

Evaluator for ELEVATE CJS – Terms of Reference

[ELEVATE CJS](#) is a comprehensive leadership programme, distributing power to people with lived experience and challenging the system to reimagine who can be a leader. The purpose is to provide inspiring, engaging, and restorative leadership development for people with lived experience of the criminal justice system (CJS) to elevate their capacity to influence change.

This Terms of Reference will set out the details of:

- The CJA, our five-year strategy (2022-2027) and the project.
- The evaluation aims, the proposed methodology and deliverables.
- Proposal and the application process.

1. About the CJA

The CJA is a network of over 180 organisations in the criminal justice sector collaborating for a fairer and more effective criminal justice system. Our members include charities, social enterprises, think tanks, research institutions and staff associations. They work across the criminal justice system, in areas such as crime prevention, sentencing, policing, prisons, probation, victim services, mental health, drug policy and treatment, and more.

We are based in London but cover the whole of England and Wales. Our staff team is led by Director Nina Champion. We are governed by a board of trustees, who bring expertise from advocacy, academia, finance and lived experience.

We receive our funding mainly from the generous support of trusts and foundations, as well as membership fees. We do not take any funding from the government or public bodies, so we can remain fully independent

2. Our current five-year strategy: 'Reimagine, Redesign, Rebuild: Driving Systemic Change Together 2022- 2027'

A key strand of our strategy is promoting power sharing. We aim to build the capacity, confidence and influence of our members and people with lived experience to achieve positive change in the CJS.

Our definition of lived experience is broad and includes, for example: experience of being over-policed, in prison or on a community sentence, a victim of crime, family member(s) in prison.

Many people with lived experience of the CJS face multiple forms of discrimination, injustice, and trauma. This is often a strong motivator for individuals to want to improve the system for others and there are a growing number of people working in the sector in service delivery roles such as mentors and advisors. However, we have identified through peer research that there is a lack of pathways into senior leadership roles for people with lived experience. This is coupled with a systemic lack of in-work development opportunities available to enable progress into influential positions of power.

ELEVATE CJS aims to redress these inequalities by providing practical, and therapeutic support that emerging lived experience leaders need to flourish and progress in their career paths into positions of power and influence.

3. ELEVATE CJS

ELEVATE CJS has been developed through 'ground-up' peer research by people with direct experience of the criminal justice system and co-produced by our lived experience expert group, which is chaired by one of our trustees with lived experience.

The programme aims to dismantle the barriers of stigma and tokenism, which prevent emerging leaders who are working in the sector from progressing to positions of power.

Through personal and professional development training, the programme will equip individuals with the skills, knowledge, and networks to advance systemic change, challenging the system to reimagine who can be a leader.

We are conducting a two-year London-based pilot (2 x 12-month cohorts). Year one will involve a cohort of up to 20 participants starting the ELEVATE CJS programme in January 2023. The year two cohort will start in January 2024.

To be eligible for the programme emerging leaders:

- Must over the age of 18
- Be based in Greater London
- Have lived experience of the criminal justice system
- Have worked in the criminal justice sector for at least two years
- Want to be a leader for change in the criminal justice system.

The 12-month programme is divided into 4 modules:

Module one: *Awakening The Leader Within* focuses on interpersonal skills, personal development, perceptions of leadership and resilience building. This module will also focus on social leadership values and systems change.

Module two: *Learning New Concepts* delivers a range of different skills-based workshops and bespoke short courses including public speaking, policy and advocacy, research skills and media and enterprise training. This module builds the leadership capacity of emerging leaders, including through access to coaching and clinical supervision.

Module three: *Preparing for Leadership* provides opportunities for emerging leaders to put their newly developed skills to use. This includes senior-level work placements and conducting action research projects supervised by our partners at the University of Westminster.

Module four: *Reflecting and Aspiring* invites emerging leaders to complete a self-appraisal of their learning experience using reflective journals. A 360-feedback evaluation will allow emerging leaders to measure what they have achieved through the programme. Final coaching sessions will assist emerging leaders in mapping their personal leadership aspirations and next steps.

In addition to working with the participants, we will work closely with employers and policymakers to develop inclusive workplace policies, practices and remove barriers to career progression in the criminal justice sector.

We will do this by:

- Co-producing toolkits to support sector employers to develop conducive cultures within their organisation that values lived experience. Employers will be supported to use the toolkits to create diverse senior leadership teams and trustee boards.
- Influencing policymakers to remove barriers to progression for people with lived experience including supporting campaigns, such as Ban the Box and Fair Checks, and pursuing changes to criminal record disclosure and opaque vetting processes.

4. Evaluation aims and objectives

The overall purpose of this evaluation is to establish to what extent the ELEVATE CJS programme:

- Delivers a comprehensive approach to leadership development for people with lived experience of the CJS.
- Enables the development of people with lived experience to become influential in creating systems change and progress in their careers.
- Dismantles the barriers that preclude those with lived experience from progressing into positions of power.

The evaluation will be carried out in two parts:

- Part one (2023): Process evaluation
- Part two (2024): Outcome evaluation

Part one process evaluation

The findings from the process evaluation should assess the efficiency of the 2023 programme, identifying what works well and what doesn't so modifications can be made in the 2024 programme. The process evaluation should assess the integrity and success of the approach, content, and delivery to inform year two of the programme.

Approach:

- Lived experience led: To what extent is the programme designed and delivered 'by and for' people with lived experience and how could this approach be further embedded in year two?
- Equitable and inclusive: How far has the programme met the aims of the EDI statement and what more could be done to improve EDI in year two?
- Broad definition of lived experience: What have been the advantages and disadvantages of having a broad definition of lived experience amongst the participants, and should the definition remain the same for year two?
- Theoretical underpinning: To what extent has the theoretical framework from the Social Change Model been useful in framing and supporting the leadership development process and how could it be embedded further in year two?
- Systemic: To what extent did framing the leadership programme within a broader objective of systemic change support greater understanding and solidarity amongst participants?
- Collaboration: How successfully have our partnerships and collaborations worked in engaging participants and providing them with the skills and attributes for social change leadership? How could collaboration be strengthened in year two?
- Dual-prong approach: How effective was our dual-prong approach, not just supporting lived experience leaders, but also working with employers and policy makers to dismantle the barriers to progress? How could we improve our work to change policy and workplace practices in year two?

Content:

- Which components of the programme have participants found most and least useful and why?
- Was there any content they expected or would have liked to be included, but was missing?
- What value did the senior-level work placements and group action research projects bring? How could their value be increased in year two?
- How effective was coaching and clinical supervision in supporting development?
- To what extent did participants engage in the programme and achieve the learning outcomes? What were the enablers and barriers?
- How well was the content pitched for the cohort's level of prior experience / expertise? Should any changes be made to the eligibility criteria / recruitment process for year two?

- How useful were the 360 assessments and reflective journals as tools to monitor individual progress? What, if any, changes should be made to the tools in year two?

Delivery:

- To what extent were learning styles and needs taken into account in the delivery of the programme? What could be done differently in year two to make delivery more inclusive?
- To what extent were the number of learning hours and timetable schedules appropriate and do-able given they were also balancing work and other commitments? What, if any, changes should be made?
- What were the advantages and disadvantages of online and in person delivery? What changes, if any, should be made to the balance on online/in-person for year two?
- To what extent were the staff, facilitators, presenters, coaches, clinical supervisors and others involved in the delivery of the programme perceived favourably by the emerging leaders?
- To what extent did the delivery of the programme encourage and enable peer support and connections? What more could be done to enable peer support?
- What did the employers involved in the toolkit production and / or work placements value about being involved in the programme and what would they have changed? How can the CJA best embed positive changes in practice and inclusive workplace culture in the sector in year two?

Part two: Outcome evaluation

The findings from part two should measure the longitudinal impact of the programme with the 2023 cohort, and also capture the real time impact on the 2024 cohort. Part two will also measure the effectiveness of any modifications made to the programme following the interim findings and recommendations.

Impact on cohort 2023 emerging leaders

- What impact did the programme have on participants confidence and ability to progress their careers in the sector and influence change?
- Reflecting on the programme six months after it had finished, what aspects of the programme have they found most valuable when taking the next steps in their careers?
- What stories of change illustrate the ways in which the programme has changed how they think, feel or act?
- What stories of change illustrate how the programme has enabled career progression?
- What stories of change illustrate how the programme has enabled them to influence aspects of the criminal justice system?
- To what extent have they kept in touch with each other, the programme facilitators or employers after the end of the programme, and what has been the impact of this?
- How valuable were the bursaries for those who received them? What did they enable them to do as a result?
- Were there any unintended or unpredicted outcomes (positive or negative)?

Impact on 2024 cohort

- What stories of change illustrate the ways in which the programme is impacting how the participants think, feel or act?
- To what extent are they keeping in touch with each other, the programme facilitators, employers and the 2023 alumni during the programme, and what is the impact if this?
- How effective have the modifications been on improving the experiences of the participants in the second cohort? What has been the impact of these changes?

Impact on employers and workplaces

- What stories of change illustrate the ways in which the programme is impacting how employers in the sector think, feel or act about lived experience leadership and inclusive senior leadership teams / boards?
- How has the employers' toolkit impacted work practices, culture, and awareness of lived experience leadership within the organisations involved in the co-production process?
- What benefits have employers gained from being part of the programme and / or having an employee being part of the programme?
What more needs to be done to embed the changes needed?

Impact on policy makers, policies and perception

- What stories of change illustrate the ways in which the programme is impacting how policy makers in the sector think, feel or act about lived experience leadership and removing barriers to progression?
- To what extent have barriers to progression been dismantled? What more needs to be done to embed the changes needed?
- To what extent has the programme been a catalyst for wider discussion in the sector and beyond about lived experience leadership and challenged perceptions of people with lived experience of the CJS?

Impact on the CJA and other project partners

- What stories of change illustrate how the project has impacted how CJA staff and other project partners think, feel or act?
- What were other intended or unpredicted outcomes for CJA staff and other project partners?

5. Proposed methodology and timeframe

We suggest the following methodology and time frame, but welcome different variations:

Month	Activity and deliverables	Time
April 2023	Attendance at initial inception meeting with ELEVATE CJS Project Manager and CJA Director.	0.5 days
April 2023	Reading background materials to develop an understanding of the theoretical framework, the peer research, expert group minutes, the programme syllabus and key learning objectives.	1.5 days
April 2023	Work with ELEVATE CJS Project Manager to review monitoring framework and tools (such as feedback surveys, reflective journals, 360 feedback) to capture real-time feedback and learning.	1 day
June 2023	Review sample of project monitoring data. Develop interview / focus group questions and schedule.	1 day
July 2023	Carry out sample of interviews with participants to gain feedback on the taster day, recruitment process and first six months of the programme.	2 days
August 2023	Feedback interim findings to the CJA.	0.5 days

October 2023	Conduct interviews and/or focus groups with key stakeholders (inc. participants, CJA project staff, facilitators, and Advisory Group members).	3 days
November 2023	Conduct interviews with a sample of employers to get feedback on the toolkit development and work placements.	1 day
Early December 2023	Present and discuss emerging themes and findings with CJA.	0.5 days
Mid-December 2023	Produce a final process evaluation report with recommendations for cohort two.	2 days
December 2023	Present to the CJA and ELEVATE CJS Advisory Group.	0.5 days
January 2024	Work with ELEVATE CJS Project Manager to revise impact monitoring framework and tools as necessary learning from cohort one.	0.5 days
June 2024	Review sample of project monitoring data. Develop interview / focus group questions and schedule.	1 day
June 2024	Carry out sample of interviews with participants from 2023 cohort.	2 days
June 2024	Conduct interviews and/or focus groups with key stakeholders from 2023 cohort.	2 days
June 2024	Conduct interviews with a sample of employers from 2023 cohort.	1 day
November 2024	Review of sample of project monitoring data from 2024 cohort. Develop interview / focus group questions and schedule.	0.5 days
Mid-November 2024	Conduct interviews and/or focus groups with sample of 2024 cohort participants.	2 days
Late November 2024	Produce a final impact evaluation report and recommendations for the next stage of ELEVATE CJS. Present to the CJA and ELEVATE CJS advisory group.	2.5 days

(N.B. the above is based on 25 days at £400 per day inc. VAT).

6. Budget

Up to £10,000 inc. VAT over two years plus any agreed expenses such as travel costs. We envisage most of the evaluation will be able to be carried out remotely using video conferencing, however there may be occasions where you may need to carry out some aspects of the research or presentation of findings in person.

7. How we intend to work with the successful bidder

Regular updates with the ELEVATE CJS Project Manager to discuss progress and emerging findings. The process evaluation will enable ELEVATE CJS to identify areas of improvement to be implemented for the second cohort.

The evaluation is divided into two parts. Part one in 2023 is the process evaluation and part two in 2024 is the outcome evaluation. We are looking for an evaluator who can conduct both parts of the evaluation for continuity and assist in the process of capturing longitudinal impact, however the CJA reserve the right to terminate the contract and appoint a new evaluator for year two if the year one work is not satisfactory.

As a project that is lived experience led, and has equity at its core, we are keen to receive proposals from people with lived experience of the criminal justice system and / or Black, Asian or minority ethnic people who reflect the diversity of our participants.

8. Your proposal

Your proposal should be no more than 4-6 pages of A4 and must set out:

- Your experience of the relevant research methods.
- Your experience of undertaking evaluations relating to criminal justice issues.
- A commitment to / understanding of lived experience leadership.
- A commitment to / understanding of equity, diversity and inclusion.
- Evidence of understanding the research aims and questions.
- Any adaptations or suggestions regarding the proposed methodology.
- The delivery timetable including any potential risks and how you would overcome them.
- Two referees that we can contact for whom you have undertaken relevant work.

9. Tender timetable

- Evaluation tender advertised: 9 January
- Deadline for submitting proposals: 27 February
- Notification of being shortlisted: Week commencing 3 March
- Interviews: 9 March
- Successful bidder informed: 14 March
- Initial meeting: Week commencing 10 April

10. Submitting your proposal

Please submit your proposals to Nola Sterling, ELEVATE CJS Project Manager, via e-mail to elevatecjs@criminaljusticealliance.org.uk by the 27 February at 9:00am. If you have any queries or require more information regarding this Terms of Reference, please contact Nola Sterling, ELEVATE CJS Project Manager, at the above e-mail address.