

Invitation to Tender

Leadership Development for Artists/Practitioners

Cultural Leadership Programme

1. Introduction

Leadership Development for Artists/Practitioners

The Cultural Leadership Programme wishes to appoint an organisation or consortia to devise, manage, and deliver a bespoke programme of leadership development for artists/practitioners in the cultural and creative industries. Action research is key to the delivery of this provision – we wish to better understand how the specific leadership development of artists/practitioners can be supported through activities such as mentoring, coaching and action learning sets or other models of leadership delivery that do not necessarily take place in an organisational setting.

All tender proposals will be evaluated on their own merits against the evaluation criteria.

2. The Cultural Leadership Programme

The Cultural Leadership Programme is a government-funded programme that aims to promote excellence in leadership within the cultural sector and creative sectors. By supporting an ambitious range of activities and opportunities, the programme aims to nurture and develop world class, dynamic and diverse leaders for the 21st Century.

The Cultural Leadership Programme is being delivered through a strategic, partnership based approach and targets emerging leaders, people mid-way in their careers and cultural entrepreneurs. England is the primary focus, but opportunities are open to people throughout the UK working in the core cultural sector of crafts; libraries and archives; museums and galleries; music; and the performing, literary and visual arts – as well as those working in the wider creative and cultural industries.

Since its launch in June 2006, three sector lead organisations, Arts Council England, Creative & Cultural Skills and the Museums, Libraries and Archives Council have



been charged with taking this work forward through the Cultural Leadership Delivery Partnership, a unique cross-sector collaboration.

See www.culturalleadership.org.uk for further information.

3. Project Requirements

Leadership Development for Artists/Practitioners

The Cultural Leadership Programme wishes to appoint an organisation or consortia to devise, manage and deliver a bespoke programme of leadership development for artists/practitioners in the cultural and creative industries. This pilot leadership development opportunity will help us define and determine new ways of supporting individual artists and practitioners who are seeking to develop their leadership skills and behaviours. They may seek to lead within organisational practice or to organise themselves to influence through their own practice.

Action research is key to the delivery of this provision – we wish to better understand how the specific leadership development of artists/practitioners can be supported through activities such as mentoring, coaching and action learning sets or other models of leadership delivery that do not necessarily take place in an organisational setting.

The tender must recognise that such support needs to pilot methodologies that have the potential to benefit artists and practitioners such as choreographers, producers, directors, conductors, curators, visual artists, performers, writers, designers and makers.

The model of leadership development must be scalable and cross discipline.

It should benefit a minimum of 20 participants and should include an approach that builds a cohort amongst participants and offers the opportunity to develop peer or co-mentoring.

The tender must include details of the approach to both evaluation and dissemination of the model of artist/practitioner leadership development.



Responsibilities of the contractor

This tender supports the contracting for the delivery of leadership activities from February 09 to July 09. Proposals should outline the number and nature of activities to be developed and delivered.

The main tasks will be to:

- Devise, develop, plan and deliver an inspirational and well-constructed programme of work;
- Provide a timeline, milestones and action plan to enable the successful delivery of the programme;
- Deliver the programme; and
- Provide an appropriate evaluation and dissemination methodology for the programme.

The service provider will have primary responsibility for delivering the leadership development activities and will need to devise a strategy for managing the programme, all external suppliers and consultants, and the needs of the participants.

The Cultural Leadership Programme works across the whole of the UK and would expect the service provider to enable participation from across all areas of the country.

Promotion and recruitment to the programme will be the responsibility of the service provider working in partnership with the Cultural Leadership Programme's own promotional channels.

The service provider will be expected to provide the Cultural Leadership Programme with regular feedback on the progress of the programme and engage in on-going evaluation.



Organisational Requirements

In order to successfully manage the leadership development activities the successful organisation, consortium or individual will possess:

- The capacity and ability to develop and deliver the priority activities (and related pre-activity) and the essential planning activities associated in an inspirational and innovative way;
- Excellent knowledge of current and potential issues around leadership and personal development;
- Comprehensive knowledge of current and potential issues in the area of equalities in the creative and cultural sectors;
- Significant experience of delivering successful professional/leadership development programmes for artists and practitioners working within the cultural and creative industries or related sectors;
- Experience of contracting and financial reporting; and
- Experience and ability to monitor, evaluate and produce materials for CLP and its Partners to capture agreed statistics and information, which will feed into the portfolio of best practices, targets and future knowledge.



4. Requirements

Tender Specification

Your proposals should be no more than 3,000 words in length. It is expected that the proposal will outline the following:

- A suggested approach to devise, develop and deliver the project, in line with the stated aims and objectives;
- Evidence of expertise and experience in managing a project of this nature;
- Details of the consultants and trainers involved in the delivery, along with evidence of their relevant experience;
- Knowledge and experience in delivering projects with a high focus on diversity and leadership;
- The work-plan, timeline, milestones and quality control measures to be employed in the delivery of the project;
- A budget, detailing how the funds will be allocated, including potential opportunities to generate income from other sources;
- The names and contact addresses/numbers for two referees who can speak on your behalf on the delivery of a project of this nature and scale; and
- The budget should be submitted in pounds sterling. Please indicate VAT separately.

Please clearly state at the top of each tender proposal:
Leadership Development for Artists/Practitioners

Budget

The Financial Framework is set out as follows:

2008/09: Up to £50,000 + VAT (including set up and promotion)



This figure includes all design and development costs; all costs incurred in the delivery of the activities, and costs for monitoring and evaluation.

5. Evaluation of proposals

Evaluation of proposals

Proposals will be evaluated using the same criteria, which are listed in the table below.

	Evaluation criteria	Weighting
1	Quality of submission <ul style="list-style-type: none">• Answering the brief• Clarity of proposed programme• Originality and quality of proposed programme	20%
2	Approach to programme development, delivery and project management <ul style="list-style-type: none">• Capacity to complete project (including capacity to complete if service provider has responded to more than one CLP tender)	20%
3	Team structure/experience of proposed team in delivering projects with a high focus on artist development and leadership	20%
4	Value for money	20%
5	Quality of control measures	10%
6	Measurement and evaluation	10%



6. Timelines for application process

Timeline

Closing Date:	12:00hrs , 9th January 2009
Interviews:	21 January 2009
Award Contract:	February 2009

7. Instructions to tenderers

Please submit your tender offer in accordance with all of the instructions, requirements and specifications set out in the enclosed documentation.

You must treat these documents and any further information provided by the Cultural Leadership Programme as confidential at all times and only disclose them if necessary to prepare a compliant response to the tender.

Nothing in the enclosed documentation, or any other communication made between the Cultural Leadership Programme and any other party, can be considered a contract or agreement at this stage.

Compliance

The Cultural Leadership Programme reserves the right to disqualify or reduce the evaluation score of any tenderers who do not fully comply with the requirements in the tender documentation, in particular the closing time and date.

If you propose alternative goods or services for consideration, you must clearly mark these as non-compliant. The Cultural Leadership Programme reserves the right to reject any proposals with non-compliant alternatives. Tenders that are received are not automatically accepted.

The Cultural Leadership Programme reserves the right to evaluate proposals on a variety of criteria. The tender with the lowest price will not automatically be accepted.

Prices

The approximate value of the proposed work is as detailed in section 4.

You should provide an informed estimate of the cost of the proposed procurement. Submit all prices in pounds sterling and indicate VAT separately, if applicable. Prices should be fixed and firm for the duration of the contract.

Please note: The Cultural Leadership Programme reserves the right to purchase all or any parts of the tendered goods or services at the prices and specifications submitted in your response.

Contract duration

The Cultural Leadership Programme will award the contract to the successful tenderer for six months.

The Cultural Leadership Programme is a Government funded investment in excellence in leadership across the creative and cultural industries. Since June 2006, the three sector lead organisations, Arts Council England, Creative & Cultural Skills and the Museums, Libraries and Archives Council have formed the Cultural Leadership Delivery Partnership, a unique cross-sector collaboration to support the Programme. The Cultural Leadership Programme is operating under the terms of Arts Council England for this Invitation to Tender.

The Arts Council's standard terms for services will form part of the contract to be awarded (see attached). The Arts Council may also require further terms to be included in the contract that are specific to the successful tenderer's application. The final award of the tender is always subject to the parties agreeing to all terms of the contract.

Validity of offer

You must offer your tender for acceptance for 60 days from the deadline for tender submission.

Tendering



If we need to amend any tender documents before the closing date, we will write to you with any changes. If we extend the deadline for tender responses, we will advise you.

The Cultural Leadership Programme is not responsible, and will not pay for any expenses or losses you incur during, but not limited to, the tender preparation, site visits, post-tender negotiations or interviews.

Information and questions

Any enquiries regarding this call for tenders should be made in writing to info@culturalleadership.org.uk noting, Leadership Development for Artists/Practitioners in the subject field. We will try to respond to reasonable requests for further information within the timescale of the tender.

For large tenders, we may appoint a tender team (e.g. technical evaluators) that tenderers may have controlled access to. If so, we will provide names, contact details and control criteria.

The Cultural Leadership Programme reserves the right to advise all other tenderers of material questions and the answers supplied without disclosing the source of the enquiry.



Return of Tender

Please send your submission by email to: sarah@culturalleadership.org.uk. Please submit your completed proposal in a single attachment in either MS word or PDF format with **Leadership Development for Artist Practitioners** as the subject of the email message.

Or 2 hard copies by post to:

Sarah Leslie
Project Administrator
Cultural Leadership Programme
Arts Council
Great Peter Street
London SW1P 3NQ

Tenders must be received by **12.00 hrs, Friday 9th January**. Any tender delivered after that time for any reason will be discounted. Tenderers are encouraged to verify receipt either through an automated email receipt or by telephone. Tenders by post should be sent registered delivery bearing the postmark of or prior to the closing date. The client will not compensate the tenderer for any expenses related to the preparation or submission of tender documentation.

In your tender response, clearly indicate the names and addresses of any sub-contractors you intend to use to provide the services, and the scope of work you will employ them for.

The Cultural Leadership Programme is not responsible if all or part of your tender is not received. You should use a traceable dispatch system. In the event of a dispute, you are responsible to prove the tender was delivered.

Post-tender interviews

The Cultural Leadership Programme reserves the right to ask you to attend post-tender interviews or present your proposals. You are responsible for all your expenses when attending such interviews.

The Cultural Leadership Programme reserves the right to conduct post-tender negotiations with one or more tenderers.

