

# Invitation to Tender

## Evaluation of The Creative Leadership Programme

Deadline for receipt of tender proposals: 6pm, 19 November 2020

Anticipated contract start date: December 2020

Work anticipated to have concluded: December 2023

Budget: circa £25,000

## Introduction

The School for Social Entrepreneurs (SSE) are looking to appoint an external consultant(s) to undertake an evaluation of the Creative Leadership programme.

The Creative Leadership Programme is led by the School for Social Entrepreneurs and funded by Arts Council England (ACE) through the Transforming Leadership fund. Launched in 2020, the 2-year action learning programme supports 20 early career and 20 established leaders within the arts and culture sector in England to strengthen their leadership skills.

## The School for Social Entrepreneurs

We can't fix issues like poverty, climate change and ill-health alone. That's why the School for Social Entrepreneurs exists. We help 1,000 people a year develop the skills, strengths and networks they need to tackle society's biggest problems. We run courses that equip people to start, scale and strengthen organisations that make a positive difference. But we're not a traditional school. Learning with SSE is inspiring, action-based and accessible. We support people in other ways too, such as funding and mentoring.

SSE invest in individuals from all backgrounds who have practical ideas for change. There is no typical student at the School for Social Entrepreneurs; the people who attend programmes range in age from 17 to 74.

Lord Michael Young founded SSE in 1997, and we've grown to a network of schools across the UK, Canada and India. Together, we're changing lives and transforming communities.

<https://www.the-sse.org/>

## Firstly, our commitment to inclusion

Diversity is a fact of life. Inclusion is a choice and a practice, for organisations and individuals. At SSE, our aim is to drive inclusion into every area and activity of what we do: from access to programmes, to grant investment, to board, staff and partnerships.

However you identify, we would like to hear from you in response to this invitation to tender. In our commitment to continue to diversify those we work with us, and for this evaluation opportunity in particular, we are especially keen to hear from those who identify as BAME, LGBTQ+ and those with disabilities.

If you require any reasonable adjustments during this call for interest process including assistance with reading of this document, please contact Amber Sorrell: [amber.sorrell@sse.org.uk](mailto:amber.sorrell@sse.org.uk) / 0203 905 3535.

## **Background and context**

The Creative Leadership programme is designed and delivered by the School for Social Entrepreneurs (SSE) and funded through the Arts Council England's Transforming Leadership Fund.

### **Transforming Leadership Fund - Arts Council England**

Arts Council England is the national development body for arts and culture across England and supports activities across the arts, museums and libraries. It invests significantly in targeting identified challenges, opportunities or gaps to create the environment for further development of the arts and culture sector.

The Transforming Leadership Fund was established in response to recognition that leadership is key to the success and workplace culture of all organisations, and to the growth and sustainability of the arts and culture sector as a whole. Evidence points to the fact that existing leadership development opportunities in the arts sector are limited and not fully meeting the needs of the sector. There is also evidence that diversity in arts and culture leadership is a particularly stark challenge.

The Transforming Leadership Fund therefore aims to ensure arts and cultural leaders are appropriately skilled and from diverse backgrounds to support the continued growth and long-term sustainability of the sector. Funded by the National Lottery, Transforming Leadership was launched to address specific issues around diversity across leadership, opportunities for emerging and early career leaders, and the development of executive skills at senior levels.

### **Creative Leadership programme**

SSE are delivering two action-based learning programmes which aim to strengthen the leadership skills of those within the arts and cultural sector: One cohort of 20 established leadership level individuals and one cohort of 20 early career leaders.

The programme aims to address the lack of diversity in sector leadership (including gender, race, disability and socio-economic status); develop leadership skills at an established level; and address the current lack of opportunities for leaders at the early stages of their careers. The two-year programme is delivered by a partnership of three organisations: School for Social Entrepreneurs, [Diverse City](#) and [Vanessa Swann](#), Arts consultant.

The programme ran an open recruitment in early 2020. The learning programme commenced in summer 2020 and will finish by March 2022. The learning programme consists of expert led sessions, witness sessions (which draw on the practical experiences of social entrepreneurs and arts sector leaders), Action Learning Sets and project visits (where possible). The programme also includes a £2000 grant for participants.

The programme was restructured to be delivered online due to COVID-19 pandemic, however the intention is to bring the cohorts together in person if circumstances allow before the end of the programme.

# Evaluation purpose and objectives

## Scope

The evaluation will cover the whole programme period from programme inception in September 2019 (programme design and recruitment), programme delivery through to December 2023 (two years beyond the end of programme delivery of March 2022).

There are two cohorts: one of 20 early career leaders and one of 20 established leaders.

The evaluation will capture the impact of the Creative Leadership Programme over three main levels, as per the contracted programme outcomes and SSE's [theory of change](#):

- For the individuals who have participated in the programme
- For their organisation
- For the wider sector

There is an overall evaluation of the Transforming Leadership programme with its own [theory of change](#), which this evaluation will also feed into.

The existing monitoring and evaluation framework for the programme is outlined in Appendix D.

## Purpose

Like the Creative Leadership programme itself, this evaluation has a specific focus on diversity and inclusion. We want to analyse how successful we have been in fostering diversity and inclusion through all stages of the programme. This should be the main focus for any learning and recommendations arising, which we hope will inform SSE's wider efforts around diversity and inclusion on all our programmes. It will also inform SSE's future engagement with the arts and culture sector and funders of leadership development in general.

Key evaluation questions will need to be agreed through the development of the evaluation plan, but some ideas of issues that we are interested to explore through the evaluation are outlined below. We welcome a dialogue with the evaluators to challenge or build on these ideas through the evaluation planning process.

- The extent to which our recruitment process has delivered us two truly diverse cohorts, and if so how that was achieved. Have we done better on some aspects of diversity than others, and why? Are there differences between the two cohorts?
- The extent to which SSE has been able to deliver to the specific needs of participants. Is there anything special or innovative that SSE has brought to the programme, or could/should bring to this or other programmes in future?
- The extent to which aspects of programme design, including targeting, have been associated with particular positive or negative impacts on individuals, organisations and communities.
- The extent to which our outcomes model (business skills, emotional resilience, leadership) is appropriate and reflective of the particular needs of these learners and their organisations.

## Evaluation objectives:

1. Analyse how successful we have been in addressing diversity and inclusion through all stages of the Creative Leadership programme
2. Analyse the extent to which programme outcomes have been achieved (see Appendix C) and identify critical success factors
3. Identify any unintended consequences or outcomes, positive or negative, to have resulted from the programme
4. On the basis of the analysis undertaken for 1, 2 and 3 above, to share key lessons and make recommendations aimed at improving SSE's current and future practice, and to inform SSE's engagement with the wider arts and cultural sector and leadership development funders within the sector.

## Use of the evaluation findings:

The evaluation is about continual learning. We are keen for the evaluator(s) to act as a critical friend, with an ongoing dialogue throughout. It is important that we share and embed the learning throughout the evaluation and include interactive ways of collecting learnings and applying them.

We will use the information generated through this evaluation to:

- Feed into and inform the longitudinal programme-level evaluation of the Transforming Leadership programme.
- Engage with Transforming Leadership's Peer Learning Group (meets 6 monthly). The purpose of the group is to develop a better understanding of the development needs and barriers to development within the sector; to support with the external programme level longitudinal evaluation; share knowledge; and support ACE to make leadership development more visible across the sector and to improve the levels of other investment into leadership programmes.
- Support our continuous learning and strengthen our knowledge base on the longer-term impact and outcomes of the programme.
- Inform our approach to diversity and inclusion, leadership development programmes, and sector specific programmes in general.
- Share key outcomes and learnings with funders, stakeholders, staff, students, and Fellows.

## Methodology

We are looking for an evaluation partner who can work collaboratively with SSE and key stakeholders in a rigorous yet engaging way. It is of utmost importance to us that the evaluation methodology reflects this programme's central focus on diversity and ensures that the process of the evaluation itself is as inclusive as possible.

Where possible, we are also keen for the evaluation methodology to be designed such that the evaluation itself adds value for participants on the programme. We are looking for creative, participatory evaluator(s) who can build rapport.

Applicants are asked to outline their proposed methodology for meeting the requirements of the evaluation. We are interested in applicants' ideas and we welcome bold, brave, innovative methodologies, appreciating that the final evaluation design will need to be confirmed following agreement of the key evaluation questions.

We have already gathered quantitative data to monitor progress towards specified outputs and outcomes and this will be provided to the evaluator(s). This internal data will need to be verified and triangulated (particularly with qualitative data) to understand not only what progress is being made, but also why progress is/is not being made and what lessons we might derive.

We invite you to come up with innovative ways to deliver case studies to illustrate the leader's journey, capturing specific examples of programme impact and reflecting the diversity of people supported through the programme.

## Outputs and dissemination

### Outputs

Required deliverables are as follows:

- Evaluation plan, due end January 2021, confirming key evaluation questions, methodology and timeframes
- Year 1: interim evaluation findings, due April 2021, outlining the purpose, methodology, findings, lessons and recommendations from the evaluation of the first year of the programme. We anticipate this will be produced in PDF format (with some basic design work) and no longer than 25 pages maximum including appendices.
- Year 1&2: consolidated evaluation report, due April 2022, outlining the purpose, methodology, findings, lessons and recommendations from the evaluation of the full two years of the programme. We anticipate this will be produced in PDF format (with some basic design work) and no longer than 25 pages maximum including appendices.
- Post-programme follow-up: evaluation findings, due December 2023
- In addition, we are interested in the possibility of producing a 'learning review product' to sit alongside each of the evaluation reports listed above. This would be concise and internally focused which pulls out the main reflections and learning from the evaluation in a format which facilitates follow-up action and implementation. The primary audience will be SSE staff.
- We are also interested in a set of 'evaluation briefings' to be produced over the life of the evaluation. These would be engagingly written and visually exciting, either summarising the main findings from the evaluation as a whole or a particularly important aspect of it. The primary audience for this output would be existing programme partners, prospective partners and funders, and the wider social enterprise sector. We envisage the briefings will be externally focused publications, produced in both print and PDF formats, and include design work such as infographics. We are interested to hear alternative / additional format suggestions for these 'briefings' as you feel appropriate, especially if they are able to reach a wider and more diverse audience.

## Dissemination

We envisage working collaboratively to communicate the headline findings and learnings from the evaluation. We welcome your suggestions on creative methods for this and as a minimum would like to include Arts Council England, Transforming Leadership partner organisations, staff and trustees, the wider arts and cultural sector, funders who have potential to continue funding leadership development within the Arts and Cultural sector, prospective partners, the wider social enterprise sector, and students and Fellows. This could be through meetings, events, social media, or other activities and we welcome your suggestions within the proposal.

## Timetable, budget and project management

Our timetable for this work is full project completion by end 2023. We envisage the following outline timetable which will be finalised upon commissioning:

Date Due	Report type
End January 2021	Evaluation plan
April 2021	Draft interim evaluation findings (Year 1)
May 2021	Final interim evaluation findings (Year 1)
Mar 2022	Draft consolidated evaluation report (Years 1&2)
Apr 2022	Final consolidated evaluation report (Years 1&2)
Nov 2023	Draft: post-programme evaluation findings
Dec 2023	Final: post-programme evaluation findings

Scheduling of additional deliverables, such as learning review products and/or evaluation briefings is flexible within this overall timeline.

The budget you submit should include all expenses, such as design/print costs. Please indicate in your proposal if you have in-house design capabilities (and cost this into your proposal) or whether we will need to work with a separate design agency (at extra cost). Within SSE, day to day communications and management of the evaluation project will be led by Amber Sorrell, Programme Manager for Creative Leadership.

## Your submission

SSE invites organisations interested in tendering for the Interim Evaluation to submit a proposal **by 6pm on 19 November 2020**. Proposals should be sent to Kate Lee Gleisner, an associate director at SSE who is managing the selection process, at [kate.lee-gleisner@sse.org.uk](mailto:kate.lee-gleisner@sse.org.uk) If shortlisted, you may be invited to a virtual meeting.

Your proposal should outline:

- Why you are interested in working with SSE on this project.
- Your proposed methodology and outputs.
- A suggested engagement strategy for the project.

- The team who will deliver the work, including brief CVs and examples of relevant previous contracts team members have undertaken (e.g. evaluation studies, work on social entrepreneurship).
- A breakdown of costs by activity, showing the day rate for each team member. Please indicate if your costs are exclusive/inclusive of VAT (if applicable).
- Any added value you can bring in relation to dissemination of the evaluation outputs.
- The date your team would be able to start work on the project, and an indicative timetable for delivering the key elements of the evaluation (to be finalised through the evaluation plan).
- Details of two referees for work in a similar field you would be happy for us to approach.

SSE is committed to undertaking a rigorous independent evaluation of this programme. However, we are also mindful that our work at SSE and through the social entrepreneurs we support should be creative, inspiring and exciting. Priority will be given to bidders who can effectively combine the dual qualities of rigour and creativity in how this project is delivered and the outputs produced.

If you have any questions whilst preparing your response, please do not hesitate to get in touch with Kate Lee-Gleisner on [kate.lee-gleisner@sse.org.uk](mailto:kate.lee-gleisner@sse.org.uk)

## Appendix A: Existing data sources

The following data sources and information can be made available to the successful provider.

### Programme information

- Contractual outputs and outcomes agreed with Arts Council England
- Programme structure/content of the Creative Leadership programme
- SSE's [theory of change](#) outlines two key areas that underlie our ongoing monitoring and evaluation of all programmes we deliver: What we do - the activities SSE undertakes to support individuals on a learning journey and the outcomes that are achieved for both the individual and their organisation; What we enable - the outcomes achieved by programme participants and their organisation, for people and communities.
- ACE's [theory of change](#) for Transforming Leadership. The evaluation should also consider the overall Transforming Leadership Fund's theory of change, looking to measure progress against the short, medium and long term expected changes, alongside the broader strategic impact we are creating in the sector, and how we can develop an evidence base to show the impact we are creating.

### Datasets

- We can provide:
  - Data on applications and enrollments, including equality and diversity data.
  - Quantitative data collected from participants against programme outcomes and SSE's theory of change

## Appendix B: Aims of the Transforming Leadership Fund

[Central aims](#) of the Arts Council England (ACE) Transforming Leadership Fund are:

- Ensure sector leaders are appropriately skilled and diverse
- Support rigorous, evidence-based interventions with the potential to create change
- Create programmes that are fully accessible to (and/or targeted to) people who share protected characteristics of gender, race and disability and that promote social mobility
- Bring skills and learning from other sectors and from leaders in other fields into museums, arts organisations and libraries
- Test new models of leadership development for the sector
- Remove the barriers that organisations and individuals (including freelance practitioners) face when investing in their workforce development
- Evidence and have better understanding of the impact of leadership development interventions using different approaches on individuals, organisations and the sector
- Create cohorts of successful suppliers to share learning
- Make leadership development more visible across the sector
- Improve the levels of other investment into leadership programmes and build the case for ongoing investment in professional and personal development for those lead or aspiring to lead in the sector.



# Appendix C: Creative leadership programme outcomes

## Individual outcomes

1. **Leadership: Established leader participants** will feel they have developed as a leader and feel better equipped to transition their organisation towards greater sustainability.
2. **Leadership: Early career leader participants** will self-identify as a leader and feel more confident in themselves and their ability to shape their career in a way that will allow them to fulfil their leadership potential.
3. **Emotional Resilience:** Executive and emerging participants will increase their ability to adapt to and respond to new challenges, including within their organisation and across the sector.
4. **Business Skills:** Executive and emerging participants will develop their business, management, planning, enterprise and entrepreneurial skills in order to strengthen their existing or emerging leadership ability.
5. **Networks:** Executive and emerging participants will increase their support network through a strong and diverse peer group; they will have been able to share ideas, collaborate and be both supported and challenged.

## Programme-wide outcomes

1. 40 diverse individuals from across the Arts Sector will have developed their leadership skills, contributing to an appropriately skilled sector workforce.
2. Greater understanding of different approaches to leadership and leadership development, particularly in relation to social entrepreneurship will have been explored and shared.
3. Both cohorts will contribute to a more skilled, diverse and influential workforce across the arts and cultural sector.

## Organisations

We aim to create change in three areas relating to organisations:

1. **Organisational resilience:** This will develop due to leadership being better able to adapt and respond to challenges facing their organisations.
2. **Organisational sustainability:** The programme will support leaders to embed change and social value within their organisation, developing an economically more sustainable model and enabling them to support themselves financially, build the sustainability of their organisation and achieve social and artistic impact.
3. **Social/cultural impact:** We will work with individuals to develop a strong sense of purpose for them, their organisations and their future ambitions, alongside clarity of the desired social/cultural impact they are working to achieve. Development of leadership skills should in turn ripple to have a positive impact within organisations and ultimately enable greater social impact.

## The sector

We propose two identifiable changes which should influence the broader sector.

1. More skilled, diverse and influential leaders will emerge as a result of both programmes, better prepared to inspire, communicate, empower and collaborate across the sector.

2. There will be increased understanding of good practise in leadership development through the sharing of case studies, and an in depth external evaluation which analyses our entire approach to the course and identifies both successes and challenges which both Arts Council England and the broader sector can learn from.

## **Appendix D: Existing programme monitoring and evaluation framework**

The framework for all internal and external monitoring and evaluation of the programme is outlined below. It is divided into four key areas: developing learning, impact on individuals, impact on organisations and impact on sector. The precise focus of the external evaluation (as opposed to SSE's own monitoring and assessment) will be agreed during the evaluation planning process.

### **Developing Learning**

- Learning styles: To ensure that the method of delivery suits the particular participants, we will explore the learning styles and needs of each individual.
- Reflective Practice: To ensure the programme is meeting the learning needs of the participants we will run participatory reflective practices throughout the programme

### **Impact on Individuals**

- Participant feedback: Measure participants own perception of hard and soft skills linked to programme outcomes, at the beginning, middle and end of the programme.

### **Impact on Organisations**

- Case studies: Track a sample of participants from each cohort, from the start of the programme and up to 2 years after the programme ends, capturing their journey, learnings, how they are applying their learning within their organisation and the impact that is being felt at an individual, organisation and sector level. We encourage creative tools, such as photo montage, video and storytelling.
- Participant feedback- follow up: 12 and 24 months after the end of the programme to understand the continuing impact the programme has had on them as leaders and on their organisations.

### **Impact on Sector**

- 360° reviews: we hold facilitated 360 feedback meetings on a six-monthly basis, to adapt the programme itself and to feed into SSE's continuing development of our own good practice in leadership development.
- Sharing organisational learning: Create an external facing summary report which outlines our approach to leadership development, along with key successes, challenges and learnings. This will be shared across the wider arts and cultural sector and with other funders who have potential to continue funding leadership development within the Arts and Cultural sector.