



## **Invitation to tender – September 2020**

Thrive and Arts & Business NI are seeking to appoint an external evaluator for the duration of a new National Lottery Heritage Fund programme of business support called Re:Model.

### **The Project**

Re:Model is an innovative business support programme which will build the capacity of 30 Heritage organisations from across Northern Ireland.

Re:Model will be delivered in partnership by two NI culture sector support organisations, thrive and Arts and Business NI, who have more than 40 years' experience supporting organisations to ask the right questions and find the solutions that make an impact.

The programme is founded on the premise that capacity is built by more than the transfer of knowledge through traditional training programmes. True capacity is developed through building relationships and enhanced when constructive challenge to change mind-sets is combined with support to find solutions.

Re:Model participants will:

1. Be supported to complete a Business Model Canvas for their organisation
2. Create a plan for change
3. Receive 1-2-1 support to turn their plan into action
4. Create peer networks to embed and share learning during and after participation

Re:Model outputs will include a standalone primary research project, programme resources such as tool-kits and a programme evaluation, available to the sector after the programme ends.

Re:Model's key outcome will be a more networked and resilient NI heritage sector.

## **1. Information for Applicants**

- **What we are looking for:**

The successful supplier will work with the project team to:

1. Develop an evaluation and data collection framework to make sure that Re:Model is evaluated against both the outcomes agreed with NLHF and internal project outcomes agreed by both partners.
2. Create and deliver the most appropriate methodology to evaluate Re:Model over the 2-year period of the programme. This could include group evaluation, individual evaluation across participants, project team, wider stakeholders as agreed. Methodology should include some suggestion as to the metrics necessary to evidence the outcomes, and be both quantitative and qualitative. The evaluator would design and carry out whatever form of evaluation is recommended. The project team will have access to the raw data collected.
3. As appropriate attend key Re:Model events.
4. Provide regular feedback on data gathered with an update after each key stage or session. Present interim findings in May 2021 with recommendations for the second run of Re:Model.
5. Check-in regularly with the project team to flag any emerging issues that could impact the successful delivery of Re:Model. The project team should have access to the raw data throughout the project.

6. Present final findings to include recommendations for future business support for NI heritage sector in May 2022 at the Re:Model final event.
7. Deliver a final report in June 2022.
8. Contribute to the wider programme evaluation managed by National Lottery Heritage Fund as required. The details of this have not yet been confirmed, but will require some level of consultation.

- **Technical questions:**

The deadline for technical questions is Wednesday 23<sup>rd</sup> September. Questions should be sent to Adam Bradley at [a.bradley@artsandbusinessni.org.uk](mailto:a.bradley@artsandbusinessni.org.uk).

- **Return of proposal information:**

The closing date for receipt of proposals is 5pm on Wednesday 30<sup>th</sup> September 2020.

- **Criteria for award:**

Selection will be based on the following criteria and weighting:

Experience of delivering an evaluation of a programme costing £200,000 within the past 3 years	15%
Experience of creating a data collection framework to evidence outcomes, rather than objectives	15%
Details of proposed methodology	50%
Experience of working in the heritage sector	10%
Value for money	10%

- **Possible interviews:**

If required, interviews will be held on Monday 5<sup>th</sup> October 2020. Interviews will be held on zoom.

- **Partners' obligations:**

Partners will provide all relevant contact details, and one contact within the project team. The successful applicant will also have access to all relevant project files, including desk research and consultation. The Re:Model project is one of a number of UK-wide projects and the evaluation from Re:Model will be used in wider project meetings run by National Lottery Heritage Fund.

## **2. Specification**

- **About the partners:**

### **Thrive**

Thrive believe that the long-term sustainability of cultural organisations rests in the hands of our audiences and visitors and the relationships we create with them.

We exist to help organisations and artists make people their focus; to help them think of audiences, visitors and participants as partners, rather than consumers of our work. We do this by using data, insight and evaluation and to guide them through the audience development process and understand the difference they make.

We have been around since 2004 initially as Audiences NI, and as thrive since 2016. We have changed a lot in the last couple of years, not only our name but the services we offer and the people we work with. The last few years have seen us work with increasing numbers of heritage organisations and we were part of the team that delivered The Late Shift as part of the European Year of Cultural Heritage.

## **Arts and Business NI**

Arts & Business NI (A&B NI)'s commitment as an organisation has always been to help sustain and strengthen the arts and cultural sector in NI. Working with the sector on entrepreneurial approaches to income generation is an important aspect of our work. Underpinning our work is also our belief that there is a real imperative for us all to look at how we work together to secure the future of a strong and culturally rich Northern Ireland.

Operating successfully in NI for over 30 years, we provide practical intelligence and vital earnest support and advice to help cultural organisations to strengthen governance, improve strategic business planning and have a more diverse income model. We utilise our networks and intelligence to help the Arts navigate the pathway to improved financial sustainability in a way that doesn't jeopardise or compromise artistic integrity, supports artistic practice and sustains growth.

- **About our outcomes**

The project delivers on 2 of National Lottery Heritage Fund's mandatory outcomes:

- A wider range of people will be involved in heritage

Understanding and engaging with more and different types of people will be a core part of this programme. Any business or organisation needs to know who their 'customers' are, who they could be and how best to create a product, offer or experience and communicate that effectively.

- People will have developed skills

Participants will develop understanding, as well as skills throughout the programme. The skills development approach taken will be:

- I. Tailored: to the priorities of the heritage organisations who take part.

- II. Shared: Skills will be developed across paid staff, volunteers and board members (if relevant).
- III. Relevant.
- IV. Supported: peer support and networks are a vital element.

- The funded organisations will be more resilient

Participating organisations will have the capacity to not only respond to immediate threats and changes but to future challenges and opportunities.

The project partners will also have some internal project outcomes. It is anticipated that the project team will work with the Evaluator to help clarify a word those at the beginning of the project.

- Summary of services required

We will want to appoint an evaluator that has experience in evaluation in this type of longer term project that wants to make an impact on the capacity of the heritage sector.

We are looking at someone who is skilled in connecting outcomes and indicators, and who has used a variety of data collection methods.

The evaluator appointed must be a skilled communicator: able to deliver insight from data effectively both verbally and in written formats.

### **3. Submission**

- Methodology

Detailed methodology of how you would approach the Re:Model evaluation with details of days for each stage and costs including travel and other expenses.

- Cost

Maximum budget is £13,600 including VAT and partners reserve the right not to appoint the lowest tender. This will be reflected in the criteria weighting.

- Ability to deliver the range of services set out in above

Details of who would be delivering the evaluation and their relevant experience

- References and examples of 2 previous similar projects
- Added value if this can be offered.
- Conflict of interest: Perceived or otherwise and other this will be managed.
- GDPR legislation as it applies to this project

#### **4. Conditions of Contract**

- The work

Final contract will specify the deliverables: interim findings, presentations, final report and regular check-ins with project team.

- Fees and Expenses

The total contract costs will be divided into 3 payments:

35% of signing of contract

35% on submission of interim findings

30% on submission of final report.

Invoices will be required, and payment terms are 30 days. Payments will be made by BACS transfer only.

- Indemnities and Insurance: As required by the supplier
- Employment Discrimination: If relevant
- Confidentiality:

Around information disclosed as part of Re:Model especially in relation to participants business, staff or volunteers.

- Termination of contract if necessary and the process for this including arbitration
- Assignment, Sub-Contracting and Procurement of Services if relevant for this tender
- Status of Contract i.e. not an employment contract
- Anti-Bribery and Anti-Corruption as it applies
- Governing Law which will be NI law
- General Data Protection Regulation

As it applies to Re:Model and fits with the data processing protocols and privacy notices of both partners.

*Re:Model is proudly supported by  
National Heritage Lottery Fund.*

