

Impact and Evaluation Framework for START: Thurrock Creative People and Places

Invitation to Tender



Sound Crowd. Jack Petchey's Perfect Pitch Grand Final



Singing Our Lives Choir Credit Rachel Cherry



Kipeitika ROH silk commission hanging in the Backstage Centre



Rendered Retina



Development and Delivery of an Impact and Evaluation Framework for START Thurrock Creative People and Places Programme

Tender Pack

Budget: up to £30,000 inclusive of VAT

Programme Dates: April 2023 to February 2025

Evaluation Dates: June 2023 to March 2025

Tender deadline: Midnight, Monday 22nd May 2023

Tender interviews: Friday 2nd June with appointment by 12th June

Work commencement: w/c 19th June

Submissions: Katie Beadle, Creative Director, via katie@st-art.org.uk



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Part 1: About Us

Our new Creative People and Places (CPP) programme is START: Thurrock (Stronger Together Arts) through which our community will take the lead in creating a new story for Thurrock. START will energise our people in the forging of a confident new arts-led narrative post pandemic. With control held locally through our STARTer resident panels and inspired by our motto ‘By Thames to all peoples of the world’, we will form, write, tell and review our story over the next decade.

Hosted by Tilbury on the Thames Trust as lead organisation with support from Thurrock Council, Thurrock Lifestyle Solutions CIC, Thurrock CVS and the Royal Opera House as ‘custodians not controllers’, we cannot wait to start cultivating, showcasing and growing world class creativity in the heart of our communities!

1.1 About Creative People and Places

Creative People and Places is a national action learning programme funded by Arts Council England. It’s about more people taking the lead in choosing, creating and taking part in brilliant art experiences in the places where they live. It focuses on parts of the country where involvement in arts and culture is significantly below the national average. Creative People and Places programmes cover 56 local authority areas, including 11 entirely new areas announced in December 2021 – including Thurrock

1.2 About START: Thurrock CPP

START: Thurrock responds to low levels of engagement in arts and culture relative to the national picture. At 35.8%, this was the lowest level in the East of England region without a CPP in place. We want to increase this from 35.8% to 50% over 3 years (84,887 people) by facilitating public-led cultural programming through 7 action learning projects that develop place, develop cultural supply and demand, and increase quality and ambition by placing communities in the driving seat of cultural provision:

1. **Experiences:** Local action learning projects/activity led by community and creative sectors working together, and which leads to high-quality public engagement activity
2. **Inspiration:** Action learning outside Thurrock led by community and creative sectors, helping to raise artistic quality and ambition locally
3. **Front Cover:** Developing and Programming new cultural activities for Thurrock audiences to take place in well-known safe spaces
4. **Chapters:** Opening up meanwhile spaces and providing support for Thurrock creatives to deliver public engagement activity
5. **Table of Contents:** A central place to navigate Thurrock's cultural calendar and possibilities, supporting increased public involvement and enabling decision-making
6. **Thurrock Story:** Flagship cultural programme in prime places, created by and for Thurrock audiences and building from existing strengths
7. **Book Review:** Reviewing and presenting our story to a national audience as part of CPP peer learning and national evaluation.

1.3 About the START: Thurrock CPP Core Consortium



Tilbury on the Thames Trust (TTT) is the lead organisation for START. Initiated by local people in 2015, TTT now works closely with the Port of Tilbury, co-designing the future of Tilbury Cruise Terminal to blend community and commercial use. TTT is financially backed by the Port of Tilbury, which will extend corporate back-office functions to START CPP in-kind. We believe inclusion of a CPP within the Corporate Social Responsibility programme of a high-profile commercial partner is unique, potentially yielding fascinating lessons for national sector development and peer learning.



Thurrock CVS (Community and Voluntary Services) supports local organisations and community groups in Thurrock by working behind the scenes to ensure the long-term future of essential services delivered by the voluntary sector. Much of the work that TCVS does focuses on support, development work, capacity building, liaison, strategic partnerships, representation and advocacy.

Royal Opera House (ROH) represents our arts sector on the Core Consortium, providing recognised expertise in establishing cultural engagement programmes within Thurrock. The Learning and Participation Team will lead on START on behalf



of ROH, supporting our core consortium to translate the artistic excellence and principles behind the [Thurrock Trailblazer](#) Cultural Catalogue into the START 'Table of Contents'.



Thurrock Lifestyle Solutions (TLS) CIC services Thurrock's disabled community via inclusion and offers invaluable experience in facilitating empowerment to shape service provision; 100% of their board identify as disabled. TLS also provides recognised expertise in social enterprise, having been listed 1st on the NatWest SE100 index for the East of England. TLS owns 5 residential properties, minibuses, an office and 7 locality buildings covering all Thurrock, supporting over 250 disabled people with 135 local support staff. START CPP will benefit from this infrastructure to engage disabled people, building on the connections already engaged.



thurrock.gov.uk

Thurrock Council will link our CPP to Thurrock's place-making programme including major regeneration initiatives such as Purfleet Media Village, borough cultural services including the library, museum and theatre, public health and wellbeing agendas, and regional initiatives such as the South East Creative Economy Network, Thames Estuary Production Corridor and the Towns Fund. This includes tying our CPP development to a collectively owned arts, culture and heritage strategy.

1.4 About Thurrock

Thurrock is located on the north shore of the River Thames, a short distance from the east of London, and Essex to the north and east. Thurrock's location includes towns and villages surrounded by acres of parks, countryside and heritage sites. Urban centres are a vibrant mix of established towns and new young communities, with a diverse and growing population of around 160,000 residents. Our location as the fulcrum of the Thames Estuary – Gateway to the Globe - underpins major investments in regeneration, infrastructure and industry.

Nationally significant cultural organisations and artists coexist with emerging creative practitioners and a vibrant amateur sector to develop talent and serve diverse audiences. High House Production Park is an international centre of creative and cultural excellence and learning. Our heritage assets and maritime industry connect to a global narrative of trade and migration. We are a nexus for Creative and Cultural Industries within the Thames Estuary Production Corridor, a sector which generates skilled jobs and productivity across the UK.

Part 2: About the brief

START Thurrock wishes to appoint an experienced evaluation partner to develop and deliver an Evaluation Framework to measure the impact of START Thurrock over 2 years and its role in the long-term impact on arts and culture in Thurrock. We want to understand and demonstrate the impacts and benefits of the programme on local communities and individuals and understand whether the programme is influencing more people to experience and be inspired by the arts, whether aspiration for excellent culture has grown and what approaches to growing engagement and participation in culture have been successful.

2.1 Scope of Work

The purpose of the evaluation is to understand the impact of the START Thurrock programme and identify if our aims and outcomes are being met. We are seeking a collaborative and reflective evaluation framework that helps us to inform the programme as it develops and to understand what is and isn't working.

The evaluation will help us demonstrate a step-change in cultural engagement and participation across communities and individuals in Thurrock as outlined in our Theory of Change (Appendix 1) and how we are delivering against our aspirations and outcomes for the START Thurrock programme.

These are that:

1. Communities least engaged in Thurrock are empowered to shape the local cultural offer
2. Supply and demand for culture has increased
3. Quality and ambition in the local cultural offer has improved
4. Greater pride in place

2.2 Core Research questions

As part of the Creative People and Places programme, the evaluation will also need to provide evidence to answer the three core 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?

2.3 Outputs and Deliverables

The key outputs and deliverables of the evaluation framework will be to:

- Deliver a holistic, reflective and logical evaluation process which continually feeds lessons into project planning, so we are learning as we go and developing the programme
- Chart progress against our Business Plan objectives and Theory of Change model, ensuring links between activities, expected outputs and outcomes for all elements of the programme
- Collect regular evidence and data, employing a mixed-method approach to answer local and core research questions
- Establish a baseline by drawing on datasets such as Active Lives and Audience Finder against which we can track our progress and impact
- Set up processes for collecting data and methodologies for monitoring and analysis and coordinate all quarterly data collection and reporting
- Provide tools and techniques that provide further clarity to the agreed data collection processes and methodologies to embed learning within our CPP
- Draw on other data resources such as Audience Agency data, the Impact and Insight toolkit
- Draw out the main conclusions from the data collected and identify key impacts
- Deliver a final compelling report for a range of audiences and stakeholders and which will support legacy planning

Ultimately, the evaluation framework will need to be accessible to a wide range of audiences and provide compelling evidence from the START Thurrock programme. It needs to help us learn and reflect as the programme develops.

We are very keen to ensure that the evaluation framework and reporting methods are useful tools that will help to shape our decision making and future work and are accessible to a broad range of people.

Whilst the above scope is intended to articulate our requirements for the evaluation, we will welcome further suggestions and creative input to enhance and refine this work.

We are happy to accept tenders made in partnership between multiple organisations or individuals but will require one lead partner to be accountable for the delivery of the contract.

2.4 START Thurrock Team and Support

The evaluation partner will be managed by the Creative Director who leads and is responsible for the delivery of the START Thurrock programme. The Creative Director reports to Tilbury on the Thames Trust who are accountable for the programme.

Our framework for evaluation needs to work at scale, taking in data from a large geographic area, from multiple levels of activity. The Creative Director is accountable with the Programme Co-ordinator responsible for ensuring all projects and programme data and reporting is collated and feed into the framework and to the evaluation partner, and for reporting this data to the Core Consortium and Arts Council England.

START Thurrock’s Engagement Producer will support communities, artists and cultural organisations to monitor and evaluate individual action learning projects (1-4) and report into the framework. We expect to unlock capacity and empower community groups, artists and cultural organisations to undertake this responsibility directly. Associates delivering engagement projects as part of a wider strategy will also undertake reporting directly. The Evaluation Partner will lead on monitoring and evaluating Action Learning Project 6: ‘Thurrock Story’, with support from the START Delivery Team.

3. Budget

We are welcoming competitive tenders for this work and your budget will be assessed as part of the scoring criteria. Your budget should detail all costs including fees, a resources plan including daily rates, expenses and other costs. Costs of designing, printing, and distributing all related material for the collection of data, e.g. printed and digital surveys, feedback forms etc.

The total budget is up to £30,000 inclusive of VAT.

4. Submission of Tender

Completed fee tenders must be submitted by email, no later than midnight, Monday 22nd May

Tenders should be submitted to Katie Beadle via: katie@st-art.org.uk Please use this email address if you have any queries relating to the tender opportunity.

4.1. Assessment

Tenderers are required to return the information outlined in the table below, which will be assessed and scored on the basis of 40% price, 60% quality. The weighting for each section is set out below.

| Ref | Criteria | Details | % Weighting |
|-----|--|--|-------------|
| 1 | Project Team (1 A4 page, plus CVs of 2 A4 pages max each) | Please provide basic details for you (and your team where relevant): <ul style="list-style-type: none"> • Your company details (if applicable). i.e. company name, company number, address, contact details. • How long you have been trading • Details of any subcontracting where proposed, (summarised as an organogram if a team is proposed) • Your CV and for each team member/ subcontractor where relevant | 10% |

| Ref | Criteria | Details | % Weighting |
|-----|--|--|-------------|
| | | <ul style="list-style-type: none"> • Evidence of PI cover (minimum of £5 Million for each and every claim). If this is not available, you should confirm that you would be eligible to obtain this level of cover if appointed. • Evidence of Public and Employer Liability Insurance (minimum of £5 Million). If this is not available, you should confirm that you would be eligible to obtain this level of cover if appointed. | |
| 2 | <p>Approach</p> <p>(4 A4 pages max)</p> | <p>Please provide details of your approach and qualifications to deliver the services outlined in section 4.1, including:</p> <ul style="list-style-type: none"> • A description of your approach and qualifications in delivering the services (and managing team/subcontractors where relevant). • If relevant, a description of any team members/subcontractors and their approach and qualifications for delivering the services. • Set out your understanding of the brief and the opportunities to develop a collaborative and reflective evaluation framework • Detail your approach and methodology for meeting the Outputs and Deliverables described above • Details of how you will manage the project, including an indicative timetable for the work • Describe how you would work with the START Thurrock team to help us understand our impact and reach • How would you deliver a final compelling report for a range of audiences and stakeholders | 15% |
| 3 | <p>Relevant Experience</p> <p>(3 A4 pages max)</p> | <p>Please provide examples of relevant projects that you have worked on recently (ideally within the last 3 years) that demonstrate ability to work closely with the project team and local stakeholders and collaborate with local residents and engage diverse audiences. Testimonials to back up examples are encouraged. Please include:</p> <ul style="list-style-type: none"> • A maximum of 3 examples for you. • Where relevant, a maximum of 2 examples per team member/subcontractor. | 15% |

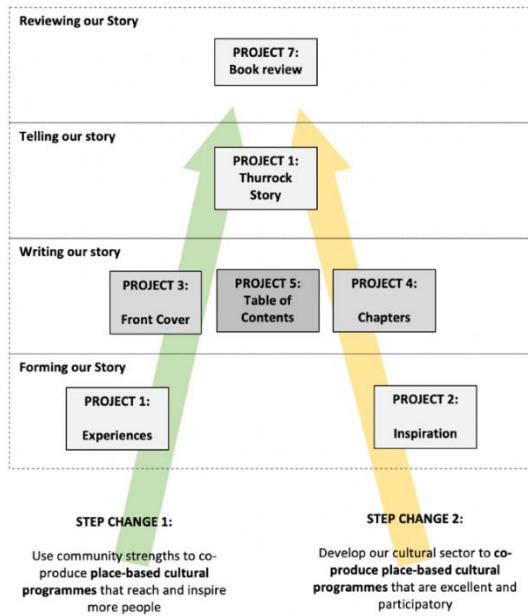
| Ref | Criteria | Details | % Weighting |
|-----|---|---|-------------|
| | | <ul style="list-style-type: none"> Where relevant, any examples (one A4 page) where you and your team member/subcontractors have worked as a team previously are beneficial. Any examples of evaluation planning and delivery services delivered for Arts Council England funded projects | |
| 4 | Quality Questions (2 A4 pages max) | <p>Please fully answer the following quality questions, staying within the prescribed word counts:</p> <ol style="list-style-type: none"> With reference to your previous experience including lessons learned, please outline what your team would bring to the project Please identify the three most significant challenges facing the development and delivery of an evaluation plan for a project of this scale and describe how these will be successfully addressed Please outline how you would specifically engage stakeholders in the development and delivery of the evaluation | 20% |
| 5 | Fee Proposal | <ul style="list-style-type: none"> Please provide a pricing schedule in full (inclusive of VAT), outlining all costs associated to the elements you're proposing as part of the evaluation including a breakdown of how the fee will be used across your organisation, and across the programme of work | 40% |

4.2 Scoring Method

Each response will be marked on a scale between 0 and 5 points, using the guide outlined in the table below, and weighted in accordance with the details and percentages set out in table in section 5.1

| Score | Assessment | Description |
|-------|--------------------------------|--|
| 0 | Not eligible for consideration | Completely fails to meet the standard. Response significantly deficient / no response |
| 1 | Inadequate | Significantly fails to meet the standard. Inadequate detail provided / questions not answered / answers not directly relevant. |

| Score | Assessment | Description |
|--------------|-------------------|---|
| 2 | Limited | Fails the standard in most aspects but meets some. Limited information / inadequate / only partly gives a response. |
| 3 | Acceptable | Meets the standard in most aspects but fails in some. Acceptable level of detail, accuracy and relevance. |
| 4 | Good | Meets the standard required. Comprehensive response in terms of detail and relevance. |
| 5 | Excellent | Exceeds the required standard. Responses are precise and relevant. Includes improvement through innovation / added value. |



| Forming Our Story | | |
|---------------------|-------------------|--|
| 1 | Experiences | Action Learning in Thurrock. Activities where artists and the public come together, bringing and sharing experience and ideas to increase public engagement quality and develop new creative concepts. |
| 2 | Inspiration | Action learning outside Thurrock. Opportunities for artists and the public to experience outstanding examples of creativity elsewhere and forge new relationships, introducing learning and ambitious ideas to Thurrock |
| Writing Our Story | | |
| 3 | Front Cover | An engaging range of new cultural activities at safe spaces (and online) to draw people into Thurrock's story, helping to develop demand for more diverse creative engagement in future. |
| 4 | Chapters | Making spaces available for creative individuals and organisations to work up new and enticing ideas with the public that add new chapters to Thurrock's story |
| 5 | Table of Contents | A central online place to navigate Thurrock's cultural calendar and cultural possibilities developed from our chapters, experiences and inspiration. Helps to inform community-led cultural programming and decision making. |
| Telling Our Story | | |
| 6 | Thurrock Story | Flagship curated programme revolving around 7 prime places defining Thurrock. Emphasising combined arts, these build on local strengths in dance, theatre, music and visual arts to present a new narrative for Thurrock based on iconic local characters. |
| Reviewing Our Story | | |
| 7 | Book review | Reviewing and presenting our story to a national audience as part of peer learning and national evaluation. |