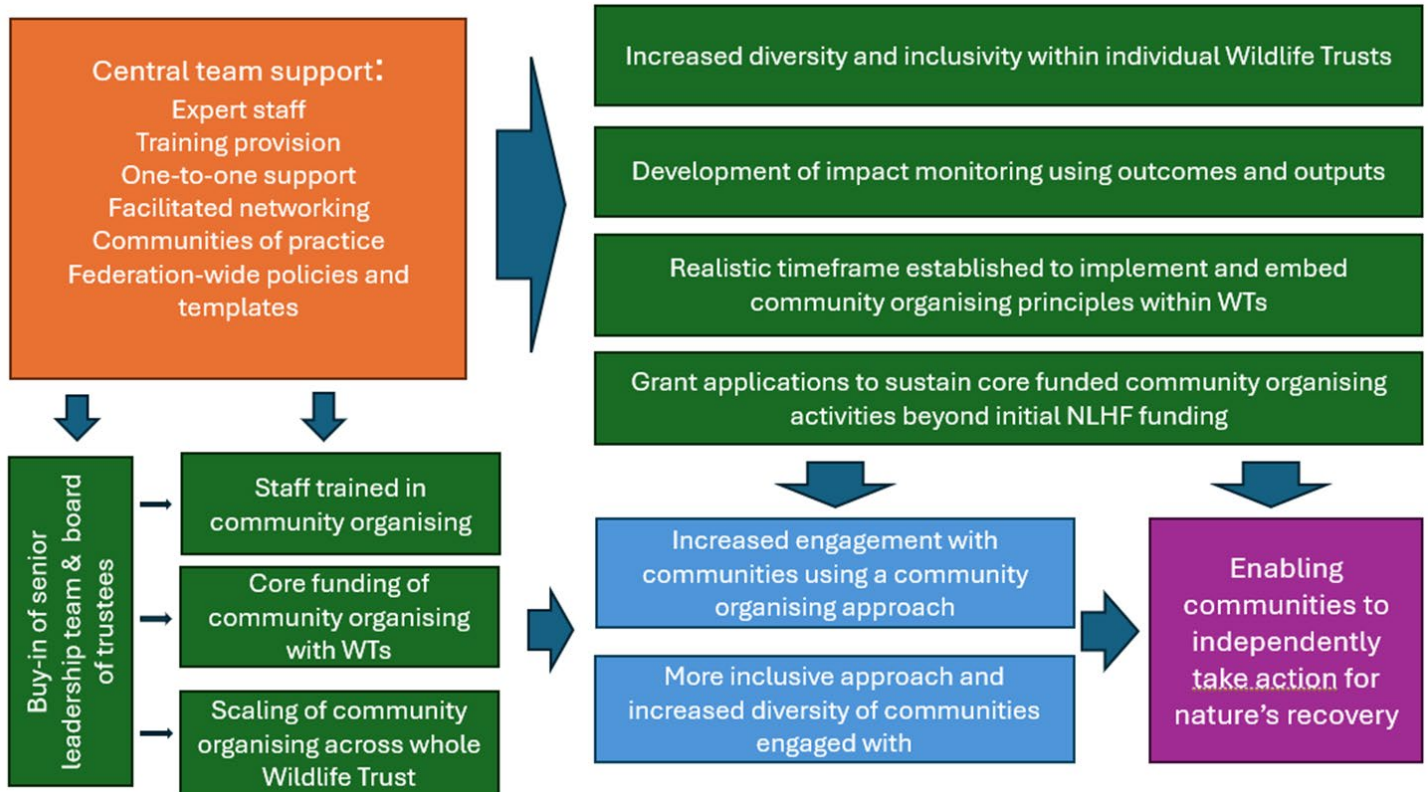
Implementation of community organising at The Wildlife Trusts - logic model

Category	Inputs	Outputs	Outcomes
Centrally provided support	Time and expertise of central staff or teams	Improved measures of key strategic goals	Support and guidance to help Trusts achieve strategic goals
	Centrally produced practical resources	Documents to encourage standardised, high quality working e.g. templates, policies, frameworks	Evidence to demonstrate reaching EDI targets
	Training provision for staff in Trusts	Statistics on the number of people or Trusts attending different training courses	Increased awareness, knowledge and proficiency of staff to develop and deliver CO
		Increased number of staff in WT's who regularly communicate with staff in three of more other WT's	Additional staff who can provide Train the Trainer opportunities for in WT's
	Facilitated networking e.g. internal staff networks, away days	% staff turnover	Improved collaboration between Trusts, informal peer support and sharing of information and practical knowledge
	Created opportunities to share good/best practice	Development of networking groups for specific groups of staff within TWT	Examples of good practice to share with Trusts internally, use for comms and fundraising externally
	Developed communities of practice		Group of staff who can support each other in specific areas, with less input from central team
Cross Trust Working	Provision of networking opportunities via online or face	Maintanance in number of staff in Trusts who regularly communicate with three of more	Maintainance of collaborative relationships between RSWT and WT's
		Attendance at away days and face-to-face meet ups	Maintainance of collaborative relationships between staff in different WT's
			Sharing of best practice between RSWT and WT's
			Sharing of best practice between WT's
			Buddying-up WT's with another WT
Equality, Diversity and Inclusion	Time and expertise of EDI team in RSWT to support individual WT's e.g. one to one support	Increased diversity of staff within the WT's	Improved knowledge and skills associated with improving EDI within the TWT's internal staff
	Resource development for by EDI team for individual WT's e.g EDI framework, policy templates	Central resource EDI documents	Application of increase EDI knowledge across all WT's, more WT's following best practice
		Anti-racist organisation status achieved	Improved understanding of what constitutes an anti-racist federation and actions by WT staff
	Community organising EDI relevant training provided for key WT staff	Improved demographic data on which external groups the WT's are working with	Improved knowledge and skills for TW/NDN teams to offer more inclusive approaches for WT's to work with external groups
	CO Train-the-Trainer EDI relevant provision for staff in WT's	Increase in numbers of staff in each WT trained to use a CO approach	Improved knowledge and skills for TW/NDN teams to engage with a more diverse range of communities
Increased understanding of the value of using CO approach across all Teams in each WT			
		Increase in application of CO across all relevant WT teams in individual Trusts	

Category	Inputs	Outputs	Outcomes
Children and Young People	Youth Activism Manager for youth led programmes in RSWT	Improved demographics of representation of CYP in individual WTs	Confidence in managing safeguarding for all staff
	Dedicated Youth Officers or equivalent employed in WTs	Increased number of CYP on WT boards or acting as WT Trustees	Initiatives within WTs more inclusive and representative of CYP voices.
	Training developed by RSWT	Increase in CYP membership	Improved understanding of the value that CYP bring to all aspects of the WTs
	CYP based Networking opportunities for WT staff		Increased range of approaches used by WTs to engage CYP in the external community
	Provision of Resources for WT staff by RSWT		Improved representation of the external community
	Meaningful inclusion of CYP at all levels in WTs		Increased number of CYP taking meaningful action for nature recovery
Data collection, analysis and reporting for impact monitoring of community organising	Monitoring demographic information of people associated with TWTs	Demographic details - Information about people taking action for nature, staff and community orgs	Evidence on diversity and inclusion in Trust's staff, people taking action for nature and with organisations being engaged with
	Training for staff on how to collect, analyse and report data	Number of case studies collected across TWT that can be used to evidence impact of CO	increased confidence, improved data collection to demonstrate impact of CO
	Surveys	Data providing a snapshot of peoples opinions of Nextdoor Nature	Identification of meaningful change themes to inform Meaningful Progress Scale
	Case studies and Stories	Number of people across TWT attending different training sessions	Examples of best practice to share internally and externally
	Interviews and Focus Groups	Number of staff employed to do community organising	Data on experience of stakeholders
	Videos, Vlog and Blogs	Proportion of CO staff who are permanent	Identification of barriers and enablers to inform service development
	Ripple Effect Mapping	Rate of staff turnover for those doing CO	Identification of impact of Community organising on stakeholders
	Monitor number of TWT wide staff training sessions provided and the		Information for other teams e.g, comms, fundraising
	Monitor number of appointments and permanency of staff supporting community organising		Identification of how the impact of Community organising has spread beyond the TWTs and its community participants Make TWTs more attractive to funders
Sustainability of culture change and community organising	Training for board members & senior leadership teams on value of CO	The number of board members & senior leadership team members who attend training on the value of CO per Trust and across TWT	WT has better understanding of value of CO as core funded post
	Staff training on how to capture, analyse and report data on impact of CO	Number of staff attending training on data collection, analysis and reporting.	Range of WT teams using CO approach
	Appointment of permanent CO staff in individual WTs	The value of successful grant funding to support CO	Adoption of CO across the whole WT
	Use of sustained, long term funding to employ CO staff	Number of permanent members of staff to carry out CO in each WT.	Harmonising internal management and leadership with what is expected externally for CO
	Grant applications to support CO		

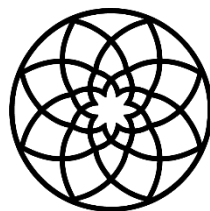
Appendix 4

Model for implementation of Community Organising at The Wildlife Trusts





The
Wildlife
Trusts



Meaningful
Measures