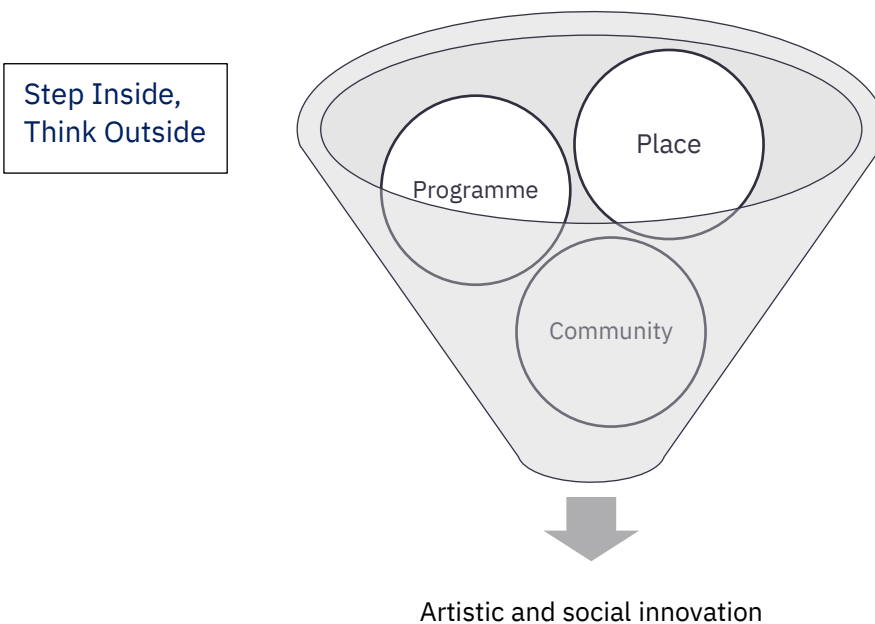


## Somerset House – Fuelling Artistic & Social Innovation Independent Evaluation Study – TENDER BRIEF

### Background to the evaluation brief

Somerset House is the home of cultural innovators, connecting creativity and the arts with wider society. The platform for its work is a neoclassical building at the heart of London, which hosts ‘a collision of worlds’, harnessing the power of people, programme and place to:

- Make change across the whole of society; by
- Driving artistic and social innovation; by
- Developing the widest possible span of talent.



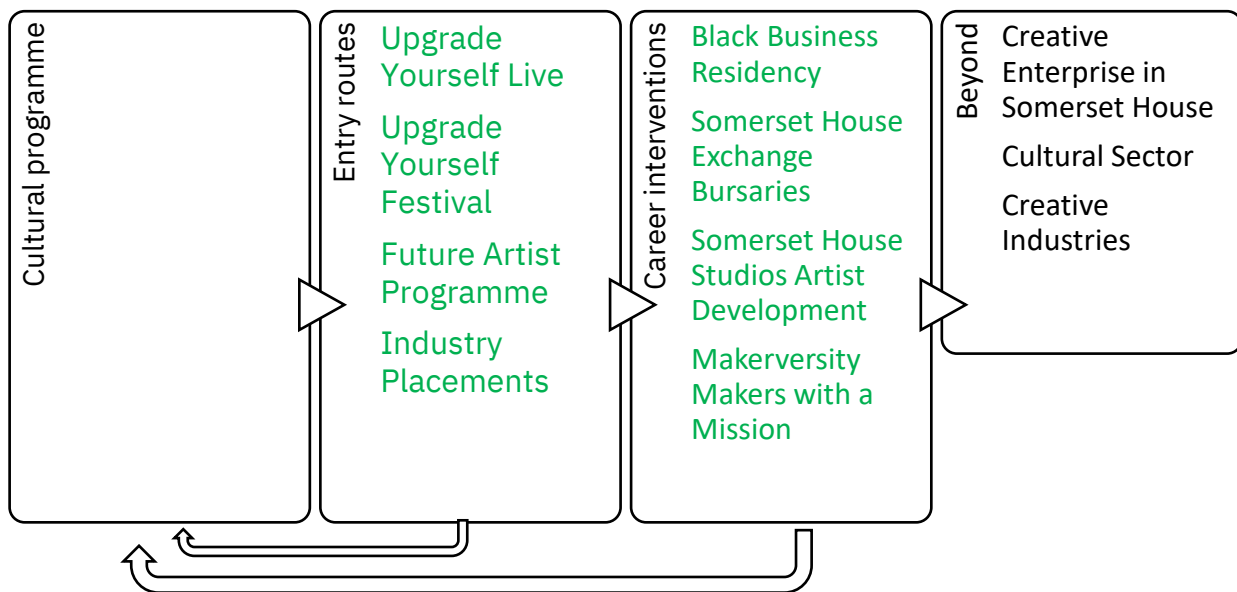
Principles of Somerset House’s artistic approach are to:

	<i>Because</i>
Remove barriers to engagement with creative practice and work to increase representation in the creative sector	Talent comes from every corner of society and Somerset House aims for its programmes and communities to be representative of the city we inhabit. A diverse talent pool benefits everyone, freshening minds, opening eyes and multiplying opportunity.
Devise and develop an interdisciplinary creative community and programme	Huge changes are happening in the arts and cultural sector; boundaries between art forms and between the arts, creative industries and other sectors are being blurred; working across disciplines enables surprising alliances, chance encounters and experiences that cannot be created elsewhere.
Seek and represent creative ideas and stimulation from different places	An active interplay between place, programme and the interdisciplinary community of artists, makers and creative businesses that call Somerset House home results in the richest possible cultural programme. The resident artist community can provide artistic research and development and inform programme direction.

In 2014 the Trust embarked on a new strategic direction, towards being a multi-disciplinary arts space and the “home of cultural innovators” with nurturing talent as an absolute priority. This ambition at the intersection of artistic and social innovation is currently articulated as: to develop the widest span of talent and minds across community, sector, race, gender, age and stage. Key principles so far have been to:

- Focus on providing entry routes for the age range 16-30
- Seek to tackle under-representation in the creative sector
- Create opportunities for individual artists, creatives and for creative businesses of all types, rather than focusing on a particular artform or creative discipline
- Experiment with programmes across every element of the Somerset House creative ecosystem – Studios, creative enterprise residents, Exchange shared workspace and young people’s Upgrade Yourself programme
- Ensure progression routes from entry-level and upwards
- Enable pathways between the programmes that are appropriate to the individual or business.

Somerset House’s current talent development portfolio includes entry routes, career interventions for artists and makers and for creative enterprises and entrepreneurs. It offers connections between discrete elements so that an individual or a creative business has sight of the possible pathways and is supported by the system to progress according to need, while also having opportunities to contribute back into the Somerset House cultural programme and community. In this respect, Somerset House works as an enabler and a facilitator, creating the conditions in which creativity and creative growth can be nurtured and thrive privately and publicly.



*Diagram of Somerset House’s current talent development interventions and their relationship to our cultural programme and the wider creative sector.*

Somerset House is now looking to understand the positive difference that these programmes are making as part of Somerset House’s overall approach to creative innovation. Elements of the portfolio have been subject to evaluation, and these have yielded evidence that what happens at Somerset House uniquely leads to talent thriving in the sector. But so far, the portfolio of talent programmes at Somerset House has not been evaluated over time, comparatively, or within the same framework. This evaluation study will enable the Trust to be more deliberate in its interventions and more confident of the results.

**To that end, Somerset House is seeking an independent evaluation partner to undertake three tasks:**

- Assess the talent development portfolio, its work to date and the evidence collected related to its impact;

- Use this, and new research, to test and develop a theory of change connected to Somerset House’s talent development work, and then to design an evaluation framework that sits across the different elements of the programme; and
- Support Somerset House in the implementation of this framework and in assessing the evidence it yields at agreed intervals, including to consider how to adjust and scale the programme, prioritising growth areas in future in service of Somerset House’s charitable objectives and creative ambitions.

## Research aims and objectives

Somerset House’s belief is that the unique ingredients it has gathered together, and its artistic approach, lead to:

- Personal change for participants
- Organisational change for Somerset House, its programmes and participating organisations; and in turn
- Wider artistic innovation and
- Sectoral and social change

Ultimately, the aim of the research will be to test this hypothesis, and to show the relative efficacy of different elements of the talent development portfolio and different aspects of Somerset House’s approach. This will enable Somerset House to use an evidence-based approach to refining and scaling its offer, while also offering lessons and models that can be shared with the creative sector more widely.

## Research design, scope and methods

In terms of design, it is envisaged that the research will involve:

<i>In the first 3-6 months...</i>	
1	<b>Assembling the story so far</b> Review and collation of evidence that already exists in order to arrive at a retrospective view of how Somerset House has fostered creative innovation since the launch of Somerset House Studios in 2016. It is envisaged that this will have a particular emphasis on the post Covid period, when Somerset House Exchange, the Black Business Residency and other talent inclusive programmes have been operational, along with the Studios programme.
2	<b>Testing and developing the theory of change</b> Using the above, and other research methods to test and develop the hypothesis that will form the basis of the research project. Somerset House’s belief is that its approach leads to personal change, organisational and programmatic change, artistic and social change, with impact beyond Somerset House. This phase of the project will tease out what each of these elements imply and how the change can be measured. It is envisaged that this phase will involve an array of research methods, including future-gazing consultation with artists, makers and creative businesses on where the cultural and creative industries are going and what the arts and creative industries can do to make positive change in the world.
3	<b>Building research framework across talent development portfolio</b> This phase will involve developing a common evaluation framework, tied to the theory of change, that can bring together all of the programmes in the talent development portfolio. It will consider where there is a need for common metrics across the different programmes and where there is a need for difference. It will consider how to measure impact prior to, during, and after, artists, makers, creative businesses and young people’s engagement with Somerset House programmes. It will specify the intervals at which data will be collected, and when it will be assessed. Finally, it will clarify who is responsible for collecting what data, and specify what resource requirements are needed in house to manage the programme. Establishing a robust equitable approach will be key to the future success of the project.
<i>Then...</i>	
4	<b>Launching and conducting the evaluation</b> This phase will form the main bulk of the programme where data will be collected at intervals specified in phase 3.
<i>At intervals specified in phase 3...</i>	

5	<p><b>Assessing the evidence</b></p> <p>Although it is envisaged that the evaluation activity will continue into the long-term, this phase, or phases, of the project will assess evidence collected to date to assess the implications. Which elements of Somerset House’s model are most effective? What are the opportunities for scaling this activity? How should activity be scaled? Should the research framework be adjusted moving forwards and in what ways? How might we test early stage findings through action learning and by adapting and refining existing talent programmes as we go</p>
<i>In year 3...</i>	
6	<p><b>Embedding research activity</b></p> <p>It is assumed that the evaluation of talent programmes will represent an ongoing activity for Somerset House, and this phase will see research activity being transitioned from project mode into the day-to-day work of the Trust.</p>

In scope of the research will be all the talent development programmes that Somerset House has developed to date, as set out in green in the portfolio diagram above (including programmes run by Makerversity, one of the residents of Somerset House). The research programme is expected to encompass these programmes from their inception and into the future, with the first phase of work collating and reviewing all evaluation conducted to date. Also in scope of the research is an exploration of the different types of change that the Somerset House talent development programmes engender. Tenderers should show how these will be explored using a variety of research methods.

In terms of research methods, tenderers are asked to set out a proposed approach and suggested methodologies which may include (but are not limited to):

- Desk research
- Interviews (participants and project delivery partners)
- Surveys (participants and project delivery partners)
- Case studies
- Focus groups
- Creative methodologies.

The project will encompass both quantitative and qualitative research. Tenderers should show how they have considered that artists, makers and creative businesses may not engage with traditional research methods for a variety of reasons, including neurodiversity or other special needs, time precious and financial precarity. As the research project encompasses personal development, tenderers should also show how they will handle sensitive personal information, capturing opportunities and challenges of programmes intended to support personal growth, without compromising the privacy of the parties.

### **Equitable Evaluation Principles**

We expect all tenderers to demonstrate an equitable approach to evaluation. Research design and methods should empower participants and should be sensitive to the breadth of cultural diversity, socio-economic characteristics and neurodiversity of different programme participants, as well as recognising that many artists and early-stage creative businesses are time poor. (Separate to the budget ringfenced for our evaluation partner, we have a modest budget allocation to cover time commitment of freelance workers to participate in the evaluation, where needed.)

### Research timetable

Wednesday 3 <sup>rd</sup> July 2024	ITT issued
Tuesday 16 <sup>th</sup> July 2024 @1pm	FAQ call for potential applicants
Sunday 3 <sup>rd</sup> August 2024	Tender closing date
w/c 19 <sup>th</sup> August 2024	Evaluation of tenders and Invitation to Presentation
Sept 2024 tbc	Contract award
By end of Sept 2024	Research project start

Phase 1: Research & Planning (2024-2025)	<p>Interim assessment of evidence to produce interim output to be published as part of Somerset House's 25th anniversary</p> <ul style="list-style-type: none"> <li>• Conduct impact review of existing talent programmes</li> <li>• Develop theory of change and evaluation framework</li> <li>• Map potential for cross-programmes</li> </ul>
Phase 2: Implementation & Testing (2025-2026)	<p>Substantive assessment of evidence</p> <ul style="list-style-type: none"> <li>• Implement evaluation framework across talent programmes</li> <li>• Test findings through action learning and reflective practice</li> <li>• Gather data and interim insights from research partner</li> </ul>
Phase 3: Analysis & Roadmap (2026-2027)	<p>Formal end of project; evaluation activity moves into ongoing practice of Somerset House</p> <ul style="list-style-type: none"> <li>• Consolidate research findings and evaluate evidence</li> <li>• Identify successful models and areas for further development</li> <li>• Develop long-term roadmap for scaling impact across Somerset House</li> <li>• Plan for sector sharing and dissemination of learnings</li> </ul>

### **Reporting requirements**

It is assumed that phase 3 of the research programme will set out a clear reporting timetable and schedule of outputs, but it would be helpful for tenderers to list expected outputs of each stage of their proposed approach.

Tenderers should note that Somerset House will celebrate its 25th anniversary in 2025. Somerset House would like this milestone to be considered as part of the design of the research programme so that an interim output can be available to mark this achievement.

This evaluation study is funded by the Paul Hamlyn Foundation and the tendered will be expected to produce timely reports for them and to be part of update session with the Paul Hamlyn Foundation and Somerset House team.

### **Budget**

We expect the budget for this project to be between £80,000 to £100,000 + VAT, where applicable, for activity over a three-year research period, depending on approach.

We will require a full proposed budget breakdown for the scope of work. We anticipate variation in budget depending on the nature of the tendering organisation, whether freelance practitioner, larger consultancy, academic institution or other kind of specialist.

## Form of tender

Proposals should be submitted by Sunday 3rd August 2024, and should cover:

- Understanding of project requirements
- Approach and methodology, including expected outputs of each stage
- Project management, stakeholder management, progress reporting
- Outline of anticipated interaction and engagement with Somerset House colleagues
- Risk management and approach to problem solving
- Proposed fees, broken down by team members to be involved, their tasks, daily rate, number of days and intended outputs.
- Anticipated timeline

Plus the following:

- Completed tender questionnaire
- Organisational track record plus confirmation of range of contract sizes and lengths to date
- Further information on project lead or team; skills, experience and proven record of delivery of comparable project / work.
- 2 x Case studies
- 2 previous client referees
- Equal Opportunities Monitoring Form

## Evaluation criteria

Evaluation criteria will include technical and cost elements as follows:

Understanding of the brief	20%
Quality of proposed approach and methodology, including commitment to equitable approach	20%
Quality of approach to project management, including stakeholder management and reporting	20%
Skills, experience and proven record of tenderer/team – incl. references and case studies	20%
Price of proposal and value for money	20%

An evaluation panel will score tenderers' responses against these criteria using the following score table:

0: Unacceptable	Nil or inadequate response. Fails to meet the requirement.
1: Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
2: Acceptable	Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
3: Good	Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
4: Excellent	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

# Appendices

## 1. Suite of Talent Development offers at Somerset House

### **Somerset House Studios**

Somerset House Studios is a space for experimentation in the centre of London connecting artists, makers and thinkers with audiences. The Studios supports artists across disciplines to push bold ideas, engage with urgent issues and experiment with new technologies.

At the heart of Somerset House, the home of cultural innovators, up to 70 artists are resident at any one time for a period of between one and seven years, with a number of shorter term national and international residency programmes running alongside.

The Studios develops ambitious cross disciplinary projects and creative collaborations on a range of scales, and powers Channel, Somerset House's online space for art, ideas and the artistic process.

### **Makerversity**

Makerversity is a pioneering community of over 300 world-leading entrepreneurs, creators and innovators. Member companies work at the intersection of design, engineering and digital practice, developing ground-breaking solutions for the world's biggest societal challenges, including climate change, health and inequality. Makerversity supports these early-stage teams with specialist prototyping facilities, affordable workspace, and a business support platform. Makerversity's ethos is to ensure all creative talent is included in exciting careers. Makerversity offers two free residencies, Makers with a Mission and Under 25s, enabling those at the beginning of their journey, or without the means to participate, to access opportunity.

### **Exchange**

Within Somerset House Exchange, we actively build our community with a focus on freelancers, practitioners, and small businesses working in the arts and creative industries, or those that offer support to creatives, who are keen to engage and collaborate with the wider community here.

In addition to a wide range of creatives working in anything from animation, film, music, performing arts, to fashion, curation, AI and VR, some examples of organisations within our community providing support to creatives include solicitors specialising on intellectual property for artists/creatives, a sustainability company with a sole focus on the performing arts, and PR firms for arts and cultural organisations.

Somerset House Exchange is suitable for teams of up to 6 people and comes with strict selection criteria.

Memberships are only available for freelancers, practitioners, and small businesses who:

- Work in the arts and/or creative industries
- Incorporate and embrace innovation
- Have a collaborative approach to their work
- Strive to increase diversity within their sector

## **Enterprises**

Distinct from other workspaces, Somerset House is a charitable trust with a core mission to back progress and nurture creativity, providing genuine opportunities to contribute directly to positive action on diversity, inclusion and sustainability in our sector.

Creative Enterprise residents are part of a dynamic, wide ranging and mutually supportive creative network that thrives on making new connections. They benefit from our inspiring location and the inspiration of an acclaimed cultural programme which an environment for businesses and employees to grow.

We programme an exclusive community support programme, in collaboration with our residents and guided on what they need. All residents also have free access to Somerset House's Employee Assistance Programme with confidential counselling and advice services.

Residents are based within our architecturally unique spaces which come unfurnished and ready to make their own. As their needs change our flexible terms allow them room to grow.

## **Black Business Residency**

Now in its 4<sup>th</sup> iteration, the Black Business Residency (BBR), sponsored by Morgan Stanley and developed in partnership with DOES, sees early-stage Black entrepreneurs unlock their full potential and allow their creative enterprises to thrive. This twelve-month programme provides a combination of co-working and project space as part of Somerset House's extensive creative community. BBR members also benefit from mentorship and interactive masterclasses led by leading professionals in the creative industries.

## **Inclusive Talent Engagement**

Somerset House's Inclusive Talent Engagement activity exists to remove barriers and increase representation in the arts and creative sector, within our workforce and audiences. We offer our programme and creative community at Somerset House as a resource to develop skills, engagement and entertainment.

We aim to include under-represented intergenerational audiences, while also focusing on giving emerging talent aged 16-30 access to skills, experiences and progression routes to pursue careers in the creative sector, connecting to our programme and resident creative community.

Inclusive Talent currently consists of 4 initiatives:

**Creative Industry Placements** – The Creative Industry Placements programme is a paid 1-year placement specifically designed to develop, nurture and grow emerging talent. The programme has 5 places available for young people, ages 18 – 24 from underrepresented backgrounds and time spent on the programme is divided into two 6-month placement phases providing the opportunity for participants to experience working within two separate organisations. Participants are supported by a full wraparound programme of workshops, mentoring and off-site trips.

**Future Artist Programme** – The Future Artists Programme is a 5-day creative workshop, welcoming aspiring creatives aged 16-19 to be immersed in and guided by the creative practice of a Somerset House Studios Artist. The programme takes place three times per year, in line with school and college half terms.

**Upgrade Yourself Festival** – A 2-day festival series programmed with trailblazing creatives and industry experts, filled with interactive talks, workshops and networking opportunities. The festival explores alternative career pathways in the creative industries – whether behind the scenes or at the forefront – connecting young creatives and high-profile creative industry gamechangers.

**Upgrade Yourself Takeover** – An evening's social event for young people aged 18-30, drawing from a current exhibition, takeovers are an informal networking and social event offering free entry to the exhibition, workshops exploring themes linked to the exhibition and a panel discussion/talk with the lead artists.



## 2. Potential sample size

The indicative potential sample size for the study is anticipated to consist of the following from across the 2,000+ creative professionals based at Somerset House and young people at the start of their creative careers engaging with our Inclusive Talent Engagement Programmes. The extent and depth of responses will depend on methodologies, which will be tested in the responses to our tender by potential evaluation study partners, but we anticipate the following as indication:

	Retrospective - looking back 12 months:	Year 1 of study:	Year 2 of study:
Studios artists sample (70 in residence at any one time)	40	25	25
Upgrade Yourself programme (age 16 - 25 yrs. Approx 3,000 young people participate engaged per year)	15 - Industry Placement and Future Producers	50	50
Black Business Residency (65 businesses have participated so far)	50	25	25
Exchange bursaries (approx. 50 per annum)	50	50	50
Makerversity's Makers on a Mission and Under 25s (38 per annum, out of a total membership of 300)	20 + sample of 30 regular Makerversity members	20	20
Creative Enterprise and regular Exchange member sample (total number 700)	700 - based on residents receiving annual residents' survey	30 - more in depth focus with smaller sample	30 - more in depth focus with smaller sample