



Pilot leadership development programme for Black, Asian and minoritised ethnic led charities working in the criminal justice sector

Instructions to Bidders

About this tender

The Barrow Cadbury Trust and Lloyds Bank Foundation (see Appendix 1 for further details) welcome expressions of interest to develop and deliver a pilot leadership programme for Black, Asian and minoritised ethnic leaders of voluntary and community organisations supporting people in, or at risk of getting caught up in, the criminal justice system.

This document sets out the aims and objectives of the programme, programme specifications and information for tendering. Both the need for this programme and the essential elements of it have been informed by conversations with leaders of Black, Asian and minority ethnic led charities working in the criminal justice system.

Background

In the UK, the voluntary sector plays a vital role in providing services, supporting those most at risk of engagement in the criminal justice system, campaigning for policy reform, informing the media and influencing public debate.

The sector is diverse but, due to historic underfunding, organisations run by and for people from Black, Asian and minoritised ethnic groups tend to be smaller and find it harder to achieve critical mass and sustainability. As a result, despite the disproportionate representation of people of colour and people of gypsy and traveller heritage in the criminal justice system, there are relatively few organisations able to move beyond small scale service delivery, and consequently there is a lack of voice in the national policy debate.

Informal conversations between independent trusts and foundations and organisations run by and for people from Black, Asian and minoritised ethnic backgrounds identified a shared belief that investing in leadership development could be transformative and contribute to positive social change for people in the justice system and wider society. The quotes in this document are taken from those conversations.

Barrow Cadbury Trust and Lloyds Bank Foundation now wish to commission an organisation (or partnership) to design and deliver a pilot over two years to support Black, Asian and minoritised ethnic leaders.

About the Pilot Leadership Development Programme

Overarching Objective

The overarching objective of the programme is to challenge and change the criminal justice system, from policy through to service design and delivery. To do this a stronger and more experienced specialist sector should be empowered and enfranchised to advocate for new approaches. The programme should be a unique leadership development opportunity tailored to Black, Asian and minoritised ethnic leaders working in criminal justice.

Objectives of the pilot programme

We expect the pilot programme to have four core elements:

- wellbeing;
- networking;
- policy development and influencing; and
- organisational development.

The aim is to increase the resilience and capabilities of current leaders, supporting them to lead social change efforts at a time of great volatility and uncertainty.

Wellbeing

“When you're in a very senior position, the lifeblood of the organisation is going to be intimately linked to your personal wellbeing as well, so if there's no infrastructure there for you, that's not a great approach.”

“How often do we see the burnout happen for black leaders when they are fighting over generations, and then you just can't fight anymore. There is also loneliness, that you can feel especially if you're outside of London and in other regions, where you are the only small little organisation doing this work.”

Black, Asian and minoritised ethnic leaders working in criminal justice are in exposed and vulnerable positions. The aim of this work is to enable leaders to recognise how their work is impacting their health, understand that this is unfortunately not unusual and develop a supportive environment to enable leaders to thrive.

The programme should recognise that Black, Asian and minoritised ethnic leaders often have to maintain multiple identities when working at the intersection of criminal justice, racial justice and organisational leadership. These experiences are not replicated to the same extent by white leaders and tend not to be recognised in many leadership development courses. The development of identities for specific arenas is a common experience of Black, Asian and minoritised ethnic leaders and emotional resilience is required to influence and negotiate in the different areas. It is a psychological labour and as with all endeavours needs to be properly resourced. The programme should consider what structural processes have prevented and will prevent Black, Asian and minoritised ethnic leaders from bringing their authentic selves into these spaces.

It will be important to create the space to discuss areas of concern that impact on wellbeing and motivation. For example, raising issues about race is frequently left to Black leaders, who are asked to do the heavy lifting. This exacts an emotional toll and can lead to Black leaders self-excluding, burning out or even being excluded from forums due to perceptions of being single issue

campaigners, when it is them and their organisations that have the most to contribute. The impact of race and racism in criminal justice discussions should be aired, exploring how they impact on resilience, health and well-being. These discussions should enable leaders to adopt techniques to improve and promote wellbeing, reduce isolation and develop reflective learning.

Networking

“There's something about creating an ecosystem that sustains excellence, creativity and [a] kind of solidarity.”

“Leaders in the community need to spend more time with each other. If you are not involved in the panel scene (normally the same usual suspects are), you miss out on opportunities to collaborate and learn from each other. Casual regular meetings can be really useful to provide support and build relationships in the sector.”

Black, Asian and minoritised ethnic criminal justice leaders often feel isolated. There is a need to better connect and exchange ideas with other people in similar positions.

The programme should convey and embrace the importance of leaders developing and joining networks of like-minded peers. Too often, current networks do not facilitate the conversations that Black, Asian and minoritised ethnic criminal justice leaders need to engage in, which challenge established ways of working and the systems that replicate the same poor outcomes. The programme should enable open discussions about leading organisations that work at the intersection of criminal justice and racial justice, and promote solidarity, support and movement building. It should enable leaders from organisations that are in different phases of development to exchange views and learn from each other. This will enable new leaders to engage, challenge and co-create/collaborate. The programme should identify and recognise how the networks that already exist contribute to new thinking across the justice system. The networks incubated by the programme should enable leaders with any minority ethnic identity to take part and must include a balance of men and women. The ambition of the project is that these networks continue after the life of the course and that networking infrastructure is provided to facilitate continued conversations and provide links with and introductions to existing networks.

Policy and Influencing

“Leaders usually own spaces using our passion and deep-rooted understanding of issues, but the way we communicate it is not necessarily landing with the people we're trying to influence and negotiate.”

“Black leaders are pulled into policy work, whether they like it or not. Campaigning and protesting all influence policy, but leaders need a better understanding of what policy work is, to be able to make an informed decision if you want to be ‘part of the game.’”

However important it is to support each other and develop a healthy relationship, with the pressures of work there is a need to engage with and promote the unique experience and insights Black, Asian and minoritised ethnic leaders have to engender and enable change.

The programme should give leaders knowledge of the policy landscape, insights into campaigning and confidence to engage should they choose to do so. Black, Asian and minoritised ethnic leaders often seek transformational change to how ‘justice’ is administered. But the reality of sitting at the table with politicians and policy makers can be frustrating as change can be slow or absent, and

leaders can feel compromised and that they are giving tacit support to the status quo. Black, Asian and minoritised ethnic leaders want to engage in policy conversations often they are only engaged in questions on culture and race not the fundamental issues to criminal justice to which they have so much to contribute.

The programme should enable Black, Asian and minoritised ethnic leaders to champion how they produce knowledge which has more depth and a closeness to the community that other research can't emulate. This is about taking back power, challenging poor research and producing new reference points that take policy debates forward, not to replicate existing structures. The programme should give Black, Asian and minoritised ethnic leaders the knowledge and confidence to engage in campaigning and policy debate nationally, regionally and locally. It should facilitate discussions by Black, Asian and minoritised ethnic leaders on their key policy issues, and support how these conversations are developed so that a range and critical mass of voices are able to champion transformative change. A crucial element of the programme will be to develop connections between the leaders and policy makers, giving a platform, breaking down barriers and helping create a receptive environment for the leaders to engage in and influence policy and practice. It should allow space for leaders to explore both how they make the most of existing opportunities but also how they can bring new issues and ideas to the table that are driven by the experience of communities. For example, this could include thinking about community organising as a form of influencing that brings new voices to the fore, enabling new models of operating and relationships to be developed.

Organisation Development

The programme should provide the leaders with knowledge of the main elements of organisational development – governance, financial management and fundraising, strategy, people management, diversity, equity and inclusion etc. It is expected that leaders will be at different stages of development, but participants should end up being both confident and competent about how to structure and grow their organisations. It should be a key consideration that Black, Asian and minoritised ethnic-led organisations often aspire not to scale up but to scale deep; that is, to become sustainable and able to develop services that resonate with their communities.

A key element for this programme is developing an organisation's ability to identify and make connections with key criminal justice stakeholders, exploring the benefits of developing and maintaining partnerships and collaborations with other Black, Asian and minoritised ethnic-led organisations. The technical and legal arrangements of different forms of partnership and collaboration should be explained.

Programme design brief

It is expected that this programme will be delivered over no more than two years.

Target participants for the pilot programme

- Leaders of organisations run by and for people from Black, Asian and minoritised ethnic groups. The organisations must be registered charities or non-profit companies, including CICs.
- The programme should be broad enough to accommodate leaders from organisations that don't traditionally see themselves as focused on criminal justice matters, but worked in

associated issues such as mental health, supporting vulnerable young people and assisting those who have had contact with justice services.

- Leaders of organisations with income less than £1 million, with a focus on engaging organisations with income levels no more than £350K.
- It is expected that programme participants will come from across England and Wales.
- Selection of participants will be undertaken by the provider, Lloyds Bank Foundation and Barrow Cadbury Trust.

A bursary will be provided to programme participants (via their organisations) to assist with course expenses, back-filling management work while the participants attend the programme and to support continued engagement in post-programme activities. The bursary will come from the project budget.

Background research identified the following additional elements could help address barriers for participants. Interested providers are encouraged to think about how these elements could be incorporated into the approach.

- The programme should be able to understand where different people and organisations are in terms of engagement in policy issues, the desire to influence others and an ability to work collectively.
- An advisory group of leaders should be set up to test the programme principles at the outset of the work, with their advice sought as the work develops. We expect the members of this advisory group to be paid for their time.
- The programme should be actively marketed to leaders who may want to take part in the initiative.
- The potential for a modular approach so that participants can build a development path tailored to their needs and where modules can be updated or replaced by the provider as needs evolve.

We are seeking an approach which:

- Is designed around peer groups of participants to foster relationships and encourage collaboration.
- Provides a safe space.
- Embeds and sustains learning through coaching/mentoring/direct experiences
- Benefits organisations and the sector as a whole.
- Includes content that is relevant to the sector and develops agreed skills, knowledge and competencies. Providers should examine if there are opportunities for programme participants to receive accreditation for the learning they receive.
- Tailored development which builds on experience.
- Delivery methods which are cost-effective and an accessible blend of self-study, on-line and face-to-face programmes, coaching and mentoring.

The programme provider will be responsible for recommending and delivering marketing, outreach and selection against transparent criteria.

Expected outputs of the pilot programme

Fifteen to twenty people completing a tailored development programme. These would include people in current leadership roles and emerging leaders. We would look to the provider to

recommend the balance of participation across different levels. It is expected that providers will put forward ideas of whether this mix would work better as a single cohort or separate cohorts.

In addition, the provider should:

- Develop a peer support network to enable learning and resources to be shared with a wider group beyond those on the full programme.
- Create a legacy of resources and networks that could continue beyond the formal funded programme. The resources created will be non-proprietary and made available to non-programme participants.
- Report on what has been delivered and learned at key points in the programme.
- Develop a monitoring and evaluation framework for the programme (see 'monitoring and evaluation' below), with indicators of success and reports on progress at key milestones, including a follow up report on legacy one year after the end of the programme delivery.

Expected outcomes

Ultimately, through this programme we are seeking to support people and charities to positively influence the criminal justice system. We appreciate that these changes are unlikely to be measurable during the lifespan of this programme but we anticipate measurable outcomes to include:

- More self-reported confidence and resilience among participants, who see themselves as leaders for social change.
- Participants and their organisations reporting that they see and recognise their contributions to policy debates and commissioning in a way that does not dilute or fail to reflect their lived experience and cultural tone.
- Participant organisations reporting an increase in the depth of their capacity to identify and adopt best practices to strengthen and grow their organisational infrastructure (governance, finance, policies), evidenced by recommendations and contributions from the leaders involved in the programme.
- An increase in peer support and connection across the cohorts, with improved networks between participants.
- Increased representation and influence of leaders of organisations run by and for Black, Asian and minoritised ethnic people in national, regional and local criminal justice policy debates and service delivery commissioning.

Monitoring and Evaluation

Over the course of the programme we will expect the provider to capture learning and feedback. As part of the programme delivery model, the provider will be expected to design and implement a robust monitoring and outcome evaluation framework. This will include ongoing data collection and reporting on the progress of the programme and its participants. We acknowledge that measuring impact and outcomes from leadership development and influencing change are challenging. We would expect the provider to set a baseline with the cohort, as well as measures of progress across the programme.

We are also interested in bidders' ideas about understanding the impact of the programme beyond the end of the course.

In addition to this outcome evaluation, we intend to commission a separate external independent learning partner to conduct a wider formative evaluation. This will involve reporting on the impact of the programme on the sector as well as the role of funders and the wider perceptions of the programme by the sector. This will not be a substitute for the outcome evaluation that will be carried out by the provider. Data and information collected by the provider will potentially feed into this formative evaluation. The training provider will be expected to work closely with the learning partner/external evaluator. The budget for the external evaluation is separate to the budget for the creation and delivery of the course.

Ambition to grow the programme over the longer term

There is an ambition to start small and over time raise additional funds and grow the programme. It is important to correctly frame the ambitions of the programme now and over the longer term. The early stages should be developed as a pilot programme.

Knowledge and Expertise

We expect the provider to be or work in partnership with an organisation which is led by people from Black, Asian or minoritised ethnic communities. The provider/partnership should have a knowledge of the policy context for criminal justice charities and how to support leadership development for charity leaders. The provider/partnership should have clear demonstrable experience of delivering work in line with the programme design brief.

Values that the provider must share and model

This programme is about social change and it is essential that the provider (both as an institution and the individuals working on the programme) understands and displays a commitment to the following values and characteristics:

- Anti-racist practice
- Adaptability
- Flexibility
- Empowering of others
- Courageousness
- Cultural awareness
- Emotional intelligence
- Empathy
- Integrity and honesty
- Passion for social change
- An awareness of and ability to respond to issues of intersectionality

Costs

The Barrow Cadbury Trust and Lloyds Bank Foundation have a budget of up to £200K for this programme.

Potential programme providers should set out their proposed budget. This should include any VAT that may be payable.

Application Process

Invitations are invited as part of a two-stage selection process.

Stage 1

Please send a copy of your tender proposal, indicative budget and two referees* by email to:

- Laurie Hunte: l.hunte@barrowcadbury.org.uk
- Subject line: Community Leaders Programme in the Justice System Tender Stage 1– NAME OF APPLICANT(S)

Your proposal should be no more than 7 pages.

The proposal will be assessed against the programme design brief set out above. These include:

- How the provider/partnership is embedded in and connected to Black, Asian and minoritised communities with a deep understanding of the issues leaders face
- Knowledge and experience of developing and delivering leadership training
- Knowledge of the criminal justice system and how to influence change
- Ability to deliver the expected participant outcomes
- Demonstrating an ambition to grow the project over the longer term
- Alignment with the values of the programme
- Ability to effectively monitor and evaluate the programme
- Ability to deliver the programme at or under the stated budget

Applicants will also be expected to complete (outside of the 7-page limit) a bidder profile form which includes details about

- organisational status (e.g., Charity, Community Interest Company)
- partner organisations (where applicable)
- Copies of CVs for all those involved in delivering the work.

*References will be contacted where applicants progress to the second stage.

Stage 2

Should your proposal be short listed for Stage 2 you will be invited to submit a full proposal that will be considered alongside the information provided at Stage 1. We expect to shortlist a maximum of three bids to proceed to Stage 2.

Full proposals should outline:

- How you intend to meet the programme goals, objectives, outcomes and outputs
- How you intend to incorporate the programme values into your delivery model and plan.

This should include:

- An outline of your approach to designing the programme and the rationale for this
- An outline of the programme delivery model, plan and staffing alongside the rationale for this
- A proposed timetable for the work
- A full budget breakdown to account for all costs involved in delivering the work (see below)
- Details of any partnership agreement (where appropriate) – this should include details about how any conflict within the partnership will be dealt with.

We recognise that some of the details of programme delivery and budget breakdown may change as the work progresses and we will seek to support the provider(s) to be flexible in best meeting the programme objectives.

Budgets should, at a minimum, include allocations for:

- Programme design costs
- Marketing and recruitment of participants including any branding and communications costs
- Development of tailored training materials, online and hard copy as needed
- Participant travel costs and any accommodation or meeting spaces costs
- Delivery costs including trainer / facilitator / mentor costs
- Management costs
- Sector steering group participation costs
- Bursary costs
- Post course support
- Monitoring and evaluation costs

A projected cost per participant should be included

Evaluation and selection of organisations at this stage will be based on the following criteria, which are given in no specific order.

- Assessment of the proposed approach in relation to the programme objectives and values
- Expertise of the team, relative to the outlined roles
- Value for money
- References feedback
- Due diligence on provider(s)

Timetable

- Deadline for response to the Stage 1: **5pm 27 March 2023**
- Applicants informed of the outcome of their Stage 1 application: **17 April 2023**
- Deadline for response to Stage 2: **5pm 15 May 2023**
- Interviews to discuss Stage 2 applications with providers: **6 June 2023 (please hold this date)**
- Appointment confirmation date: **20 June 2023**

Contact

Anyone interested in tendering can contact Laurie Hunte (l.hunte@barrowcadbury.org.uk) if they need any further information.

Appendix 1: About the funders

About Barrow Cadbury Trust

The Barrow Cadbury Trust is an independent, endowed, charitable foundation. Our founders, Barrow and Geraldine Cadbury worked throughout their lives for greater social justice and it carries on in that tradition today in its commitment to bringing about a more just and equal society. Building on its Quaker roots it seeks long-term solutions by looking at root causes of inequality. The problems we address are complex so we often work in partnership and collaboration; with grant-holders, other trusts and foundations, local and national government, to identify solutions.

www.barrowcadbury.org.uk

About Lloyds Bank Foundation for England & Wales

Lloyds Bank Foundation for England & Wales is an independent charitable foundation funded by Lloyds Banking Group. We work in partnership with small and local charities, people and communities, changing lives and working towards a more just and compassionate society. The needs and aspirations of people drive our work. We strengthen the small and local charities that support them and the communities they live in, and advocate for a better future. Through unrestricted funding, support to develop and influencing policy and practice we help small and local charities thrive, communities grow stronger, and people to overcome complex issues and barriers so they can transform their lives.

www.lloydsbankfoundation.org.uk

Why we are working together

The Barrow Cadbury Trust and Lloyds Bank Foundation for England & Wales are collaborating on this venture due to our shared interest in working in partnership to alleviate the impact of social inequality. We are particularly concerned about the over-representation of Black, Asian and minoritised ethnic people in the criminal justice system. We want to work with communities to understand, support and develop their responses to the impact of the justice system. We believe that by funders collaborating we have a wider reach, more impact and in time, hope we can support other funder making organisations to join us on this project.