

## Invitation to Tender

# Evaluation and learning support for Community Leadership Academy

June 2019

Local Trust, our partners and people in Big Local areas are passionate about what we're doing. We believe that Big Local has the potential to support residents to increase their skills and confidence and make a lasting difference to where they live. We think Big Local is new, different and exciting; building on previous community-based regeneration programmes and putting power and control in the hands of those who live in the areas. Critically, our ambition is not simply to deliver a programme, but to shape and influence policy and practice through shared learning from the Big Local programme. More information about Big Local can be found [here](#).

We are supporting people that volunteer in Big Local areas who are looking to develop their skills and confidence around leadership. We are in the process of appointing a small consortium to work with us to create a new **Community Leadership Academy** for residents of Big Local areas looking to develop their leadership skills. The intention is that the Community Leadership Academy should, in time, provide the basis for the development of a wider, commercially sustainable support offer for community leadership that has relevance to people working in other communities across the country beyond those areas benefiting from Big Local.

The successful evaluation and learning contractor will be an experienced research professional, organisation or consortium with good understanding of community leadership, Big Local and Local Trust's values, ethos and approach to creating resident-led change. We need high quality, appropriate and flexible evaluation and learning support, as well as a passion and commitment to our work. More information on Local Trust, Big Local and the support we offer Big Local communities can be accessed here: [www.localtrust.org.uk](http://www.localtrust.org.uk)

The successful contractor will be expected to adopt a dual focus for the evaluation and learning. They will support Local Trust and our delivery partners to learn from our practice of delivering the Community Leadership Academy and make changes to delivery. They will also draw out and present learning to support the vision of extending the Community Leadership Academy beyond Big Local.

## Leadership and Big Local

Leaders are those who inspire, motivate and support others, and at Local Trust we recognise that leaders come in many guises, not just those "at the top" or in "formal positions of power". Leaders are crucial to the success of Big Local, so Local Trust is developing a programme to support community leaders – in all their forms – to enhance the legacy of Big Local and ensure that all areas foster community leaders to bring about change in years to come.

We know the term community leadership can mean different things to different people, so in early autumn we held an event, Leadership Assembly 2018, to find out what community leadership means to the people we work with in Big Local areas and as a response we are in the process of commissioning a small consortium to design and deliver a programme to support new and

emerging community leaders in Big Local areas.

While Big Local is often described by those involved as being a learning experience, worth it, satisfying, rewarding, inspiring and enjoyable we also know it can be challenging, frustrating and sometimes stressful.

The latter is often mentioned in terms of accountability to the community, the complexity of what areas are trying to achieve, responding to uncertainty caused by external influences, and the fear, anxiety and pressure that comes from doing something new and different. Our approach to developing leadership acknowledges and reflects the emotional and personal aspects of taking on leadership responsibilities as much as the practical and process skills associated with leading communities. Through the work we've done so far, the terms "distributed leadership" and "shared leadership" have been prominent, and we are particularly interested in adopting approaches that best capture this spirit.

The Big Local longitudinal multimedia evaluation of Big Local, [Our Bigger Story](#), has produced a film on [what 'resident-led' means in Big Local](#) where Big Local volunteers give their thoughts on the opportunities and challenges of community leadership.

### Plans for the Community Leadership Academy

The consortium who are our preferred supplier for the Community Leadership offer will ensure their support is;

- participant-led, responding to the leadership development priorities of participants. This co-design process will inevitably require an approach throughout the three years which is iterative, emergent and flexible in terms of content, delivery and timeline.
- designed in a way that makes it as accessible as possible, to benefit different kinds of leaders and learners, from different cultures and levels of education, with different levels of availability, and to people from right across England.
- connected to the extensive network of leaders, partners, offers and opportunities already in place around the Big Local.
- highly contextual, with a focus on helping develop leadership capacity which can make a tangible difference to the Big Local area's ability to deliver on its ambitions, rather than developing leadership in the abstract.
- shareable, change in communities is not the preserve of individuals and, as such, this offer will build collective leadership by encouraging a highly shared and open learning experience which can respond to group priorities as well as those of the individual.
- a sustainable offer and model which can leave a legacy for the Big Local programme, in terms of the impact of the partnerships and the ongoing leadership culture they create.

There will be a development and pilot stage from June to September 2019 then full delivery from September 2019 to March 2022. We anticipate that there will be three cohorts of approximately 80 participants.

### Purpose of the community leadership support

The initial and primary audience for this support will be people in Big Local areas, in particular, residents who are engaged with Big Local in a voluntary capacity. The purpose of the support is to help people recognise and use their existing knowledge, skills and strengths as effectively as

possible, as well as empowering people to develop new skills and confidence.

The successful contractors will also be expected to present a vision for leadership development within communities that is capable of extending beyond Big Local, providing a resource for those looking to develop local leadership in other areas, in particular those looking to maximise the impact of any future place-based, resident led approaches to delivering change.

## The style of the community leadership support

The support will be suitable for people with different learning styles and experiences of education, culturally sensitive, accessible to communities, interactive and fun and friendly for those who participate. We know that the existing skills and competencies of potential participants are quite different and as such, we are interested in support that reflects this.

We want the support to recognise existing leaders, who already take on significant roles and responsibilities within their community. We will also look to train new leaders, individuals who are not currently in positions of leadership, but wish to develop into them in the future. Residents often describe their experience of working on big Local as a journey and we want the support to be accessible whichever milestone of that journey they've reached.

We anticipate that the successful contractors, working together, will be experienced in providing this type of support, have worked with communities that are similar to Big Local before and can deliver something on a national scale.

The preferred suppliers know that we are keen to learn from providing support on community leadership so will be commissioning research alongside the support to assess the impact. The contractors will be expected to work with the researchers and Local Trust on this research.

## Timeline and budget

We envisage the contract for the community leadership consortium being in place in July 2019 and conclude in March 2022.

We plan to have the evaluation and learning contract in place by the end of September 2019 and conclude in March 2022. The budget for this contract is £180,000: £50,000 in 2019/20; £60,000 in 2020/21 and; £70,000 in 2021/22. This budget is inclusive of all costs, expenses and VAT.

In 2019/20 the work will centre around capturing the learning from the set up and early delivery of the community leadership support. In 2020/21 and 2021/22 the evaluation and learning will support Local trust and the community leadership support partners to deliver the best project we can to Big Local communities through feeding back detailed and timely data on how to improve the support and, increasingly, looking at how the offer might be structured and delivered beyond Big Local.

## Commissioning process

Please include the following information within your proposal, clearly setting out the following using the numbering below:

1. A detailed description of how you would approach the work and deliver the support,

including outcomes of your support and what Local Trust and the Community Leadership Academy delivery partner would get out of working with you.

2. A description of your knowledge and experience of the volunteering and community sector and how you will use it to work with Big Local areas.
3. Your understanding of community leadership and how you gained your knowledge.
4. A timeline for the work, indicating when you would plan to deliver different activities. This should include key milestones in the project and deliverables against each of these.
5. A detailed budget including all costs, expenses and VAT, specifying all day rates, the number of days proposed and cost of particular activities.
6. Details of the staffing you propose for the work. A description of the team's skills which outlines how you meet the skills requirements, including CVs.
7. Details of how you will project manage and quality assure your work.
8. The contact details of two previous clients with direct knowledge or experience of your work relevant to this contract. Please specify how the referees know your work and if they can be contacted by us straightaway.
9. An overview of you and/or your organisation: charity, company or other reference or registration number; summary annual income and expenditure for the 2018/19 financial year; projected income for 2019/20; membership of trade bodies, kite marks or awards relevant to this contract.
10. A statement on how you would ensure compliance with GDPR regulations.
11. Any other relevant information that will assist us in our decision.
12. Your contact details, including email address and phone number.

Proposals should not exceed 18 pages and fonts should be a minimum of size 11.

## **Submitting a proposal**

**Please send your proposal as a PDF document to: [research@localtrust.org.uk](mailto:research@localtrust.org.uk)**

**Please include ITT: COMMUNITY LEADERSHIP ACADEMY as the subject line**

**Proposals to be submitted by: Friday 30 August 2019 at 9.00am (UK time)**

Any questions relating to this ITT should be emailed to [research@localtrust.org.uk](mailto:research@localtrust.org.uk) with the subject line QUERY: COMMUNITY LEADERSHIP ACADEMY.

Following this process, we intend to shortlist potential contractors and may invite a small number for interview on Tuesday 10 September 2019.

## **Assessing your proposal**

Contracts will be awarded based on the most responsive service provider whose offer is assessed to be the most advantageous in terms of cost, methodology and relevant experience.

We will assess your proposal using the following criteria:

- Skills, resources and experience to carry out all elements of the work
- The extent to which the proposal delivers what is needed
- Evidence of understanding of appropriate ways to work with community groups and volunteers
- Understanding of who the work is aimed at and the most effective approaches to format, tone, accessibility, in the production of advice and guidance.
- Value for money (we are not bound to accept the cheapest proposal).