



Building Change Trust Tender: Leadership Thematic Scoping Paper

1. Introduction

Leadership has been identified as one of the Building Change Trust's key strategic themes for the period 2013 – 2018. The other themes are Social Finance, Inspiring Impact, Collaboration, Social Innovation and Creative Space for Civic Thinking. As with all of the Trust's work, the focus in relation to leadership will be on the Northern Ireland Community and Voluntary Sector. In order to inform the possible development of a leadership strategy and action plan, the Trust is looking for a suitable consultant to undertake a scoping paper. In order to provide timely input, the paper must be completed by early February 2014 (see section 5 for more details).

The scoping paper will be private and confidential, for exclusive use by the Building Change Trust Board of Directors and support staff.

2. Purpose

The purpose of the scoping paper is:

“To provide the Building Change Trust with a mapping of existing leadership initiatives within the community and voluntary sector, an analysis of the various possible forms and aspects of leadership that could constitute the focus of future work, and a series of recommendations proposing the Trust's potential niche and most effective approach, if any, in relation to this thematic area of work.”

3. Issues for Consideration

The scoping paper should consider and make recommendations in relation to the following:

- The various forms and aspects of leadership that could constitute a focus for the Trust's work, including but not limited to the following:
 - *Functional* leadership within the sector aimed at promoting good governance, implementation of best practice, a focus on outcomes

and accountability (both 'upwards' to funders and 'downwards' to communities)

- *Political* leadership of the sector towards society in seeking to support development and activity not fundamentally predicated on communal interests, but on the basis of objective need, equity and the inclusion of all voices and especially the most marginalised and vulnerable citizens in the formulation of public policy
- Promoting a change in leadership *style* within the sector such that it models innovation and best practice and a move away from overly hierarchical and patriarchal approaches
- The relative strength of the various *tiers* of leadership within the sector e.g. boards, chief executives, middle management with a focus perhaps on those leadership tiers/functions not covered by other ongoing leadership initiatives
- The *profile* of leaders within the sector, particularly in terms of *age* and *gender* with consideration being given to how the sector's leadership could gradually become more reflective of society at large, indeed with perhaps a deliberate bias towards marginalised and under-represented groups such as women, young people, ethnic minorities, the LGBT community and travellers
- The nature and extent of work already ongoing or planned to strengthen leadership capacity within the community and voluntary sector
- The identification of any gaps through correlation of the first and second points above
- Consideration of the linkages between leadership and the Trust's other strategic themes, and whether the most advisable approach would be to:
 - Pursue leadership as a distinct thematic area of work with dedicated, ring-fenced resources; ***or***
 - Integrate leadership as a cross-cutting theme across the Trust's other areas of work – this approach would be likely to entail a more limited resource allocation overall, integrated into the budgets allocated to other themes

4. Methodology

The following research methods would be used:

- Web trawl and document review
- Key stakeholder interviews with organisations active in the leadership theme e.g. NICVA, CO3, Stellar Leadership

5. Expected Outcomes

The main outcome of the research will be the production of a 10 page scoping paper with the following sections:

1. Introduction
2. Methodology
3. Options: Possible Forms and Aspects of Leadership
4. Mapping of Existing NI CVS Work on Leadership
5. Identification of Gaps
6. Approaches: Cross-cutting versus Distinct Focus
7. Recommendations

The consultant will also be expected to make a presentation of his/her scoping paper to the Board of the Building Change Trust at the Strategy Away Day on Friday 14th February 2014.

6. Timeframe

The first draft of the scoping paper must be with the Building Change Trust no later than Friday 24th January 2014 with the completed paper submitted no later than Friday 7th February 2014.

7. Budget

A maximum of £2,500 is available for this work, exclusive of VAT and expenses.

8. Tender Requirements

a. Proposal Document

Proposals should be no longer than 8 pages and contain the following:

- i. Basic information about the bidder: contact information; overall areas of expertise; relevant past experience
- ii. A proposed research methodology including some indication of key informants and detailed information on research techniques
- iii. Budget and day by day workplan

b. Budget

- i. A maximum total of £2,500 is available for this research, exclusive of VAT and expenses

c. Scoring Criteria

The criteria by which proposals will be scored are as follows:

- i. Level and relevance of past experience
- ii. Overall quality and coherence of proposal
- iii. Cost effectiveness

d. Consultant specification

The consultant(s) must be able to demonstrate knowledge and experience of each of the following:

- i. Community and Voluntary sector organisations in Northern Ireland
- ii. Past and current initiatives to promote leadership within the Community and Voluntary sector

e. Deadline and Submission Information

Proposals should be submitted both electronically to info@buildingchangetrust.org and in 3 hard copies to the below address no later than **4pm on Wednesday 18th December 2013.**

Address: The Building Change Trust, Community House, Citylink Business Park, Albert Street, Belfast BT12 4HQ

Please note that The Trust is not obliged to accept the lowest or any tender.