

Invitation to tender – Evaluation of the Q-SEED criminal justice leadership programme

Executive Summary

We are seeking an evaluation partner to deliver a summative evaluation of Q-SEED, a new pilot leadership programme for Black and Global Majority (BGM) leaders in the criminal justice system.

A partnership of FORWARD, Black Men 4 Change, Change Grow Live and Clinks have been commissioned by Lloyds Bank Foundation for England and Wales and Barrow Cadbury Trust to deliver the **Building Resilient & Impactful Leaders** pilot project. More details on these organisations can be found in Appendix A.

The overarching objective of the programme is to challenge and change the criminal justice system, from policy through to service design and delivery, through building leadership capabilities. The pilot programme will have four core elements:

- Personal development and wellbeing;
- Networking;
- Systems thinking and policy development and influencing; and
- Leadership competencies and organisational development.

We aim to build a stronger and more experienced specialist sector: to embed systems thinking approaches in a competency-based leadership programme that supports leaders to deliver better outcomes and services for their beneficiaries build partnership capacity as a group and enable them to influence the criminal justice sector from the grassroots.

The role of the evaluator will be to conduct a summative evaluation on the impact of the programme for participants.

About us

The Barrow Cadbury Trust and Lloyds Bank Foundation invite proposals to conduct an independent evaluation of a pilot leadership programme for Black and Global Majority leaders of voluntary and community organisations supporting people in, or at risk of getting caught up in, the criminal justice system. More information about our organisations can be found in Appendix B.

This document sets out the aims and objectives of the programme, the details of the delivery partnerships approach, programme specifications, evaluation aims and information for tendering.

The Programme

Objectives of the pilot programme

The pilot programme was commissioned with four core objectives:

- Personal development and wellbeing;
- Networking;
- Systems thinking and policy influencing; and
- Leadership competencies 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.

Personal development and wellbeing. Black and Global Majority 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. It aims to provide tools and opportunity to build core competencies for effective leadership including confidence building and influencing skills.

Networking. The programme aims convey and embrace the importance of leaders developing and joining networks of like-minded peers. 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. 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.

System thinking and policy influence. The programme is intended to give leaders knowledge of the policy landscape, insights into campaigning and confidence to engage should they choose to do so. Black and Global Majority leaders often seek transformational change to how ‘justice’ is administered. It should enable Black and Global Majority leaders to champion how they produce knowledge which has more depth and a closeness to the community that other research can’t emulate.

The programme should give Black and Global Majority leaders the knowledge and confidence to engage in campaigning and policy debate nationally, regionally and locally.

Leadership competencies and organisation development. The programme aims to provide leaders with knowledge of the main elements of effective leadership and 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 and Global Majority-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.

Programme structure

A consortium of FORWARD, Black Men 4 Change, Change Grow Live and Clinks has been appointed to deliver the programme following a competitive tendering process.

The programme will be supported by a steering group who will oversee the delivery and Discovery Group of existing Black and Global Majority leaders in the criminal justice system who will co-design the programme content.

The pilot programme will include a variety of interventions and competency-based approaches that build on the three levels needed to strengthen leadership capacity. They include:

- **Personal Level:** this will include self- assessments and self- reflection; exploring leadership competencies; building confidence and influencing skills; wellbeing and action planning; recognising and managing racial trauma.
- **Systemic level:** partnership working and consortium building; understanding system leadership and activism; understanding policy processes and lobbying; as well as support participants to understand the criminal justice system better; understand how systemic racism manifests.
- **Organisational development level:** Business and financial management and long-term planning; technology as the core of any business to increase effectiveness both financially and in relation to service users; how to scale their delivery activity.

Outputs of the pilot programme

The programme will recruit up to twenty Black and Global Majority leaders in the criminal justice system, including both people in current leadership roles and emerging leaders.

The training methodology will focus on experiential learning; group facilitation; action planning; coaching & mentoring both in-person and virtual; expert-led classes; shadowing opportunities and access to on-line learning; and research analysis.

It will include:

- Two in-person residentials, the first at the outset of the programme
- Access to a suite of learning modules that will be developed in response to participants' needs:
- How to 'survive and thrive' in the criminal justice system
- How to best to influence, challenge and lobby
- How to build strategic alliances
- Ethical leadership
- Building evidence bases for action/change
- Clinical supervision training
- 1:1 mentorship from established leaders in the criminal justice system

In addition, the partnership will:

- 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.

Target participants for the pilot programme:

- The programme will target leaders of organisations run by and for people from Black and Global Majority ethnic groups. The organisations will be registered charities or non-profit companies, including CICs. The partners have committed in recruitment to:
 - Ensure 50% of participants are women
 - Ensure 25% are from organisations based outside London
 - Ensure 10% are from the Muslim faith
- The programme aims to be broad enough to accommodate leaders from organisations that don't traditionally see themselves as focused on criminal justice matters, but have 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 that £350K.

Timeline

Activity	Key dates
Project planning, partner working arrangements and project management	Q4 2023
Recruitment of Discovery Group	Q4 2023
Criteria development and recruitment of participants	Q1 2024
Monitoring and evaluation framework	Q1-Q2 2024
Induction residential	Q2 2024
Peer-to-peer online networking	Q2 2024 – Q3 2025
Remote delivery of training	Q2 2024 – Q2 2025
Coaching, mentoring and clinical supervision	Q2 2024 – Q2 2025
End of programme evaluation	Q2 – Q3 2025

Independent Evaluation Partner

What we're looking for

The Foundation is inviting proposals for an Independent Evaluation Partner to undertake a summative evaluation of the Q-SEED pilot programme. We are seeking an evaluation consultant, agency or partnership who will work with the project delivery partnership and individual participants of the leadership programme to undertake a robust and realist evaluation of the pilot. The objectives of the evaluation are to:

- 1 Support the design of the evaluation and monitoring framework for the programme to support the learning of the provider and funders during delivery;
- 2 Robustly and impartially assesses the impact of the pilot programme against its objectives once it has concluded and a minimum of six months afterwards; and
- 3 Make recommendations for the further development and roll out of leadership programmes as a route to long-term social change in the criminal justice sector.

The partners have identified a number of key lines of enquiry that they want the evaluator to consider. We expect these to be refined and developed with the successfully appointed evaluator. These include:

- To what extent has this new partnership of national and Black led organisations created a foundation for a legacy beyond the programme?
- What aspects of the programme could live beyond the pilot? What could potentially be commercialised? What is scalable?
- How well has the programme supported programme participants?
- How well has the partnership modelled power sharing?
- To what extent are programme participants able to influence the CJS going forward?
- What learning from the approach can be shared more widely with key stakeholders?
- What has been gained (or lost) from taking a strengths based, culturally appropriate approach?
- To what degree could this approach be applied in related sectors?

Through this programme the funders and delivery partners 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, resulting in a strong sense of community, connection and sense of wellbeing and belonging at multiple levels.
- Increased number of Black and Global Majority leaders from multiple sectors engaging in interventions to influence different levels within the criminal justice system, 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, technology).
- An increase in peer support and connection across the cohorts, with improved networks between participants.
- Increased in organisations run by and for Black and Global Majority people working in partnership to secure contracts to deliver services either individually or as consortia.

Evaluation activities

We anticipate the activities of the Independent Evaluation Partner will include the following elements, but this list is intended to be non-prescriptive and the final scope of the evaluators' work will be based on the proposal of the appointed provider. We invite bidders to challenge our assumptions in drawing together the brief and adopt creative, inclusive and participatory approaches to programme evaluation:

- Agree and revise the key evaluation questions and framework in partnership with the provider and funders
- Work with the programme provider to co-develop a monitoring, evaluation and learning framework to be implemented during delivery of the pilot programme. This may include identifying and selecting tools to measure a baseline and progress across the programme with the cohort of participants
- Undertake direct outcome evaluation of the programme for participants through appropriate methods, such as observation/ethnographic approaches, individual interviews or group reflection

- Report on the impact of the programme to funders and the wider sector.

As noted, the programme providers are expected to support the design and implementation of a monitoring framework in partnership with the Independent Evaluation Partner. The partnership will be responsible for data collection to monitor the progress of the programme and its participants, above and beyond that of the Independent Evaluation Partner. Data and information collected by the provider for monitoring purposes will be made available to the Independent Evaluation Partner so that it can feed into a summative evaluation of the programme.

Outputs

The outputs of the evaluation will be finalised with the successful bidder based on their proposal, but we anticipate:

- An evaluation workplan or inception report
- Co-produced monitoring, evaluation and learning framework for the programme, including any associated measurement tools
- A short interim report during the delivery of the pilot to capture emerging outcomes
- A final impact report on the programme (no more than 30 pages);
- A workshop to share final findings on the impact of the programme with the programme provider, participants and funders;
- A standalone executive summary to a standard that can be published externally.

Who we are looking for

Evaluation of this programme will involve direct work with Black and Global Majority leaders in the criminal justice sector, alongside the delivery partnership led by organisations run by-and-for Black and Global Majority communities. We particularly welcome applications from consultants who are themselves of Black or Global Majority.

Essential skills and knowledge

- Proven experience in conducting summative social impact evaluations
- Expertise in developing monitoring, evaluation and learning frameworks

- Lived experience and understanding of working with Black and Global Majority communities
- Ability to clearly communicate accessible findings and recommendations to a variety of audiences and stakeholders, i.e. without using jargon

Desirable skills and knowledge

- Knowledge and experience of the evaluation of leadership development programmes
- Knowledge of the criminal justice system
- Knowledge of participatory evaluation methods
- Working with people with lived experience
- Working with small and Black and Global Majority-led charities

Your values

Your values must align with the programme, including those of the consortia delivering the programme, and it is essential that you understand and display a commitment to the following values and characteristics. They govern how all partners in the programme will work together:

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

Budget

£25,000 is available for the evaluation. This is inclusive of VAT and must include any expenses occurred, such as travel costs for attending meetings and programme observation.

We anticipate the successful evaluation partner will be contracted to work from April 2024 to July 2025.

The application process

Proposals should be submitted by emailing research@lloydsbankfoundation.org.uk with the title

[Your organisation name]: Evaluation proposal for Criminal Justice Leadership Programme by **5pm on Monday 11 March 2024** and should include a **maximum of twenty pages** covering:

- Your understanding of our needs
- A description of your approach and methodology you would take to meet the requirements of this brief
- The experience held by yourself/your team/organisation in this area including any relevant projects or expertise
- Your experience of delivering pieces of work of this nature
- Your team composition (if applicable) including lead contact, roles, responsibilities and contact details including: address, email and telephone
- A breakdown of costs (including day rates and VAT if applicable) to deliver your proposed programme of work.

Upon shortlisting of applicants, interviews will be held on **Tuesday 26 March 2024**.

Appendix A: the Delivery Partnership

The programme is being delivered by organisations who are already influencing and/or supporting organisations within the CJS.

Black Men 4 Change has a growing membership of over 100 Black led organisations which it is supporting to influence MOPAC and policing in London. BM4C was instrumental in the creation of the Baobab Foundation which is a 400+ membership foundation securing £18m+ investment by and for Black organisations across the UK. BM4C leadership is also developing international cooperation with Black led initiatives in the US such as the National Action Network, Congressional Black Caucus and NAACP. BM4C's membership includes scores of African heritage and racial trauma specialists. Its leadership was instrumental in the creation of the Hackney Young Black Men's initiative which has set an important blueprint for tackling disproportionality in London and paved the way for Hackney Council committing to becoming an anti-racist borough. It has recently established the IDPAD Centre in Hackney as an empowerment and tech hub for Black families and young Black people.

FORWARD has a well-established women's leadership programme. Its Health & Leadership Training Programme is designed to enhance efforts to safeguard the sexual health and rights of women and girls in the UK by training participants to become community-based advocates against Violence against Women and Girls. As a leading expert on female genital mutilation (FGM), FORWARD provides accredited and tailored training to a wide range of over 2000 statutory professionals annually. Their training equips Black frontline staff with the knowledge, skills and confidence to appropriately and effectively safeguard women and girls affected or at risk of FGM. They also offer Open College Network (OCN) accredited courses and other certified training for professionals and frontline staff.

CLINKS provide specialist, tailored support to voluntary sector organisations who work with specific groups of people (e.g. women, racially minoritised people) through the creation and ongoing development of thematic networks. These networks bring together members who have a specific focus within the criminal justice voluntary sector, ensuring that CLINKS is able to properly understand the needs of, engage with and represent these valued organisations. The race and justice network is primarily made up of over 60 small and specialist organisations led by and focused on racially minoritised people, and CLINKS aims to empower and enable these organisations to break down barriers associated with racial inequalities and challenge racial injustices within the sector. Their thematic

networks give organisations the opportunity to influence policy and procedures by communicating with senior statutory stakeholders, showcase and learn from best practice, access to national networking and partnership opportunities as well as receiving discounted training and event offers.

Change Grow Live is a national charity with a mission to help people change the direction of their lives, grow as individuals, and live life to its full potential. From humble beginnings in the 1970s they are now a national charity with more than 150 services across the UK. They support adults, young people and families to improve their physical health, mental health and emotional wellbeing. Their services address health problems linked to social and economic deprivation, such as homelessness, offending, domestic abuse, substance misuse, obesity and smoking. Their approach combines medical, psychological and social work interventions to support people to improve their health and wellbeing through lifestyle and behavioural changes that increase their independence and self-determination. A significant proportion of their services users come from Black and Global majority communities.

Appendix B: 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.

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.

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.