



Invitation to Tender

Impact Assessment of the Work of Community Enterprise

Bold.

**Creative
Natives**

January 2022


accelerate

**BRAND
GROWTH**



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1. Background and Introduction

1.1 Introduction

Community Enterprise has been supporting social enterprises, community groups and the sustainability of the broader third sector for nearly 35 years. We have worked with hundreds, if not thousands of organisations all over Scotland from Nesting in the north of Shetland to Annan in the South and everywhere in between. We are a well-established organisation with robust systems, good partners and a very positive reputation with great feedback from clients.

However for all our activity, we have had limited capacity over the years to research, identify and articulate our impact. We are therefore seeking a skilled and experienced consultant, or team of consultants to undertake an objective and independent study to evaluate our work, produce learning points and articulate the impact we have had over recent years.

Although this is not a longitudinal study per se, much of our work takes time to bed in. We do have strong immediate evaluations of our work. What is missing is to evidence and articulate what the long term and more substantial impact has been.

Following this work, we are also asking for a draft impact measurement methodology and framework to help us build on your work going forward.

1.2 Our Organisation

Community Enterprise is a leading social enterprise and community development consultancy and support provider. We provide support to third sector groups across Scotland and beyond and work with communities to build and sustain projects for the benefit of local people.

We are a social enterprise ourselves. 100% of our profits are re-invested in supporting the further growth and development of voluntary and community organisations.

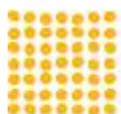
Our Services and Divisions

Our focus is on developing sustainable communities through resilience using techniques including social enterprise, innovative fundraising and community empowerment. We have developed four cross-fertilising divisions.

1. Our development team develops enterprise, communities and organisations including strategic thinking, market research, business planning, evaluations, organisational reviews, community plans and investment readiness. This division has a research element delivering research papers on subjects close to our ethos including community enterprise, asset transfer and community led regeneration.

Our over-arching website has information about all our divisions, but this is a link directly to the work of the [development team](#).

2. We operate the first and biggest social enterprise strategic marketing and creative design and branding agency, called [Bold](#). Now in its tenth year of development, its services include branding, design and print, web design and build, and creative marketing strategy.
3. We are a strategic part of the sustainable third sector. We were founding members of Social Enterprise Scotland, founding subscribers of the Voluntary Code for Social Enterprise and members of various national networks. We currently design and manage the [social enterprise support map](#).
4. As well as direct support, we try new things. We established a national on-line e-commerce site for social enterprises and are interested in how the digital space can



develop the third sector. We currently operate a project called [Creative Natives](#) which changes the lives of young care-leaves through creativity.

5. We have started to develop a new digital division that is currently testing the market.



2. Our Current Impact Assessment

2.1 What we currently do

Overall	We have a well-developed CRM and project management system that contains a huge amount of data on who we have and are working with and what programmes we have and are delivering. There is some tagging that allows additional information to be gained and further analysis to be done. This information can be made available but some analysis will be required to understand its significance.
Development Team	The development team issue an evaluation form after each intervention. By no means all organisations fill this in but a good cross section do and there are currently 578 separate completed evaluations. This data can also be used and accessed by the successful consultant.
Bold	The Bold division request and receive evaluations after each intervention too and keep a careful portfolio of their work but, like the development team, there is limited information about the long term impact of their work.
Creative Natives	This funded project is more structured at impact assessment, using formal approaches such as the outcomes star.
Social Enterprise Map	We have designed and are looking after the Social Enterprise support map (www.sesupportmap.scot) This has been launched relatively recently so its reach is new and growing.

This information can be made available to the successful team to allow for quantitative data to be gathered and articulated as well as some qualitative data regarding the reaction to our input.



3. What we want you to do

3.1 The Bigger Picture

This is an external review of our impact and how we are regarded externally. It is not a review of our internal systems, efficiency, admin or governance.

We want to know the difference we have made to our clients and beneficiaries. We want to see the key ingredients of any success as well as any learning points.

Besides clients and beneficiaries, the views from partners, stakeholders and funders are important to us, and we want this piece of work to also gauge how Community Enterprise is viewed in terms of its role in the sector and its effectiveness as a collaborator and partner.

It is hard to say how far back to go, but this should look at the work we have been doing over the last 5 to 10 years with a particular focus on the last three years. We are very aware that this should be considering the impact of our work and approach before Covid, so only focussing on the most recent two years would not be enough.

The impact on beneficiaries should be investigated from a range of perspectives. This could include some of the following but this is not an exhaustive list:

- How they valued the work we did with them, initially, then in the medium and longer term
- Impact on their finances and sustainability
- Impact on their organisation's strength and effectiveness
- Impact on the social change they aim to have and/or their charitable objectives
- Impact on their donations and fundraising
- Impact on awareness raising and on their profile
- Impact on individuals (e.g. through Creative Natives, though this is more robustly evaluated)

3.2 Your approach to the research

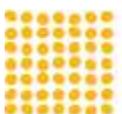
This needs to be qualitative as well as quantitative and should include statistics as well as stories.

We would expect you to identify the methodology you feel is most appropriate but we would expect some of the following to be delivered in each of the divisions noted in section 1.2:

- Session with staff and board
- An analysis of numbers and statistics from the data we have in place – we can support you with access to systems and information
- A beneficiary and client wide survey
- 1:1 Interviews with a broad cross section of clients and beneficiaries
- Modest focus groups where some of these issues can be discussed and debated
- 1:1 stakeholder interviews

3.3 Outputs

1. Detailed impact report with a summary of the research, clear findings on the difference our work has made and some recommendations.
2. Evidence that our approach is working, or how it should be tweaked and improved.
3. Short impact statements, quantitative and qualitative, that can be used in nicely designed impact materials that can be communicated externally. NB our design



company will graphically design some externally facing materials so this is not part of the commission.

4. A suite of case studies (volume to be agreed) to illustrate different areas of our work.
5. Clarity on our collaboration and partnership with the key stakeholders in our sector in Scotland (and maybe beyond), and how this can be improved.
6. Clarity on an evaluation framework and methodology that we should work to going forward. We would expect to take this forward ourselves, but support to develop a simple methodology that would gather data to help us articulate the impact of the whole organisation going forward would be beneficial.
7. Some guidance on how this impact should be disseminated, although we have our own in-house comms capacity so this should be restricted to brief ideas that emerged from the research.

3.4 Intellectual Property

The information gathered during the commission, including draft and final reports and all data and graphics, shall remain the sole property of Community Enterprise Ltd.

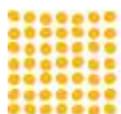
3.5 Budget and funding

We will score proposals based on quality, rather than price.

We envisage a fee around £10,000 including VAT and expenses to give a guide, but this has flexibility and the usefulness of the work is important to us. We are aware that there will be variables for all the elements of the work so please set out what you would want to do. If the budget you need is different, please set out why and what the additional benefit would be to us.

3.6 The timeframe

We are aiming to present and publish impact reports before a summer break so please take that into consideration when setting down your timetable of works. We are planning a June completion date to allow for some branded work to be done and an ability to publish some data before the Summer.



4. Procedure for Tendering

4.1 Key Skills

1. In-depth experience and knowledge of impact assessment and organisational evaluations
2. Sensitivity to our ethos
3. Understanding of the third sector in Scotland
4. The ability to be independent and objective

4.2 Tender process

We are not being prescriptive about word count or page numbers and will leave it up to you, but please be concise and ensure your proposals are easy to read and accessible. As a minimum, they should cover the following:

1. The nature of you or your company as a context for the proposal, setting out in detail why your company has the skills, knowledge and capacity to deliver this work in the timescale.
2. Your understanding of the assignment.
3. Your experience of the third sector.
4. Some examples of similar impact assessments or evaluations, setting out a detailed summary of what you did, what the impact was and any challenges, including how these were addressed.
5. CVs of all members of staff who will be involved in this commission. Please set out the specialisms and experience of each person where relevant.
6. Indication of any partners or sub-contractors from other disciplines and firms with CVs of each of the individuals assigned to these tasks.
7. A detailed methodology and approach, with a timetable of activity broken up into key milestones (for example in an additional Gantt chart).
8. Consideration of how you would deliver this work during Covid and whether you would use digital or face to face methods or both.
9. Confirmation that you have the capacity to deliver this between the time you are commissioned and end of June 2022.
10. A fee note including all expenses and VAT.
11. The details of two referees for work undertaken.
12. Confirmation that you are suitably insured to deliver this work.

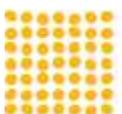
4.3 Management of the work

A contract will be entered into at the inception of the work.

The contract will be with Community Enterprise Ltd and the contract will be overseen by our Senior Management Team and led by our Development Manager who has responsibility for impact assessment.

4.4 Submission of Tenders

Please return these tenders by email to janice@communityenterprise.co.uk Marked "Community Enterprise Impact Assessment". Tenders received after the deadline will not be considered.



4.5 Questions

Please submit all questions by email to victoria@communityenterprise.co.uk who will consult with the wider team.

4.6 Assessment

Submissions will be evaluated on a quality/price basis (90:10) and will include the following:

1.	Understanding of the brief	15%
2.	Methodology and approach	30%
3.	Skills and experience of the team	25%
4.	Capacity to delivery on time and on budget	10%
5.	Any added value	10%
6.	Price	10% (NB, proposal must not be substantially over the maximum budget stated)

4.7 Timeline

Invitations to Tender sent out	1 st February 2022
Deadline for questions	18 th February 2022
Deadline for Tenders	22 nd February 2022
Scoring of Tenders	23 rd February 2022
Interviews	25 th February 2022 if required
Successful suppliers confirmed	25 th February
Project start date and inception meeting	1 st March 2022
Detailed Work plan agreed	3 rd March 2022
Interim reports	Mid-April 2022
Draft reports	Early June 2022
Final reports	Mid-June 2022 ideally

Beyond the tender deadline, these are indicative targets. Details of actual timescales will be agreed with the selected Consultant before the Contract is issued.



Helping people make good things happen.

Our vision, mission and values are at the heart of Community Enterprise and influence all our decisions about how we work and who we work with.

Our Vision

We will live in a society where places are vibrant and people feel good about their lives.



Our Mission

We deliver **specialist support, quality branding** and **innovative solutions** to make a real difference to communities across Scotland.

Our development team enhances enterprise, communities and organisations. We deliver strategic plans, market research, business planning, evaluations, organisational reviews, community plans and investment readiness. We undertake research on subjects that fit with our areas of interest and knowledge.

We are founding members of Social Enterprise Scotland, founding subscribers to the Voluntary Code for Social Enterprise, and play an active role in other national networks.

We operate Scotland's first social enterprise creative studio (Bold). Now in its tenth year of development - its services include brand strategy and marketing, graphic design, web design and animation.

As well as direct support, we try new things. We established a national online e-commerce site for social enterprises and are interested in how the digital space can develop the third sector.

Our values

These things are important to us:

Building Relationships

We collaborate long term with organisations, becoming part of their team. We support organisations for as long as they want it.

Empowering People

We equip people to develop their own ideas so that our work not only gives them what they need but delivers a lasting legacy.

Developing our Expertise

We deliver excellent work. We are honest, reliable and highly experienced specialists, demonstrating integrity and constantly learning.

Dynamic Innovation

We embrace new ways of doing things and take risks when we need to. We love people who think differently and don't fit into pigeon holes.

Giving Back

We are a social enterprise ourselves and 100% of the profit from our work is reinvested in the sector. We provide free support to those in greatest need, ensuring ideas are implemented, and being there when things don't go to plan.