

Clore Leadership
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Consultancy Brief: The Cultural Governance Alliance

Clore Leadership is seeking a consultant/ team to undertake a strategic review and evaluation of the Cultural Governance Alliance in its first two years of operation.

Background

The Cultural Governance Alliance (CGA) is a light-touch collective of agencies, organisations and advocates working strategically to champion, share and promote best practice in the governance of culture. It was conceived from the recommendations of the [Achieving Good Governance](#) report and brought to life as a result of roundtable discussions with a range of sector agencies in 2018. The CGA was launched in November 2018 at Governance Now, the flagship conference for cultural sector trustees and professionals.

The public face of the initiative is a website, [CGAOnline](#). A 'first-port-of-call' for information and resources, it links directly to partner websites for further searches. The website is home to the 'Practical Guide to Good Governance', an interactive online resource developed by Clore Leadership and its Governance Associates in 2017. The 'Knowledge Library' links to over 100 resources, covering topics including Digital, Diversity, Finance, Fundraising, Legal, Recruitment, Risk and Sustainability. The 'What's On' section profiles a range of training and development events offered by partners. All aspects of the website are free to access, with no pay walls or members-only sections.

The website is also the access point to sign up for membership of the Alliance. Individuals and organisations join the CGA by a simple online form, with organisational members required to write a statement confirming alignment with its ambitions. No charge is currently made for membership. Members gain access to a quarterly e-newsletter, with links to fresh content, opinion pieces, upcoming events and calls to action. Since summer 2019, organisational members have also been offered a 10% discount on many Clore Leadership and CGA partner events, including Governance Now.

Strategic guidance and impetus for the Alliance is provided by a Steering Group comprising 13 key partners: Artistic Directors of the Future, Association of Independent Museums, Association of Chairs, Cause 4, Independent Theatre Council, Good Governance Institute, OnBoard, Shape Arts, UK Theatre, and Voluntary Arts; and all three key funders (Arts Council England, the Calouste Gulbenkian Foundation, and The National Lottery Heritage Fund). The Steering Group meets quarterly and is administered by Clore Leadership. In addition, there is strong engagement from a second tier of supporters including the original commissioners of the report, ACEVO, Arts & Business Scotland, Arts Council Wales, Museums Association and NCVO.

At the moment, the CGA exists as a loose network rather than a formally constituted body. In order to operate effectively, the CGA is led by Clore Leadership, which manages its administration and financing, including seeking funding, creating newsletter content, programming Governance Now, and generally championing sector engagement.

Aims

The long-term aim of the Cultural Governance Alliance is to move from information dissemination towards action, to spread effective approaches to governance, better integrate civic practice and effective governance working models, promoting a culture change in the delivery of governance. It also aims to inspire more diverse individuals and professionals to get involved with the running of arts and cultural organisations and gain the experiences and confidence to drive for positive outcomes.

Specific outcomes sought for this first period of operation include:

- A rich and nuanced level of debate and engagement with governance issues by senior cultural leaders, based on an informed understanding of the civic role of arts and cultural organisations.
- Trustees of participating organisations will feel better supported, with access to informal peer-to-peer networks and a wider range of sources of formal support.
- Arts and cultural organisations participating in the project will achieve a greater level of board diversity, with refreshed talent contributing to high-performing Boards.

In the first year of operation, the primary aspiration has been to establish the CGA as a new resource, gain membership, deliver the Governance Now Conference and establish sectoral profile.

As the CGA enters its second year, two Steering Group members (Clore Leadership and Cause4, together with Arts Fundraising and Philanthropy) will pilot a board matching project, combining governance training for up to 20 cultural organisations with tailored introductions to newly-trained trustees. The pilot will focus on strengthening board diversity in two target areas: Birmingham and the West Midlands, and the Leeds-Manchester corridor, between January-July 2020.

Scope of work

The strategic review and evaluation will:

- assess the impact of the CGA on members to date, exploring its value for the cultural sector
- establish a framework for future impact evaluation
- consider the outcomes of activities and programmes including Governance Now and the Clore Leadership/Cause4 Board Match pilot, and make recommendations for future iterations.
- research the stakeholder and membership appetite for paid membership, and explore the nature and range of benefits that would be required.

- examine the range of current operational models in deployment for cultural alliances, conduct an options appraisal of different membership approaches and make recommendations for the optimal operational model for future sustainability.

Guidelines

We envisage that the work will entail a number of interviews/conversations with CGA Steering Group members, Clore Leadership staff and key stakeholders, as well as representatives from the CGA membership. We would ask that tenderers set out a proposed scheme of work to be undertaken, together with the proposed fee (including VAT and all expenses) and short biographies of those involved. The budget for this work is £5,000 + VAT.

We invite tenders of up to 1500 words to include the following:

- Your understanding of the assignment
- An explanation of your suitability for this work
- The methodologies you propose
- A work-plan and timetable for the delivery of the work including key milestones
- A budget breakdown which shows the daily rates for all members of the team and any other expenses.
- Short biographies
- Names of two referees

Expectations and assessment criteria

We are looking for a consultant/team with:

- Proven experience of up-to-date evaluation practice and impact assessment
- A good understanding of governance issues pertaining to the cultural sector
- Experience of business planning processes
- Excellent interpersonal and organisational skills

Deliverables:

- A written evaluation to include the impact and value of the CGA for its membership
- A proposed framework for ongoing monitoring and impact assessment of the Cultural Governance Alliance including recommendations for:
 - Membership and membership benefits
 - Outcomes and options for the key activities
 - Communications and data capture
- A proposed framework for a future operational model that embeds sustainability, through:
 - A Theory of Change model with clear recommendations
 - Rationalised options for resourcing the Cultural Governance Alliance.

Our criteria for assessment of proposals will include:

- The calibre of the proposal in terms of meeting the brief (50%)
- Demonstration of relevant skill, track record and experience of delivering similar types of work to time and budget including stakeholder management. (20%)
- Ability to work with a small, collaborative team, understanding the scale and environment within which Clore Leadership/the CGA operates. (10%)
- Value for money (20%)

Timescale

Brief circulated	6 th December 2019
Deadline for Questions	12 Noon on Wednesday 18th December 2019
Closing date for completed tenders	12 Noon on Friday 3rd January 2020

Submissions and enquiries

Please email your proposals **no later than 12 Noon on 3rd January 2020** to Freya Gosling at Clore Leadership: Freya.Gosling@cloreleadership.org

If you would like any further information or clarification for submissions please contact Freya Gosling on the email address above or by calling 020 7420 4430 before Wednesday 18th December 2019.

We look forward to receiving your tender.