



REQUEST FOR PROPOSALS

APPLYING A DIVERSITY, EQUITY & INCLUSION LENS TO ACF's STRATEGY REVIEW

Project

ACF is seeking expert DEI consultancy support to help us to apply a diversity, equity and inclusion lens to our strategy review.

In carrying out this work you will co-ordinate your approach with the consultants who we appoint to project manage and deliver the overall strategy (the brief for which is available on our jobs board).

The purpose of the DEI lensing is to support ACF to make a step change in our diversity, equity and inclusion practice as a result of the strategy we adopt – both for us as an organisation and in the support we provide to the foundation sector and our members.

Introduction

Approach to broader strategy review

The Association of Charitable Foundations (ACF) is the membership association for the UK's endowed foundations and charitable grant-makers. Our mission is to support foundations to be ambitious and effective in the way that they use their resources for social good. We have over 400 members, including small and local family trusts as well as some of the world's largest foundations, and everything in between.

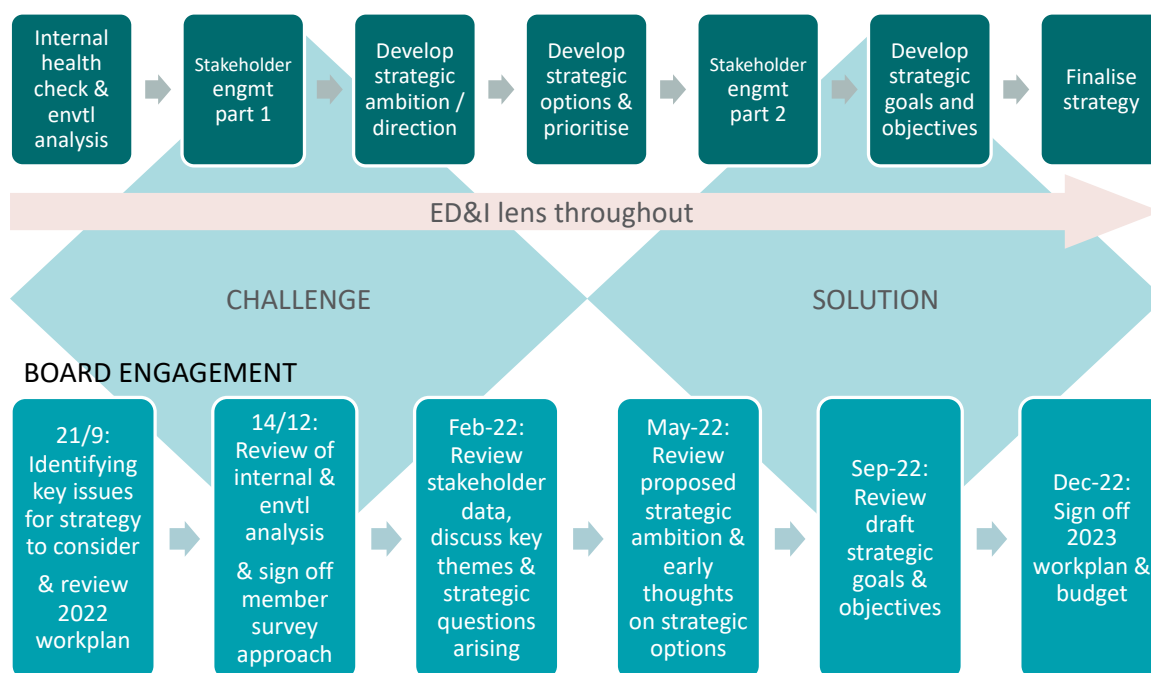
ACF has come to the end of the term of its current five-year strategy, having extended it for a year whilst the disruptions and change caused by the pandemic were at their peak. Over the last five years we have developed the support we offer to members, increased our influence and grown. We are ready now to look ahead to how to build on this success over the next five years.

As we now embark on a strategy review, we are keen to ensure that the process is strong; that staff, trustees and members are engaged; and that the strategy enables ACF to continue to be ambitious and effective in its work to support and enhance the work and impact of charitable foundations. As part of the review process we want to apply a DEI lens to the way that we develop our strategy to ensure that our strategy intentionally enables us to make a step change in both our own DEI practice and that of the foundation sector we support.

Applying a DEI lens – expert consultancy

The project plan we envisage for the wider strategy review is set out below:-

Suggested project plan, including Board engagement



We are looking for consultancy support to constructively challenge and support us to apply a DEI lens throughout the strategy review process.

The way that we envisage this working is for the DEI learning partner to input at key points in the broader process, to identify blind spots and help us raise our DEI game. We anticipate that these points should include:

- Before and after stakeholder engagement, to influence the questions we ask and the conclusions we draw
- Before and after data collection
- As we develop our strategic ambition and priorities
- As we develop our specific goals and objectives
- Facilitating a discussion with the board on our approach to DEI through the new strategy
- Working with the strategy review consultant to ensure that all DEI activities are aligned to the overall plan

In particular we are looking for a DEI consultant to:

- Help us to frame the data we seek and the questions we ask as part of our review so that we approach this through a DEI lens and ensure that underrepresented voices are heard
- Review the data gathered, both quantitative and qualitative, and identify blind spots
- Facilitate discussion with ACF's board to support decisions about the application of a DEI lens to our strategy
- Challenge and support us to raise our game in terms of our DEI practice, including making evidence based recommendations for how ACF can have the most impact on the foundation sector
- Review our emerging strategy through a DEI lens to fulfil our ambition of making a step change in our work both as an organisation and with our sector

ACF's DEI journey to date

ACF is striving to become a more diverse, equitable and inclusive organisation itself, and to support the foundation sector in its DEI practice. Our approach to this is informed by our Stronger Foundations report on [Diversity, Equity and Inclusion](#), which sets out nine pillars of excellent DEI practice, which we developed in partnership with a working group of members, drawing on a wide range of DEI experts.

ACF has made some progress in developing its DEI practice, but we know that we still have a lot to learn and have a long way to go. We recognise that developing DEI practice is a process of continuous improvement, a journey and not a destination.

Our DEI policy setting out our commitment to diversity equity and inclusion, and the steps we are taking to put it into practice is [here](#)

About you

We are looking for consultancy support with expertise across the protected characteristics, including intersectionality and with the addition of class-based discrimination. You will understand the constraints that we operate under as a membership association and share our commitment to supporting foundations and ACF itself to improve their DEI practice.

How to submit a proposal

Please outline how you would work with us to apply a DEI lens to ACF's strategy review process and how you meet the selection criteria set out below.

Please include details of who will be carrying out the work; a budget and day rate(s) for the work; and indicate your availability to complete the work in line with the timeline outlined above.

Selection criteria

- Approach to review – should be feasible, realistic and deliver what we are looking for
- Experience working with other consultants to deliver an agreed outcome
- Experience in supporting organisations to develop their DEI strategy
- Insights and expertise that you bring to the process across the range of protected characteristics, with the addition of class-based discrimination
- Grasp of the role of ACF and the issues we face
- Value for money
- Ability to meet timescales

Budget

ACF has allocated £3,000 - £5,000 for this part of the strategy review.

Timelines

- Request for proposals by: 9am, Monday 1 November
- Interviews: Friday 5 November

PLEASE RETURN PROPOSALS TO: carol@acf.org.uk