Clore Leadership Evaluation Framework Tender

Clore Leadership is seeking a consultant/team to help design and implement an evaluation framework covering our programme of leadership development activities for the arts, culture and creative sectors. We are seeking to refresh our approach to evaluation of both quantitative and qualitative data, using robust analysis as a tool for continual development of our offer and to strongly evidence and articulate the impact of Clore Leadership on individuals, the cultural sector and society.

Background

Clore Leadership works in the arts & culture sector to provide leadership development programmes, promote thought leadership and fresh ideas through debate and challenge, and offer access to an unrivalled network of leaders. Our programmes range from a tailored Fellowship, through to intensive leadership courses, leadership development days, seminars, webinars, conferences and events targeted at arts & culture executives at all stages of their careers. We also engage with trustee development and have an expanding offer to support boards in the cultural sector. Our programmes are delivered by a carefully selected cohort of associates and specialists, with whom we have built a long track-record of delivering high quality training. To offer the broadest spectrum of opinion, we also commission and encourage research and provocation pieces from a rich variety of sources, keeping abreast of leadership knowledge and opinion.

We launched a refreshed programme of work in 2019, bringing under one banner our diverse array of leadership interventions. Our programmes stimulate and support an expanded and strengthened leadership ecology, enabling talented leaders from a wider range of backgrounds to fulfil their potential and create a richer and more cohesive society. We aim to address the needs of sector professionals across the arc of their careers, creating opportunities to lead at all levels. At its heart is a commitment to diversity and flexibility, informed by our Inclusive Leadership approach. Embedded across all the programmes are activities specifically designed to address barriers to leadership development, enabling a wider range of participants to take part in a greater variety of learning opportunities.

From freelancers and entrepreneurs to heads of established institutions, Clore Leadership nurtures dynamic and diverse leaders. Participants on our programmes are drawn from a range of specialisms including the visual and performing arts, film and digital media, libraries, museums, archives and heritage, and cultural policy. With excellence, inclusivity and learning as our core values, we appreciate that in order to provide exceptional quality experiences, resources and opportunities for leadership development, we also need to inquire and challenge our ways of working to evolve and continually deepen our understanding.

Clore Leadership was initiated in 2003 by the Clore Duffield Foundation, and is sustained through a combination of private philanthropy, strategic partnerships and public funding.
Aims

We are looking to build a framework which applies a common methodology across all strands of our activities, making our evaluation a dynamic, continuous and consistent component of the way we work. This will give us the opportunity to regularly monitor and improve our impact in a systematic way:

- To assess existing practices at Clore Leadership around quantitative and qualitative evaluation across our range of programmes; determining the extent to which a single evaluation framework might encompass these.
- To identify key gaps in Clore Leadership’s evaluation practices to date and propose ways of addressing consequent gaps in knowledge.
- Working with the Clore Leadership team to enhance our quantitative methods to capture data more consistently.
- Work with the Clore Leadership team to determine effective methods for longitudinal analysis, including recommendations on ongoing contact with alumni, examining pathways of unsuccessful course applicants and recommendations for effective demonstration of wider sectoral impact.
- Help to design and implement a new framework which encompasses impact on individuals, organisations and the wider cultural sector as well as prioritising a formative evaluation approach to inform Clore Leadership’s provision.

Outcomes

- A report detailing recommendations from the discovery phase of the work, assessing potential for a singular evaluation framework and/or the need for a variety of approaches alongside proposals for addressing gaps in knowledge.
- A clearly defined evaluation framework covering Clore Leadership activity across the period 2020-2022.
  - We are open to the possibility that more than one methodology/framework might be required to fully encompass all programmatic activities.
  - We are looking to develop a robust approach which will remain in place beyond 2022 and can adapt as our programmes respond to the changing needs of the sector.
  - We would like recommendations for suitable approaches to longitudinal analysis including resource implications of these.
- Production of an interim evaluation report after 12 months and a final evaluation report in 2022/23.
  - Due to the current Coronavirus pandemic, there may be some flexibility to these deadlines given the likely changes to programme delivery.
- Provision of ongoing liaison, advice and support to Clore Leadership on the collection and assessment of data and outcome evidence.

Scope of work

The discovery phase will:

- Take into account the historical impact of Clore Leadership programmes and existing evaluation materials, identifying gaps in knowledge and making recommendations for approaches to be taken.

The evaluation framework will:
• consider the outcomes of all activities and programmes delivered by Clore Leadership, establishing a framework that clearly maps the aims and objectives of each strand to the wider purpose and mission of Clore Leadership.
• Enable consistent and evidenced reporting on impact in the short term as well as setting up systems for understanding longer term impact
• Define methods of evaluation with a view to demonstrating the impact Clore Leadership programmes have on individuals, organisations and the wider sector.

The delivery phase will:

• provide support to the Clore Leadership team including the potential for specific training around evaluation methods.
• involve the production of reports (detailed below), working with the Clore Leadership team to draw together and analyse data and creating associated narratives.

Guidelines

We envisage that the work will entail a number of interviews/conversations with Clore Leadership staff and stakeholders, alumni and programme participants. We would ask that tenderers set out a proposed scheme of work to be undertaken, together with the proposed fee (including VAT and all expenses) and short biographies of those involved. There is an indicative budget for this work of no more than £17,500 + VAT.

We invite tenders (of up to 5 pages) to include the following:

• Your understanding of the assignment
• An explanation of your suitability for this work including details of similar work you have undertaken
• The methodologies you propose
• A work-plan and timetable for the delivery of the work including key milestones
• A budget breakdown which shows the daily rates for all members of the team and any other expenses (please include VAT in your costings if you are eligible)
• Short biographies for members of the team carrying out the commission
• Names of two referees

Expectations and assessment criteria

We are looking for a consultant/team with:

• Proven experience of up-to-date evaluation practice and impact assessment
• A good understanding of the cultural sector
• Excellent interpersonal and organisational skills

Deliverables:

• A report detailing initial recommendations from the discovery phase
• A proposed framework for ongoing evaluation and impact assessment of the Clore Leadership programmes including recommendations for:
  o Practical methodologies in our approach to data capture
  o Longitudinal evaluation methods
• Recommendations to Clore Leadership on strategies we might employ to showcase evidence of impact.
• Resource proposals and costings for efficient implementation of the framework
• Support with programme-level learning responding to specific funder KPIs.
• interim and final evaluation reports

Our criteria for assessment of proposals will include:

- The calibre of the proposal in terms of meeting the brief (50%)
- Demonstration of relevant skill, track record and experience of delivering similar types of work to time and budget including stakeholder management. (20%)
- Ability to work with a small, collaborative team, understanding the scale and environment within which Clore Leadership operates. (10%)
- Value for money (20%)

Timescale

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Brief circulated</td>
<td>4th June 2020</td>
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<tr>
<td>Closing date for completed tenders</td>
<td>26th June 2020, 1pm</td>
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<tr>
<td>Interviews</td>
<td>3 July 2020 - tbc</td>
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Submissions and enquiries

Please email your proposals no later than 1pm on Friday 26th June 2020 to Iman Mohamed at Clore Leadership: Iman.Mohamed@cloreleadership.org

If you would like any further information or clarification for submissions please contact Iman Mohamed on the email address above or by calling 020 7420 4430.

If you have access needs requirements related to submitting a proposal, please contact us by telephone on +44 (020) 7420 9430 or by emailing info@cloreleadership.org

We look forward to receiving your tender.