

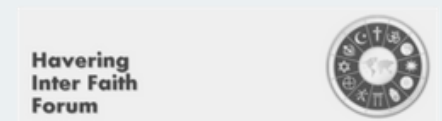


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**ARTS COUNCIL
ENGLAND**

Havering Changing

Evaluation Partner

Consultant Brief and Invitation to Tender



About Havering Changing

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Thank you so much for expressing an interest in the Evaluation Partner invitation to tender for Havering Changing. We would be delighted and excited to receive a proposal from you – thanks in advance for the work involved in putting one together.

We are seeking an external Evaluation Partner with expertise in arts and community engagement evaluation to:

- **Support us to answer the three core CPP research questions set by Arts Council England;**
 1. **Are more people from places of least engagement experiencing and inspired by the arts?**
 2. **To what extent was the aspiration for excellence of art and excellence of the process of engaging communities achieved?**
 3. **Which approaches were successful and what were lessons learned?**
- **Help us to devise and deliver an evaluation framework for Havering Changing which helps to create a culture of constant learning throughout the project**
- **Explore Havering Changing's role in rebalancing the availability of arts and cultural experiences across the borough, enabling genuine local decision making, and increasing tolerance and understanding amongst the borough's changing communities**
- **Demonstrate the impacts and benefits of Havering Changing to all stakeholders and potential funders.**

Havering Changing is a consortium of eight organisations, led by Queen's Theatre Hornchurch, working with Clarion Futures (the charitable foundation of Clarion Housing Group), Havering Colleges, Havering Interfaith Forum, Havering Volunteer Centre, Havering Youth Services and myplace, Rainham Association for Village Events (R.A.V.E.), and The Mercury Shopping Centre.

Havering Changing will deliver this £1,350,000 programme over the next four years, principally funded through Arts Council England's Creative People and Places Fund which focuses investment in parts of the country where people's involvement in arts and culture is in the bottom third of engagement according to the Active Lives Survey. The programme aims to engage 36,000 more people as regular cultural engagers or participants across four years in the areas of Harold Hill, Orchard Village, Rainham and Romford within the the London Borough of Havering.

Arts Council England's vision for this programme is to support the public in shaping local arts and cultural provision. It aims to support new and different approaches to developing cultural programmes that deliver excellent experiences, genuinely engage people in shaping provision and involve a variety of partners. <http://creativepeopleplaces.org.uk/>

The organisations that have come together to lead Havering Changing all passionately believe putting local communities at the heart of cultural decision making will enable residents to tell new and different stories about Havering; it will help people to feel at home in the world and in Havering; it will create moments of delight and inspiration; and that it will lead to a more connected, ambitious and confident community that believes they have just as much right to amazing cultural experiences as everyone else.

We don't yet know what those stories will be - but we are excited at the prospect of facilitating and supporting the people of Havering to create them.

Evaluation Partner

Havering Changing is looking to engage an external Evaluation Partner to work alongside the staff team to create a comprehensive but easy to implement evaluation framework for Havering Changing, that incorporates the ACE reporting requirements as well as measuring the core questions set by ACE and our local outcomes.

Our **desired outcomes** for this evaluation are:

- To answer the three questions set by Arts Council England
- To help Havering Changing to identify if objectives are being met, what is working well, what is not working well, for who and why, to constantly learn and improve through the process
- To tell the story of the impact of Havering Changing on individuals and communities
- Produce an evaluation that is clear on the benefits of the Havering Changing project within the regional and the national context
- To make evaluation accessible to all and suitable to a wide range of audiences
- To provide formative and summative reports that could assist us to share our impact and when applying for funding.

We want to ensure that the evaluation captures the impact of our work across the areas of Harold Hill, Orchard Village, Rainham and Romford in the London Borough of Havering, with:

Quantitative survey based research of audiences to identify

- Who we are reaching, capturing postcodes and arts attendance frequency
- What the impacts of their experience are, using the Insight and Impact quality statements, and a focused number of questions to assess audiences and participants sense of connection, understanding of others, confidence, and agency.

Qualitative research amongst Steering Group members and Cultural Champions (our Cultural Champion evaluation approach will be created with our partners Havering Volunteer Centre who are delivering this strand of activity) to understand

- How and why they became involved with Havering Changing
- What difference has it made to them being involved in the programme in terms of how connected and understanding they feel of other residents, their confidence and pride in their local area, the opportunity to co-create and if they have been inspired to get involved in other activities.
- Any other outcomes of their involvement that we may not have thought of
- What they have found most enjoyable and engaging about the experience, and what could be improved

Qualitative research with the local artists and companies we have worked with to understand the impacts on them and their practice in terms of their confidence, their connections, their financial resilience and their partnerships. Assess if their sense of local pride has changed, and the impacts on them of working alongside communities.

Qualitative research with local residents that have been involved with the programme as audience members or participants to enable us to explore in more depth their experiences.

A series of **case studies** that bring to life the impacts the programme has had on individuals using creative methods to capture and report on their data including films, vox pops, infographics, photography, timelines, string graphs, pants and tops and other similar approaches.

Our Vision

Havering Changing is a four-year Arts Council England funded Creative People and Places project aiming to put local communities at the heart of cultural decision making and enable residents to tell new and different stories about Havering.

Havering is changing – in many ways. It's the 11th fastest changing borough in the country and as London's third biggest borough, had the highest percentage increase in ethnic minority population in any London borough between the 2001 and 2011 censuses, with the percentage of ethnic minority population having more than doubled. Whilst Havering has an ageing population older than London as a whole, the younger population is also rapidly growing. Place centred arts and culture has a vital role to play in contributing to the dynamics of change.

We will work alongside local residents, supporting them to choose, create and take part in their own programme of bold, exciting events and opportunities that the communities of Harold Hill, Orchard Village, Rainham and Romford will be proud of.

Our Vision for Havering Changing is:

A place with stories to tell, old and new; where different people create and celebrate together

Our Aims

- Rebalance the availability of arts and culture experiences across the borough
- Co-create inspiring and magical arts experiences
- Contribute to a thriving and dynamic cultural sector within the borough
- Increase tolerance and understanding amongst the borough's changing communities so they are better equipped to live, work and play together
- Enable genuine local decision making

Our Intended Outcomes

Our key outcomes are amongst local residents, who will:

- Be involved in new cultural activities, both within and out of the borough – as audiences, participants and originators
- Feel connected with and more understanding of people who are not like them
- Recognise and celebrate the unique contribution that people from different backgrounds can make
- Be confident and proud of their area
- Feel that they can make a difference
- Be inspired

We also hope to impact on individual artists, creatives and cultural organisations that are involved with Havering Changing; they will:

- Be confident – producing quality work that is valued by audiences and other arts professionals
- Be supported – successfully accessing income from a wide variety of sources
- Be better connected – within the borough, across London, the UK, and beyond
- Be working in partnership - with each other and the wider voluntary and community sector
- Be proud - to consider themselves a member of Havering's creative community
- Recognise the value and have practical experience of - working in a co-produced way alongside communities

Approach to Evaluation

Havering Changing's approach to evaluation will be one that enables us to both prove and improve and will be structured around identifying if and how we have achieved our objectives and what have we learnt:

- Our evaluation findings will be shared with the Havering Changing staff team and consortium to support reflection and learning
- With ACE and the CPP Network through Workplace
- We will also share key findings with our other funding partners and stakeholders as part of our stakeholder engagement
- We will create a positive feedback loop by sharing results with our audiences and members of the Steering Groups and Cultural Champions.

Proving and reporting

We will undertake rigorous monitoring and reporting on our activity using the ACE CPP quarterly reporting template. We will register with Audience Finder, and identify a representative sample of our events to provide the minimum 400 postcodes per year to The Audience Agency for Audience Spectrum analysis.

We are committed to using the Insight and Impact Toolkit to assess public, staff and peer responses to our programme.

We will identify a small pool of artistic peers that we will invite to relevant events and request their feedback via the toolkit. These peers could be senior staff from other CPPs, or colleagues from outdoor arts, music, theatre or other art form sectors. We will select a minimum of four events per year across our community led programme.

Improving and learning

We are committed to learning from our experiences of delivering Havering Changing and we will build in quarterly opportunities for reflection and learning, amongst both staff team and Consortium. These will be opportunities to share relevant data and insights from the previous three months, discuss the implications and learning and agree on any refinements or changes to our activities going forward.

Data from the Insight and Impact toolkit, along with wider evaluation activities will also form the basis of reflection and learning conversations within the Steering Groups as part of their cycle of activity reviewing and planning. We will explore the possibility of connecting with other new (and established) London CPPs to create a London Learning Cluster.

Connections to be made throughout evaluation

We want everyone involved with all aspects of Havering Changing to share their experiences and be included in the evaluation:

- Participants – including the Havering Changing Cultural Champions
- Artists /arts organisations
- Community organisations/venues
- The area Steering Groups
- Havering Changing Consortium and staff

Requirements

The key requirements to be achieved by the Havering Changing Evaluation Partner will include:

- Devise and deliver a comprehensive evaluation plan to enable us to understand if and how we have achieved both our own local outcomes, the national CPP outcomes and to help us to both prove and improve
- Three interim evaluation reports to be produced by each May in 2021, 2022 and 2023
- A final evaluation report on The First Four Years of Havering Changing by October 2023 that can be shared publicly
- Review and feed in to our quarterly monitoring processes, as and when requested
- Attend quarterly reflection and learning activity with the staff team and Consortium
- Attend at least one meeting per year with the steering groups to present interim reports on the evaluation
- Build relationships through regular contact with artists and cultural champions to ensure that we track their 'story' over the three years. This can be by phone, email and face to face interviews
- Create a series of case studies that bring to life the impacts the programme has had on individuals using creative methods to capture and report on their data
- Attendance at relevant CPP conferences (subject to funding)
- Link with the National Evaluation of CPP, for example sign up to Workplace, the CPP Network's internal communications platform
- Build a relationship of trust to work with the Havering Changing Consortium and staff team on the emerging learning.

Contract

The contract will be with Queens Theatre and will run from June 2020 – October 2023. A payment schedule will be agreed prior to starting the contract. The contract will be subject to renegotiation each year, with either party able to withdraw after a three month notice period.

The Tender Process

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To apply for the role of Evaluation Partner please provide the following information:

- A brief summary of your understanding of this brief and the context for Havering Changing's work
- An outline of the approach you would take to the role (max 2000 words) including your evaluation methodology and your ideas on how to successfully develop Havering Changing's evaluation principles
- How you will manage the project, including an indicative timetable for the work
- How you will present the evaluation findings to ensure they are accessible and impactful
- A budget for the evaluation, including confirmation of number of days proposed over the three years, including costs/fees per day
- A summary of your relevant experience
- Profiles for your evaluation team members
- Contact details for two referees
- In addition please provide copies (or links to) two of your recent and relevant evaluation reports or products.

Havering Changing Project period

November 2019 - October 2023

Budget

£15,000 - £20,000 (inclusive of VAT, travel and all expenses)

Deadline

Please email your proposal and quote to james@haveringchanging.org by 5pm Friday, 19th June 2020. If shortlisted, interviews will be held in the week commencing 29th June 2020.

Please contact James Jackson (Project Director) at james@haveringchanging.org if you have any questions about this tender.