



power to
change

business in
community
hands

Invitation to Tender: Leading the Way Programme Impact and Learning Partner

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Introduction

About Power to Change

Power to Change is the independent trust that supports community businesses in England. Community businesses are locally rooted, community-led, trade for community benefit and make life better for local people. The sector owns assets worth £870m and comprises 11,300 community businesses across England who employ more than 37,000 people¹.

From pubs to libraries; shops to bakeries; swimming pools to solar farms; community businesses are creating great products and services, providing employment and training and transforming lives. Power to Change received an original endowment from the National Lottery Community Fund in 2015. Our 2021-26 [strategy](#) sets out our new vision and mission, and an important element of this is equipping community businesses, especially their leaders, with the capabilities to address some of society's biggest challenges.

www.powertochange.org.uk @peoplesbiz

About Virgin Money Foundation

The Virgin Money Foundation is an independent charity based in the North East of England. Its ambition is to make a real and lasting difference in the places that need it most.

Virgin Money Foundation's ambition is to make a real and lasting difference in the places that need it most by working in partnership with organisations who are committed to regenerating their area and investing in community activities that have a meaningful impact.

They were set up by Virgin Money, who financially support the Foundation. Their staff offer skilled volunteering and high quality training to organisations the Foundation fund.

<https://virginmoneyfoundation.org.uk/> @VMFoundation

Background

Leading the Way

Leading the Way is a new programme with a focus on leadership developed by Power to Change in partnership with Virgin Money Foundation. The programme offers a tailored learning programme balancing one-to-one development and group learning with a grant to support the development of community enterprise leaders and the impact of their organisation.

¹ Highton et al (2021) The community business market in 2021, Power to Change
<https://www.powertochange.org.uk/wp-content/uploads/2021/03/Community-Business-Market-in-2020-FINAL-2.pdf>

We are recruiting up to 20 community leaders across Yorkshire and The Humber and the North East of England to join our learning programme, which will take place from May 2022 to September 2023 (16 months). This intake will make up cohorts one and two. Learning sessions will likely take a hybrid form of some online and some in-person, with sessions in various locations across the two regions. Further cohorts will be recruited as of September 2022.

The programme consists of:

- **In person and online group learning sessions** every six weeks to build technical management skills and leadership capabilities. There will be 10 full day sessions, delivered by the School for Social Entrepreneurs, plus a final event to celebrate the leaders' achievements.
- **A programme mentor** for each cohort who will work with each leader to identify development goals and co-produce a tailored development plan. The Programme Mentor is the leaders' primary contact during the programme
- **Tailored one-to-one specialist support**, delivered by the School for Social Entrepreneurs and their network of Associates, which will support the leaders' learning and bring practical support to them and their organisation on topics relevant to them, such as skills development or technical challenges
- **Access to one-to-one coaching** for the duration of the programme to support the leaders' personal development.
- **Site visits and online inspirational talks** from leaders who have been on a similar journey, including Q&A sessions.
- **Access to the in-person group learning sessions and online talks** for another relevant member of the organisation to further build the capabilities and impact of your organisation.
- **An £8,000 grant** to support the leaders in their participation in the programme (backfilling their role, for example), support the leaders' learning and further the impact of their organisation.

In particular, the programme aims to benefit applicants that:

- Demonstrate strong social impact and community benefit from the organisation's activities and scope for the programme to deepen this impact.
- Are from organisations operating in the most statistically disadvantaged areas according to the 2019 Indices of Multiple Deprivation.
- Are from relatively young or early-stage organisations.
- Demonstrate the individual's commitment to developing their leadership skills and meeting the time and travel commitments of the programme.
- Propose a use of the grant which would support the individual's development as a leader and the impact of the organisation.

For more information about the programme, please see our [website](#).

Leading the way development and design

Leading the Way is a result of the learning from a number of pieces of work in which Power to Change and Virgin Money Foundation have been involved.

Within the Virgin Money Foundation's Theory of Change is the ambition to support talented community entrepreneurs to have the time, space and funding to develop ideas to address needs in their local community. Virgin Money Foundation are learning through commissioned research, conversations with funded organisations and facilitated learning circles that creating this 'space' and support for community leaders who are often working in complexity, is of value in building connections and networks and in supporting growth and innovation. Virgin Money Foundation recognise there are challenges with capacity and have heard from grantees that the risk of burnout is increasing; individuals are exhausted following years of working through a national pandemic. The need for support to increase resilience and maintain wellbeing is vital, alongside funding to enable individuals to take the time to 'step back', review and learn in a flexible and supportive environment. That learning can then be embedded into the wider community; the spaces in which they live and work.

Power to Change has learnt about leadership development at a range of levels, both through activity focusing specifically on leadership, and through support to community businesses where leadership has been implicit. For example

- through programmes we have funded such as [the Community Business Leadership Programme](#), [Empowering Places](#), [Powering Up!](#) and [Trade Up](#);
- via Peer networks we've supported such as the [Community Business Mutual Aid group](#) and the [Health and Social Care Community of Practice](#);
- through other sources of information and insight such as peer-brokered business development support for Community Business Fund investees and the Power to Change Community Business Panel.

As we've built this experience we've learned a lot about what works well and not so well in different circumstances and to achieve different objectives. We've built the following learnings and recommendations into our design for Leading the Way in order to test how these recommendations come together in a single programme. Further learning will be harnessed in future phases of the programme:

- Peer support is powerful and highly valued by community leaders. Peer networks connect, stimulate, provide access to ideas and solutions, bring together collaborators, and enable impromptu mentorship. Peer networks are particularly effective in bringing people together to tackle common challenges and opportunities. We've found clustering is particularly effective when it brings people together who work in the same geographical area or region, when organisations are working in the same sector, e.g. community housing; where organisations play a similar role in their local economy, and to a lesser extent when organisations are at a similar stage of development, e.g. are acquiring an asset.
- Peer relationships take time to build, and a programme's structure is critical to enable strong relationships to form: programmes that engage leaders over a relatively long term, include informal time alongside formal learning, build a cohort size that allows everyone to be heard, and facilitate group discussions and in-depth sharing have been more successful in building strong peer relationships.
- There are topics relevant to all community enterprise leaders, for example, good governance and succession planning, and how to navigate the policy system, and that a broad curriculum of learning is beneficial, particularly where it combines theory with practical and actionable tools and techniques.
- Embedding learning within an organisation can be better supported through a combination of group learning and one-to-one support, with tailored support allowing

a greater focus on the specific needs of each leader and their organisation, for example providing advice on HR issues or guidance on specific financial topics.

- Programmes that require leaders to step away from their organisation and take time away from their day-to-day work provide focus and energy for development, and to think more reflectively work well. Being in a new environment, preferably one which is itself inspirational, provides a good ground for constructive conversations.
- There is no single programme format or structure that will suit everyone, and all of their needs. Ensuring there is sufficient flexibility and adaptability to nurture each leader at their own stage of the journey and including one-to-one mentoring and bespoke support is very important for this reason.

The programme was developed throughout 2021 using a facilitated [design sprint](#) process involving colleagues from Virgin Money Foundation, Power to Change and community enterprise leaders. This considered the learning each organisation has made to date, looked at similar offers elsewhere, identified challenges, conceptualised what the programme would look like and what the core needs of the users were. The design sprint participants made joint and unified decisions, setting a road map and next steps in order to turn the programme into reality.

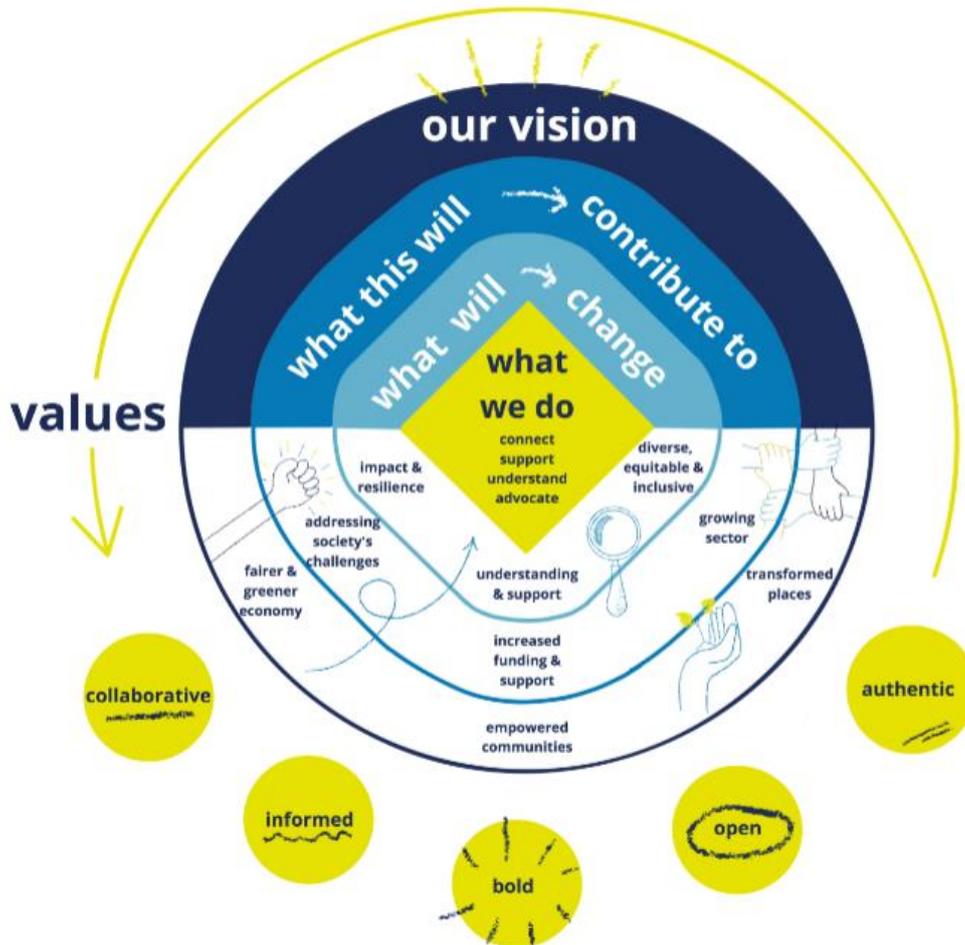
See the next section around details of the impact and learning activity for information on the outcomes of the Leading the Way programme.

Power to Change's wider Impact and Learning Priorities

Power to Change is commissioning this work in line with our impact and learning priorities, and in collaboration with Virgin Money Foundation.

Power to Change's vision is that by 2025, more communities in England will run businesses that give them the power to change what matters to them. They will create more resilient places that are better to live and work in for everyone. Our new [Theory of Change](#) demonstrates how our vision informs the work we do and the change we want to see:

Our Theory of Change:



Our new Impact and Learning Plan has been generated from our Theory of Change, and all research and evaluation activity that we commission sits under this. We want to know whether what we are delivering has an impact, and if so what that impact is, then learn about how it was achieved and share this with others. The Impact and Learning Plan will be shared with the successful bidder.

Leading the Way fits into our vision of a fairer and greener economy with empowered communities and transformed places. It ties to our strategic priorities of putting community businesses at the heart of a fairer economy, supporting the resilience of community businesses, and our commitment to a more diverse, equitable and inclusive sector.

Details of the impact and learning activity

Leading the Way outcomes and learning

The programme structures outcomes at four levels:

1. **Learning outcomes** – these are designed by the leaders who will create a personal development plan in dialogue with the programme mentors, and by SSE, who will be delivering the group learning sessions, and have their own session-level outcomes. Data will be gleaned via SSE's learning and 1:1 support sessions and interactions with mentors and coaches. See objective 3 below.
2. **Individual outcomes** – these are about the impact that has been created for the leaders through their participation in the programme. These have been hypothesised by Power to Change and Virgin Money Foundation. See objective 1 below for more detail.
3. **Community enterprise (organisational) outcomes** – these are about the impact that the leaders' participation in the programme has had on their community enterprise. Again, as hypothesised by Power to Change and Virgin Money Foundation. See objective 2 below for more detail.
4. There will also, hopefully, be **community-wide, societal outcomes** as a result of the programme – these would be about the impact that the community enterprises have had on wider society as a result of the programme. See objective 4 below.

In addition there is learning that needs to happen about the programme and its design and delivery in enabling the participants to achieve their learning and individual outcomes. See objective 3 below for more detail.

Our aims

Power to Change is seeking an impact and learning partner for the Leading the Way programme.

Our aims are to understand:

- The extent to which the programme has helped to develop community enterprise leaders' skills, confidence, resilience and networks
- Whether these developments bring about positive change within the community enterprise and potentially even the wider community

And learn about:

- The best ways to deliver support to community enterprises to enable effective leadership (as our theory of change suggests this will contribute to a more resilient sector)
- How we can improve the structure of Leading the Way, the activities within it, and the delivery methods we're using to better serve community enterprises and the places that they operate in

Our objectives:

Objective 1- individual outcomes evaluation

We primarily expect the impact and learning partner to focus on evidencing how far participants have met **the Individual Outcomes**:

- Participants have improved technical **skills** required for effective leadership
- Participants are more **confident** as leaders
- Participants are more **resilient**
- Participants are better **connected** and have stronger networks

Objective 2: organisational outcomes evaluation

The secondary focus of the evaluation, is to identify any approaches that also consider the extent to which participation in the programme has impacted on leaders' wider organisations, their community enterprises. At an **organisation level**, this includes the following outcomes:

- Organisations are more **resilient**
- Organisations are **stronger** businesses
- Organisations **deepen their impact**

Objective 3: Process learning

Alongside the outcomes in listed above, we are interested in learning about the process of running this programme and improvements we can make to its design and delivery to better support leaders who join future programmes. Feedback loops are being designed so that SSE, the mentors, and Power to Change are able to share information about the progress of the programme and learning outcomes so that programme can be responsive to participants' needs. We are interested to see how the successful bidder would contribute or add to this. Therefore a second priority for the impact and learning partner will be to capture the learning from the programme, understand the experiences of participants and feed this back in real-time to the delivery partnership. We are not prescriptive about what this should look like but we expect it would include helping the team on an iterative basis with:

- Unpicking process learning
- Thinking through what we are learning about the impact of the programme and what else it could achieve

We will be launching a new round of the programme before this one has closed, with recruitment starting in Autumn 2022 for a Spring 2023 start. It is therefore crucial that iterative learning from this programme feeds in to the next round as not all 'final' data from the outcomes will be collected in time.

Objective 4: community wide societal outcomes evaluation

Given the timeframe of this work, we do not expect to learn about what the wider impacts of the programme are on the local economy and society however, we would like the impact and learning partner to consider what we might want to look at in future if assessing the impact of the Leading the Way programme on the wider community. This makes up the least pertinent part of the work.

Methodology

We invite bidders to propose the most suitable methodology to deliver the impact and learning objectives 1 to 4 outlined above. However, we expect this will include a mix of qualitative and quantitative methods to include collecting primary data from relevant parties (leaders, delivery partners) and analysing relevant secondary data (from community enterprises and the Leading the Way delivery partners for example).

Bidders will consider how to mitigate any burden on the participants of the programme.

Deliverables

Power to Change is committed to publishing findings and will share the results of the research publicly. At a minimum, we anticipate the following outputs at the following times:

- A very short, accessible and regular input for delivery partners to enable the iterative learning and adaptation of the programme as outlined in objective 3. (Ongoing and

details of format and timing to be suggested by the bidder and finalised along with the delivery partnership).

- A short interim learning document/workshop session for the internal delivery partner audience exploring any initial findings around the impact of the programme on community businesses and leaders themselves. This will inform the design on the recruitment of the next cohorts. This speaks to objectives 1 to 3. (January 2023 format to be suggested by bidder and finalised along with the delivery partnership).
- An accessible final thematic paper (maximum 20 page a4 equivalent) exploring the impact of the programme on community businesses and leaders themselves, with some of the key findings from the process learning and evaluation inputs as relevant to external audiences. This paper may also consider how we might explore/what we want to be considering if assessing the impact on communities. This output and the one below speaks to all 4 objectives. (September 2023)
- A blog highlighting the key and most interesting findings from the deliverables outlined above. (September 2023)

We invite bidders to propose approaches to sharing findings, and should consider how their outputs are accessible and engaging for intended audiences. We are keen to avoid long reports and lengthy documents.

Power to Change has budgeted for additional design work and can take responsibility for this, but bidders should expect to engage with this process and consider how their outputs will facilitate engaging and alternative design across multimedia.

It is our intention to make all the underlying data from all of our commissioned research openly available via our and the [Institute for Communities Studies repository](#). This will include any anonymised datasets from this project.

Power to Change's diversity approach

Power to Change's Diversity Approach Power to Change is committed to the advancement of diversity, equity and inclusion.

Power to Change seeks to be a genuinely fair and inclusive organisation by advancing equality and diversity through its supplier (procurement and contracting) policies and practices.

Power to Change believes diversity drives great outcomes through encouraging the different points of view that come from a diverse workforce.

Power to Change believes that people from different backgrounds can bring fresh ideas, thinking and approaches which make the way we work more powerful, more innovative and effective.

Power to Change is therefore committed to working with a rich diversity of suppliers and to ensuring its suppliers and contractors advance diversity, equity and inclusion in the discharge of their duties.

Application details

Timescales

Our indicative timescales for this process are:

Suppliers invited to tender	14 th April 2022
Deadline for clarification queries on the ITT Send to Suzanne.perry@powertochange.org.uk	25th April by 08:30
Power to Change to publish answers to ITT queries on our work with us webpage	3rd May by 17:00
Deadline for responses	16th May by 08:30
Interviews (if needed)	24th May between 14:00 and 16:00
Selection	Between 16th and 24th May
Successful bidders notified	30th May
Project inception	1 st June

Activity will run from June 2022 until September 2023 (the close of the programme for cohorts one and two).

Budget

We have a current budget of £25,000 inclusive of VAT. As part of your proposal, please provide a detailed budget breakdown, including day rates for each member of the project team. Please also address our emphasis on research quality and maximising impact of the work and how this can be achieved within the available budget.

How to apply

All submissions should be provided to suzanne.perry@powertochange.org.uk by 8.30am on the 16th May 2022.

Your proposal should be no more than ten pages long, and should include:

- Understanding of the work
- How you would approach the work
- Your proposed methods
- Important considerations and research ethics
- Indicative timetable
- Price breakdown
- Project team including brief profiles
- Track record of examples of projects undertaken

Bidders will also need to complete a standard questionnaire document (Appendix A), available to download at the bottom of the Power to Change work with us page.

Selection criteria

We will be assessing proposals on the evaluation criteria below. Proposals will be scored out of 85 according to the below evaluation criteria and scale (see second table below). The bids with the highest scores will be invited to an interview with the Evaluation Panel. The bidder with the highest score at the end of the process will be the preferred bidder.

Evaluation Criteria	Maximum Score	Weighting	Maximum weighted score
Demonstrated interest in and understanding of the potential contribution of community business leaders to a more resilient and durable community business sector and places	5	3	15
Suitability of methodology and quality of impact and learning activities proposed	5	4	20
Relevant experience of team and of organisation	5	4	20
Strength of approach to communicating findings	5	3	15
Value for money	5	3	15
Total			85

0	Poor	No response or partial response and poor evidence provided in support of it. Does not give Power to Change confidence in the ability of the bidder to deliver the Contract.
1	Weak	Response is supported by a weak standard of evidence in several areas giving rise to concern about the ability of the bidder to deliver the Contract.
2	Satisfactory	Response is supported by a satisfactory standard of evidence in most areas but a few areas lacking detail/evidence giving rise to some concerns about the ability of the bidder to deliver the Contract.
3	Good	Response is comprehensive and supported by good standard of evidence. Gives Power to Change confidence in the ability of the bidder to deliver the contract. Meets Power to Change's requirements.
4	Very good	Response is comprehensive and supported by a high standard of evidence. Gives Power to Change a high level of confidence in the ability of the bidder to deliver the contract. Exceeds Power to Change's requirements in some respects.
5	Excellent	Response is very comprehensive and supported by a very high standard of evidence. Demonstrates strengths, no errors, weaknesses or omissions and exceeds expectations in some or all respects giving Power to Change a very high level of confidence in the ability of the bidder to deliver the contract.