

REAL

Initiative

REAL Initiative Summative Assessment Brief

Phoenix wishes to appoint an Independent Consultant to complete a summative assessment of its business support programme for filmmakers and digital artists in Leicester and Leicestershire

This document is a brief to invite tenders to undertake an assessment of the REAL Initiative as a requirement of the ERDF grant awarded to Phoenix.

The deadline for tenders is **Midnight 3rd July 2022**.

Introduction

Phoenix Cinema and Arts Centre (Phoenix) is launching REAL Initiative, a programme of support for documentary filmmakers and digital artists in Leicester and Leicestershire looking to progress their practice and grow their business.

The initiative will focus on developing enterprise, expertise, infrastructure and collaborative networks around documentary film, factual TV and non-fiction digital art. REAL Initiative will run between spring 2022 and June 23, and complement a capital build extension, which is underway and will be completed by January 2023 – further info can be found at www.phoenix.org.uk/phoenix2020.

REAL Initiative is funded by Phoenix, the **European Regional Development Fund (ERDF)**, Midlands Engine and Arts Council England.

The initiative includes four streams designed to meet the needs of individuals and enterprises at different stages of growth:

1. **REAL Acceleration** - for filmmakers
2. **REAL Acceleration** - for digital artists
3. **REAL Incubation** - for start-ups in the film and digital art sector
4. **REAL Inspiration** - for pre-start individuals

Further info can be found at: <https://www.phoenix.org.uk/real-initiative/>

In addition, to embed sustainable growth in the local industry, **REAL Film Festival** will be established. This will be an annual industry-focused event (provisional dates 20-22 April 2023) providing filmmakers and digital artists with a platform to introduce, prototype, showcase, pitch and sell their work to contacts in the film, TV and art sectors through screenings, exhibitions, industry sessions and networking opportunities. REAL Film Festival will include a non-fiction digital art/ XR stream (utilising the expanded digital art gallery space) to showcase experiences and products in video, sound art, interactive documentary, immersive virtual reality, augmented and mixed reality, AI, immersive sound technology, 360 video, expanded cinema and multi-channel installations.

Description of REAL Initiative

The project will deliver the following outputs:

- Establish an incubator co-working space and separate training space by January 2022
- Recruit all delegates by May 2022
- Begin delivery of a business support programme by April 2022
- Deliver at least 12 hours of support to 30 entrepreneurs by September 2022, and 50 potential entrepreneurs by May 2023.
- Launch at least 15 new products to the market by May 2023. A product is either intangible (for example a new service offering by a freelancer), or tangible (for example a short documentary, a treatment/pitch and business plan for a project, a musical score for a film, key artwork for a film, or an innovative piece of digital art).

Business Support Programme Outline

The programme includes 4 streams designed to meet the identified needs of the sector:

REAL Acceleration For Film

Who for: Established filmmakers (13 delegates)

Aim: Enable delegates into producing documentaries for cinema or factual TV

Offer: Well over 12 hours of targeted, specialist input – training, mentoring, coaching.

REAL Acceleration For Digital Art

Who for: Established digital artists (5 delegates)

Aim: Enable delegates into regional exhibition and sales opportunities

Offer: £2k per artist seed fund bursary, exhibition opportunity in Phoenix digital art gallery, and more than 12 hours of targeted input – conceptual, technical and financial training, mentoring and coaching.

REAL Incubation

Who for: Start-up filmmakers and digital artists (24 delegates)

Aim: Targeted support to professionalise practice, establish as a business and develop their service offering.

Offer: Free access to co-working space, access to industry standard kit and studio facilities, at least 12 hours of training, mentoring and coaching. Opportunity to collaborate and receive targeted input around a passion project.

REAL Inspiration

Who for: Pre-start-up filmmakers and digital artists – most commonly students and recent graduates (50-75 delegates)

Aim: Introduce and create pathways into entrepreneurship in film and digital art.

Encourage more diverse and representative business ownership in the future.

Offer: At least 12 hours of support in the form of a day conference followed by a short course (chosen by each delegate from a menu of short course options).

In addition, to embed sustainable growth in the local industry, REAL Film Festival will be established. This will be an industry focused event, including further exhibition and

networking opportunities for delegates, and will include a non-fiction digital art stream (utilising the new digital art gallery space) including immersive experiences, XR, AR, VR, moving-image, sound installation etc.

Why the documentary and non-fiction focus?

Leicestershire currently has no significant TV studios or facility providers. To build the infrastructure to make TV dramas would require a huge investment. Documentary is the most accessible form of filmmaking as it requires much less investment and infrastructure than drama.

There is also a gap in the market for a second tier documentary film and digital art festival, behind Sheffield DocFest and alongside Open City Documentary Festival. Leicester is ideally positioned geographically, and the Cultural Quarter appropriately resourced. Digital Art is a growing sector within non-fiction filmmaking. Sheffield Doc Fest includes a digital art stream (*Alternate Realities*). A local documentary Festival incorporating both film and digital art would be the ideal catalyst to support the growth and ambition of both sectors in Leicester.

Progress to Date

Phoenix has contracted Intrepid Media comprising Julia and Nick Hamer, in October 2021 as Project Managers of the programme. <https://www.intrepidmedia.co.uk/>

Phoenix staff and Intrepid Media are working together to deliver the programme. A number of specialist contractors have been appointed to deliver various aspects of the business support programme including:

- REAL Acceleration For Film: **Tyke Films Ltd.**
- REAL Incubation: **Graff.io Arts Ltd**
- REAL Acceleration For Digital Art: **Metro Boulot Dodo Ltd**

The first phase of recruitment to REAL Acceleration For Film, REAL Acceleration For Digital Art and REAL Incubation has been successful in terms of the target numbers and quality of applications. The applicants have been inducted to the programme and support activities started late April.

The incubator co-working space and training space have been developed and fitted out.

Invitation to Tender - Scope of Summative Assessment

We invite independent consultants to submit proposals to undertake an assessment of REAL Initiative. The assessment will run concurrently to the delivery of the REAL Initiative programme. It is a requirement of the ERDF grant awarded to Phoenix and is known as a

Summative Assessment.

The Summative Assessment Plan included by Phoenix in its ERDF grant application is given in Annex 1.

Tenders should explain how they propose to deliver the Summative Assessment in terms of the methodologies and interactions required with the programme beneficiaries, Phoenix, and delivery partners.

We are open to proposals that adapt the Summative Assessment plan proposed by Phoenix, provided that they fulfil the requirements of the ERDF grant.

Phoenix aims to be inclusive and welcoming for all, a place that is representative of the communities it serves and that celebrates diversity and provides equality of opportunity. The Consultant will also review and report of the diversity profiles of applicants and those selected onto the programme in relation to this aim.

The Consultant will produce the following essential deliverables:

- Mid-term evaluation: draft by 30th September and final report by 31st October 2022.
- Final evaluation report: draft by 30th April and final report by 31st May 2023.

We believe the Consultant should be an experienced and successful practitioner in evaluating publicly funded business support programmes and should be knowledgeable about ERDF programme requirements.

The Consultant is expected to work alongside the REAL Initiative Team:

- Project Managers: Nick and Julia Hamer.
- Business Development Manager: Dindy Outen.
- Project Director: John Rance

The Consultant is expected to collate and review documentation and evidence collected by Phoenix and its delivery partners on participant eligibility and development through the REAL Initiative programme. The Consultant will advise Phoenix on any improvements required to such evidence.

The Consultant is expected to interact with programme delegates to assess the impact of the programme. It is suggested this will include a survey to understand their reasons for joining programme and their aims; the value-added by the programme to their businesses including knowledge, skills, products, services and productivity; and how the programme has affected their plans for the future.

The Consultant is also expected to recommend and apply approved methodologies and gather additional evidence to evaluation the efficacy of the REAL Initiative. The REAL Initiative business support programme will run from **April 2022 to June 2023**.

Budget

The indicative budget for the Summative Assessment Brief is **£5,000 excluding VAT**.

Tender Timetable

The programme for the procurement process is shown below. This timetable may be subject to change but will be adhered to by Phoenix as far as reasonably possible.

Item	Date
Invitation to tender issued	w/c 30th May 2022
Deadline for tenders to be submitted	Midnight 3 rd July 2022
Notification of successful supplier	By 20 th July 2022
Award of contract	By 27 th July 2022

Application process

This is a competitive brief and applications will be assessed by a panel and scored on the criteria detailed below.

To apply for this opportunity please follow the instructions on our Phoenix 2020 page:

<https://www.phoenix.org.uk/phoenix2020/>

Applicants should send as WORD or PDF documents attached to email sent to: jobs@phoenix.org.uk and should also complete and submit an [equality monitoring form](#).

Nr.	Topic	Question	Max Length	Scoring
1.	Methodology	Provide a concise method statement setting out your approach to the Summative Assessment.	Max 2 sides of A4	Max 20 marks
2.	Programme and price	Propose a programme for the work, showing activities from appointment to completion. Include a breakdown of your charges.	Max 2 sides A4	Max 10 marks
3.	Experience	Please provide Consultant/s CVs and 2 case studies of similar commissions undertaken.	Max 2 sides of A4	Max 10 marks
4.	Quality control	Describe your quality control procedures for of this contract.	Max 1 side A4	Max 10 marks
5.	Equality Monitoring form	All applicants must complete an equality monitoring form for the lead practitioners	Standard form on vacancies website	Must be completed

Contract Terms

Phoenix proposes to contract the Consultant with the following heads of terms:

- Phoenix expects to engage the supplier through a contract for services.
- It is anticipated that the supplier will start in July 2022, and that all work will be completed by June 2023.
- Phoenix requires the right to share and use any IP generated as part of the programme. The supplier should provide terms for the shared and continued use of any copyrighted materials and other IP.

- The supplier will be provided with, and must adhere to the Safeguarding and GDPR policies of Phoenix.
- Indicative Insurance Requirements
 - Minimum Professional Indemnity Insurance Cover: £1,000,000

Further information

For further information, please contact:

John Rance, Chief Executive Officer: John.Rance@phoenix.org.uk

Dindy Outen, Business Development Manager: Dindy.Outen@phoenix.org.uk

ERDF Summative Assessment Plan Form

ESIF-Form-1-012

Part 1 Project Summary

1.1 Applicant Details		
Applicant Organisation	Leicester Arts Centre Limited (Phoenix)	
Project Name	Phoenix: Leicester's Creative Digital Incubator	
Project Reference Number	21R19P03589	
Programme Priority Axis	Priority Axis 3	
Name of ERDF Investment Priority	Enhancing the Competitiveness of Small and Medium Sized Enterprises	
LEP Area (s) covered	Leicester and Leicestershire	
Total Project Value (£)	£1,331,240	
Total ERDF sought (£)	£665,638	
ESIF Category of Region	<i>Less Developed</i>	
	<i>More Developed</i>	X
	<i>Transition</i>	

1.2 Project Timetable	
Proposed Start Date	1 st August 2020
Proposed Financial Completion Date	30 th June 2023
Proposed Practical Completion Date	31 st July 2023

1.3 Project Description (brief summary in max. 500 words)
The Creative Digital Incubator project will create a dedicated incubator, accelerator and co-working space (IAC) to incubate and grow creative digital industries in the LLEP area – one of the sectors which have been identified as having higher than average concentrations of employment opportunities to increase GVA and business productivity and the potential for further growth.

The Creative Digital Incubator, Accelerator and Co-working Space (IAC) will nurture the potential of people, particularly young people and micro businesses in the creative and digital industries in Leicester and Leicestershire through the provision of dedicated incubation facilities and an associated business support and mentoring programme. It will enable creative individuals and small businesses to nurture and commercialise their talent to exploit the economic potential of Leicester's Creative Digital Industries sector within the regional hub for the East Midlands digital sector.

The support programme will be unique in the area by focussing on the growth cluster of entrepreneur film makers, animators, digital artists, virtual and augmented content developers and small film and digital art businesses. Such businesses provide vital services and pathways into other larger creative sector businesses that rely on engaging creative digital content whether it be screen-based, augmented, virtual reality or blended. The demand for such content is growing rapidly in sectors such as design (product, interior and architectural), cultural and entertainment services, marketing and e-commerce customer experience.

Part 2 Summative Assessment Plan

2.1 Summative Assessment Objectives (max 500 words)

Please provide your objectives. Objectives should focus on describing what insights the summative assessment will seek to provide in respect of:

- The design of the project;
- How the project has performed against its targets;
- The nature of the project's outcomes and impacts and the value for money that has been achieved;
- The lessons which have emerged through the experience of delivering the project.

- Identify whether the programme was relevant for the local context – did the programme address identified market failures in supporting creative digital entrepreneurs and new start businesses in Leicester and Leicestershire and is it still relevant to the area's current needs
- Identify whether the project has resulted in an increase the number of creative digital new-start businesses operating in Leicester and Leicestershire and what is the nature of these businesses
- Identify how resilient these businesses feel operating in their markets
- Identify whether the project improved the coordination of the business support ecosystem for creative digital businesses
- Identify whether creative digital businesses have been able to scale up as a result of the project and what is the impact on the business?

- Identify the value of the programme to the beneficiaries – how useful the service is to beneficiaries, is the delivery approach right for the beneficiaries
- Identify whether the expected outputs, outcomes and impacts were achieved – did the project meet/on-target to meet its contracted outputs and what wider benefits and wider aims of the project were achieved
- Provide reliable evidence of the programme’s efficiency, effectiveness and value for money
- Identify lessons learned to inform future delivery of the ERDF funded project and its continuation beyond ERDF support.

2.2 Logic Model:

Have you completed the project logic model form and submitted it to us (see Appendix A of the summative assessment appendices)?

Yes

No

2.3 Approach, Methods and Tasks (max 1,000 words)

Referring back to the objectives of the summative assessment, please outline the methods that will be used to deliver the insights. The consideration of methods (see Appendix C of the summative assessment appendices) needs to encompass the progress, process and impact focused elements of the summative assessment.

An external evaluator will be appointed to carry out the summative assessment but project staff will collect data from beneficiaries throughout to inform this work. Primary and secondary research methods will be used in the measurement of programme outcomes and impacts. These will include:

- Data from project
- Data from beneficiaries (i.e. surveys)
- Data-sets

Data Collection: as well as collection of data for output reporting, information will be collected from beneficiaries to help map their journey and outcomes through the programme. Impact will be assessed through detailed data collection and engagement with the beneficiaries at the beginning of the project, at various points in the project and at the end of their engagement by project staff. Data will help to look at quantitative changes whilst questionnaires and one to one engagement will help to measure changes around attitude to commercialisation, understanding of the business of film making, confidence, changes in aspirations etc.

- *Has the project delivered what it was expected to in terms of spend and outputs?*
- *What are the factors which explain this performance?*
- *When the project draws to a close, is it expected to have achieved what it set out to?*

Policy Context Review: It will important to understand where the project is positioned in changing policy landscape, particularly in light of Covid and Brexit and explore whether changing policy has impacted on the project delivery model. The summative assessment will also consider the continued relevance and consistency of the project in the light of policy and economic circumstances during its delivery period. This will seek to answer:

- *What was the economic and policy context at the time the project was designed?*
- *How has this changed?*
- *What were the specific market failures that the project was seeking to address?*
- *Was there a strong rationale for the project?*

Consultation with project staff: detailed consultation with the project team will be an important element of the summative assessment to understand how the project operated, what have been the successes and challenges and any feedback they have received from beneficiaries.

Consultation with stakeholders: the summative assessment will also involve consultation with stakeholders in the LLEP area to understand how the project is perceived, what stakeholders think of the successes and how they found the referral into and out the project. Where referrals have been made out of the project to stakeholders, the summative assessment will seek views about how prepared beneficiaries were coming out of the programme.

Beneficiary consultation: Vital to understanding the impact of the project will be to undertake consultation with beneficiaries. Whilst this will be ongoing throughout the project and will be recorded and provided to the evaluator, further independent consultation will be undertaken to inform the summative assessment. We will work with the evaluator to understand how this is best achieved but we would expect a mix of wide reaching plus in-depth consultation with beneficiaries. An appropriate study sample size and method of selection will be critical to the success of the evaluation. The size will be determined with assistance of the external evaluator.

Case Studies: From the consultation, a series of case studies will be created to

demonstrate on an individual business level the impact the programme has had on their business.

Economic Impact Assessment: We would like to understand from the summative assessment the impact the project has had on the creative digital sector in Leicester and Leicestershire and therefore would expect the evaluator to use data collected by the team plus data collected independently to assess the wider economic impact.

In order to be able to attribute any identified changes to the project counterfactual impact methods will need to be employed when evaluating. These will involve comparing businesses who have received support from the programme with those that have not. The independent evaluator will advise on the feasibility and appropriateness of these methods. Should it be decided that a counterfactual method is not feasible, then an alternative robust impact evaluation method will be chosen.

2.4 Data and Monitoring (max 500 words)

Please briefly demonstrate that appropriate monitoring arrangements are in place to support strong and insightful summative assessment and confirm your commitment to collecting the minimum / compulsory data set out in Appendix D of the summative assessment appendices and also outline any additional monitoring data.

In order to ensure the programme meets the minimum and desirable data collection standards the following procedures will be put in place:

Output collection forms will be prepared which will need to be signed off by the beneficiary and the Creative IAC Manager. For example, the Creative IAC Manager will collect evidence of outputs from individuals and businesses assisted and make a record of the support provided and the record will be signed by the Creative IAC Manager and the business or individual assisted.

Evidence requirements for collection for outputs will closely follow the requirements of the output guidelines. Information will be stored on output templates in paper and electronic formats so that these can be inspected at audit and signatures collected. This will include:

- At the registration stage – the name of business, address, including post code, contact details, and company number if applicable. Each beneficiary will be given a unique identifier at this stage.
- Number of enterprises receiving support (C1)– Evidence the company is an SME and meets State Aid requirements, evidence that a minimum of 12 hours

has been spent providing non-financial assistance to the company. This will include a record of the hours spent delivering support and the names of the participants involved verified by a senior member of the beneficiary staff (with full contact details)

- Number of enterprises receiving non-financial support (C4)– As above.
- Number of new enterprises supported (C5) - as above plus evidence of Companies House or HMRC registration less than 12 months before assistance is provided. Full contact details
- Enterprises supported to introduce new to the market products (C28) - As above plus self-declaration from the enterprise supported to confirm the product, process or service developed and is new to the market along with confirmation of launch date.
- Public or commercial building built or renovated (P2) – Address of the Centre upon completion including postcode plus as-built drawings showing floorspace.
- Potential entrepreneurs assisted to be enterprise ready (P11): Name, date of birth, address and postcode of individual supported. Signed and dated form specifying what assistance they received and on what date.

Feedback from the business community engaged with the IAC will be an integral part of the output and result collection. Additionally, a six-monthly survey will be undertaken and linked into standard evaluation practices to review beneficiary experience and identify new or modified areas of activity where support may be provided.

It is fully anticipated that further data will be identified for monitoring and collection by our expert external evaluator once procured.

2.5 Implementing the Summative Assessment (max 500 words)

Please set out the practical steps involved in implementing the summative assessment. This should cover the following.

- The assessment route: who will undertake the assessment and whether the assessment will be carried out internally or by external evaluators, explaining the rationale for this decision. If external support will be procured, this section should set out the process for procurement and ensure compliance with ERDF regulations.
- Timescale and Outputs: delivery plan identifying key milestones and output dates.
- Management and Quality Assurance plans.

There project team does not have the capacity needed to undertake the summative assessment internally, so the assessment will be carried out by an external evaluator.

This external support will be procured in line with the National Procurement Guidance. Evaluators will be invited to tender for the work. A budget of £10,000 has been included to appoint an external evaluator.

Timescales and outputs for summative assessment:

Activity / Process	Deadline
Issue invitation to tender	Week commencing 30 th May 2022
Deadline for tender submissions	Midnight 3rd July 2022
Notification of successful supplier and issuing of contract	Week commencing 25 th July 2022
Initial meeting	Week commencing 1 st August 2022
Submission of draft mid-term evaluation	30 th September 2022
Submission of final midterm evaluation	31 st October 2022
Submission of draft final report	30th April 2023
Submission of final report	31 st May 2023

The contract for this evaluation will be managed by the Creative IAC Manager in line with Leicester Arts Centre contract management procedures to ensure successful delivery and quality assurance of the assessment. This would include regular update meetings with the contractor and agreed delivery milestones. The mid term and final reports will be presented to the Leicester Arts Centre Board.

2.6 Dissemination (max 500 words)

Please set out how you propose to disseminate and share the findings from the summative assessment.

I understand that, as a minimum, the full report needs to be shared with DCLG and the summative assessment summary findings template (ref. ESIF-Form-1-014) must be freely available.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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We plan to disseminate and share the findings of the summative assessment and lessons learnt from the programme delivery to stakeholders and the general public through various methods. One of which will be through a comprehensive evaluation report, in which we intend to publish as much of the information from the report as possible within the rules of GDPR and commercial sensitivity.

Other planned methods of sharing these findings and lessons, will include online case-studies and a dissemination workshop. Promotion of the programme, its beneficiaries and its impact will be key in meeting one of the projects aims of

growing the creative industries sector as a whole and contribute to the economic growth of the LLEP area.