Arts Council England Invitation to Tender- UPDATED ON 25 November

**Title:** Museums and workforce skills, values and behaviours

**Reference number:**ART011-0077

**Deadline for receipt of tender proposals:** 12noon 1 December 2015

**Section 1: Background**

Arts Council England champions, develops and invests in artistic and cultural experiences that enrich people's lives. We support a range of activities across the arts, museums and libraries - from theatre to digital art, reading to dance, music to literature, and crafts to collections.

Great art and culture inspires us, brings us together and teaches us about ourselves and the world around us. In short, it makes life better. Between 2015 and 2018, we will invest £1.1 billion of public money from government and an estimated £700 million from the National Lottery to help create these experiences for as many people as possible across the country.

The Arts Council’s policy and research team work to produce knowledge to inform the organisation’s future strategy and improve delivery. The team sits within the Arts and Culture department at head office, which is responsible for providing a national overview, policy development, equality and diversity leadership, specialist advice, long-term strategic thinking, research, and managing national strategic partnerships.

Arts Council England is carrying out this procurement in collaboration with the Museums Association and Museums Galleries Scotland. Further details are set out below.

**Arts Council England’s 10-year strategic framework and Goal 4**

Arts Council England has recently published its refreshed strategic framework, *Great Art and Culture for Everyone,* which describes how the Arts Council’s vision for England will be achieved. This refreshed strategy runs until 2020 and brings together previous strategies for the arts and for museums and libraries.

At the heart of this document are five inter-related strategic goals, which guide the Arts Council’s activity and investment:

1. Excellence is thriving and celebrated in the arts, museums and libraries
2. Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries
3. The arts, museums and libraries are resilient and environmentally sustainable
4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

[*Great Art and Culture for Everyone*](http://www.artscouncil.org.uk/media/uploads/Great_art_and_culture_for_everyone.pdf)describes Arts Council England’s aspirations for Goal 4, and in particular that ‘The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.’

**The Museums Association**

The Museums Association is a membership organisation for everyone working in museums, galleries and heritage. Set up in 1889, it has over 7200 individual members, 600 institutional members and 250 corporate members. Its purpose is to champion the value of museums to society and to support people who work in, for and with them. To this end, we seek to cultivate a questioning, outward-looking, adaptable workforce.

The MA has recently completed its workforce strategy 2016-19 aiming to support values-based change across the museum workforce (including non-permanent and unpaid roles).

**Museums Galleries Scotland (MGS)**

Museums Galleries Scotland is the National Development Body for the museum sector in Scotland. Their role is to work collaboratively to invest in and develop a sustainable museum and galleries sector for Scotland, in line with the aims of '[**Going Further: The National Strategy for Scotland’s Museums and Galleries**](http://www.museumsgalleriesscotland.org.uk/research-and-resources/resources/publications/publication/460/going-further-the-national-strategy-for-scotlands-museums-and-galleries)**.'**

MGS’s National Strategy was published in March 2012 and aimed to unify the sector in Scotland under a shared vision:

**“Scotland’s museums and galleries will be ambitious, dynamic and sustainable enterprises: connecting people, places and collections; inspiring, delighting and creating public value**

With the following six aims:

1: Maximise the potential of our collections and culture

2: Strengthen connections between Museums, People and Places to inspire greater public participation, learning and well-being

3: Empower a diverse workforce to increase their potential for the benefit of the sector and beyond

4: Forge a sustainable future for sector organisations and encourage a future of enterprise

5: Foster a culture of collaboration, innovation and ambition

6: Develop a global perspective.

MGS work with a sector of over 400 museums and galleries, supporting and enabling them to meet their objectives in a number of ways including, though strategic investment, advice, advocacy and skills development opportunities.

MGS are currently in the process of developing a five year skills strategy for the sector in Scotland and reassessing our skills development provision.

MGS are investing £6,000 inclusive of VAT and expenses in this study and this budget (which is incorporated within the overall contract price) must be dedicated to the Scottish research element.

Section 2: Specification

**Introduction**

*Museums bring collections and the stories they hold to life, providing opportunities for enjoyment, learning and wellbeing. It is understood more than ever that their key role is to work alongside the communities they represent to collect, care for and share knowledge about material that reflects the rich history of the UK and the wider world.*

*The climate in which museums operate is changing on an unprecedented scale. The sector is experiencing long-term budget cuts and a culture change to reduce reliance on public funding, combined with a growing need to value and demonstrate the public impact of museums.*

*The pace and scale of this change must be appreciated by everyone working in the sector, so that museums can reassess their position, their role and their future. Armed with a fresh vision, museums need to invest in the people that make up their workforce so that they are flexible, adaptable and able to implement necessary change[[1]](#footnote-1).*

The museum sector needs to change and needs a workforce with the relevant skills, values and behaviours to do so. This project aims to identify the skills, behaviours and values needed in the UK museum workforce for the future 10 years; and to address how museums can recruit or support people to develop these.

This contract is being procured by Arts Council and the successful bidder will be required to enter into a contract with them. However the Arts Council and the successful bidder shall be required to work closely with the Museums Association (MA) who is the key stakeholder for this sector. The MA will form part of the steering group responsible for managing this contract. The MA is the main membership organisation for museums across the UK, and a key delivery agent in workforce development. Where appropriate the appointed researcher would need to take on board research, practice and learning from across the UK. Arts Council England is currently developing a partnership with the museum development agencies in Scotland, Wales and Northern Ireland.

The research would aim to influence museums and anyone supporting workforce development such as Museum Development providers. It would inform people thinking about working in the museum sector, at any stage of their career and in paid or voluntary roles. It would guide the Arts Council England and the Museums Association in their work to develop and support the museum workforce, and partnership working with the other national museum development agencies.

The outputs of this research will help us to support museums to develop the diverse and appropriately skilled workforce needed. It will also inform future work with employers, HEIs, museum development and other providers to establish more effective courses and development opportunities. The MA will seek ways of extending the impact of the research by producing guidance on ethical best practice around recruitment and salaries.

We want the research to build on the recent report by Creative and Cultural Skills ‘Building a creative nation: The next decade’ but with a focus specifically on the museums sector. The main themes coming through ‘Building a creative nation’ were about the types of skills and behaviours needed, and also the potential importance of values to the modern workforce. By looking at values we want to find a way to articulate the less tangible skills and attitudes that the sector needs. The MA’s track record on workforce research (e.g. from Diversify to the Tomorrow People and Working Wonders) gives a foundation to take this research further.

**Aims and objectives**

Arts Council England wishes to procure a service providerto undertake a piece of research which will give us a greater understanding of the skills, values, behaviours and diversity of individuals currently working in or for museums. Specifically the work will include:

* A skills, values and behaviours audit for the sector, taking into consideration the importance of diversity (in its broadest sense).This should include data on job specifications and salaries. This will provide a baseline showing what skills, values and behaviours currently exist and where the gaps are.
* An analysis of the skills, behaviours and values needed in the future and looking ahead 10 years.; drawing on influential thinking and practice from within and beyond the sector. This should also identify current barriers to workforce development.
* An investigation into how skills, values and behaviours can be nurtured and developed in all parts of the workforce, including volunteers. This should draw on best practice and take into account qualifications and awards, pay, work based learning and training provision, and recruitment.
* An analysis of how pay levels reflect and impact on the skills, values and behaviours.
* Recommendations for how the sector can recruit and develop a diverse and resilient workforce with the necessary skills, values and behaviours.

The following MSG specific objectives shall apply in respect of the research that relates to Scotland:

* The sample should include workforce based at all types of organisations-(volunteer run, local authority, independent, regimental, university, arms-length bodies, Nationals) and a representation of different workforce types and sizes.
* MSG shall work with the successful bidder through the steering group to agree steps to ensure the final sample is representative of the different types and levels of museum work.
* Findings should reveal the breadth of skills, values and behaviours currently needed and to comment on current skills gaps as well as identify future skills needs.
* Investigate how skills, values and behaviours can be nurtured and developed in all parts of the workforce’; including a reflection on the appropriate methods of developing these skills, values and behaviours.
* The Scottish sub-sample should be analysed and any Scottish-specific findings should be identified by the researchers e.g. commonalities or differences with other geographical areas. MGS shall have input into the structure of the report.

By the end of this research we will have a clearer picture of the skills, values and behaviours that the sector needs now and over the next 10 years. We will understand the role that pay, qualifications, recruitment practice and planned development of staff, play in fostering these attributes. We will better understand how a diverse workforce can be developed. We will have a clearer idea of the actions that need to be taken by the Arts Council, MGS, the Museums Association and other development organisations to achieve this.

**Requirements and Proposed methodology**

We anticipate the research methodology consisting of all or some of the following methods:

1. Rapid review of existing research and evidence about the workforce of the museums sector. This would include evidence about the current state of the sector and horizon scanning for the next 10 years. A focus would be building on the recent report by Creative and Cultural Skills ‘Building a creative nation: The next decade’. Evidence would also be held by the nine Museum development providers funded by ACE, the Museums Association and the Association of Independent Museums, and the other UK national museum development agencies (as appropriate to this research).
2. Quantitative and qualitative analysis using data and information collected by the researcher from museums and members of staff throughout the UK.
3. Consultation with representative organisations across the sector including museums, Creative and Cultural skills, local authorities, Local Government Association, museums development agencies and funders to bring context to the evidence and data.
4. Consultation with the MA and MGS Workforce Team
5. Consultation with key thinkers from outside the sector to future proof the research.

Research suppliers are asked to note the ideas for a research methodology suggested above and outline how they would implement a research strategy incorporating these ideas and suggestions with associated costs for each strand.

Suppliers are welcome to suggest fully costed alternative or additional research methods that meet the aims and objectives of the research and come within the budget. Suppliers should include in detail the phasing of different research approaches over the course of the contract. Suppliers should also provide information on how research participants will be engaged, conduct the research fieldwork and how they would ensure quality of data analysis and reporting outputs.

Suppliers should include information in their proposal about how they would approach recruitment/sampling, target sample sizes for qualitative and quantitative research and modes of data collection.

**Expected outputs**

* A full **research report** or set of reporting outputs which are likely to published, inclusive of details of the methodology and sources of evidence and data.
* An **executive summary report** about the key findings from the project
* A full set of **survey data tables** with various cross-tabulation, and a full SPSS file for the whole survey dataset.
* A set of **recommendations** for follow-up action by the Arts Council, the Museums Association, MGS and arts and cultural organisations.

Research suppliers are asked to note the proposed research outputs expected, and are welcome to suggest additional or alternative outputs they feel could be useful for Arts Council England, MGS and the Museums Association.

**Procurement and Project Timetable**

|  |  |
| --- | --- |
| ***Activity*** | ***Date*** |
| Tender deadline and initial evaluation of bids | 12 noon on 1 December 2015 |
| Bidder clarification meetings (if applicable) | Thursday 10th December, Birmingham ACE offices |
| Contract initiation meeting | 9-11am Friday 18th December, Birmingham or London ACE offices tbc |
| Presentation of initial work (including outline of proposed report contents) | 22nd February 2016 10.15-12pm, London ACE offices |
| First draft of report + technical report/appendices | 11th March 2016; steering group 21st March 10.15 – 12pm, London ACE offices |
| Second draft | End March 2016 |
| Final report | Mid April 2016 |

**\***Bidders should raise any queries they have about the requirements by sending an email to [procurement@artscouncil.org.uk](mailto:procurement@artscouncil.org.uk) quoting the reference number provided on the ITT. Questions and responses (without identifying the author of the question) will be uploaded unto Contracts Finder

\*\*We reserve the right to carry out clarifications if necessary; these may be carried out via email or by inviting bidders to attend a clarification meeting. In order to ensure that both ACE’s and bidders’ resources are used appropriately, we will only invite up to three (the ultimate number will depend on the closeness of scores) highest scoring bidders to attend a clarification meeting. Scores will be moderated based on any clarifications provided during this meeting. You are responsible for all your expenses when attending such meetings. ACE reserves the right to vary all dates in this Invitation to tender, to terminate this procurement process and/or decide not to award a contract.

Research suppliers are asked to note the above delivery timescales (contract inception meeting onwards) and include in their proposal how they would work towards these timescales.

**Duration of Contract**

Arts Council England will award the contract to the successful supplier for the period of December 2015 – April 2016. Exact dates will be confirmed at appointment and contract commencement.

**Service Levels**

The supplier should set out proposed service levels as part of their tender response.

**Account Management**

In performing the services required under this contract the supplier will report to Isabel Churcher, Senior Manager, Museums. Please specify in your proposal the named individual who will be responsible for the account management of this contract on behalf of your organisation.

The project is directed by a steering group comprising:

* John Orna-Ornstein, Director, Museums, ACE
* Isabel Churcher, Senior Manager, Museums, ACE
* Charlotte Holmes, Museum Development Officer, Museums Association
* Andrew Mowlah, Senior Manager, Policy and Research, ACE
* Helen Wilkinson, Deputy Director, Association of Independent Museums
* Catherine Cartmell, Skills Development Manager, Museums Galleries Scotland

The supplier should provide weekly contract updates via email throughout the term of the contract. The supplier should work in conjunction with Ace and the MA workforce team. Additional meetings can be scheduled as and if required in discussion with the project manager at the Arts Council. These will be held at the Arts Council’s Manchester, Birmingham, London, Bristol, Brighton, Nottingham, Leeds or Newcastle offices, or via video conferencing between these as agreed by the parties.

**Logo**

The Arts Council England logo and MGS Logo should be used alongside the supplier’s logo on all reporting outputs. Arts Council England will advise on house style guidelines at project set-up. The Arts Council England and MGS shall jointly own the intellectual property in all materials created for it as part of the contract including raw data.

**Contract Value**

The approximate value for the contract is in the range of **£30,000 to £42,000 including VAT and expenses**. Bids in excess of £42,000 including VAT and expenses shall be excluded as unaffordable and will not be assessed against the evaluation criteria below. Please note that £6,000 worth of services must be dedicated to carrying out the Scotland related research and meeting the objectives of MGS.

You should provide an informed estimate of the cost of the project in the Table of Charges below.

**Payment Structure and billing requirements**

**Payment will be made on the achievement of agreed contract milestones. The payment profile will be agreed with the successful contractor and set out in the contract terms and conditions,**

**Evaluation Criteria**

You are required to respond to **ALL** of the criteria below. To assist our evaluation of your tender submission, please ensure you clearly cross-refer your responses to the assigned numbers. Any relevant supporting tender documentation must also be clearly identifiable by a criteria number.

1. Quality Criteria

**65 marks** will be allocated to your response to the Quality Questions (table 1 below). Each question will be scored using the methodology in the table 2 below.

Your overall score for each question will be calculated by multiplying the quality score you receive with the weighting for that question, set out below. This score will then be divided by the total maximum available score for the Quality Criteria (325) and multiplied by 65% to get your final score for that question.

Example: assume Bidder A scores 3 for Question 1: the formula is **3 x 10 = 30, 30 ÷ 325 x 65 = 6.00%**

**35% of the marks will be available for your Price Proposal**. The methodology for scoring price is set out further below.

Your responses should be supported by evidence/previous successful implementation of proposed solution for meeting our requirements.

Please note – Though criteria are numbered, this does not relate to any order of importance

Table 1

|  |  |
| --- | --- |
| **Quality Criteria** | **Weighting** |
| 1. A demonstrated understanding of the background to the research and the aims and objectives | 10 |
| 1. Please detail your research methodology for meeting all of the requirements set out above. Please include a timetable for delivering the services.   You should support your answer by reference to your previous relevant experience; setting out why your methodology is appropriate for this contract. You should also explain how you will ensure effective contract management and outline your proposals for communicating effectively with ACE and other stakeholders in delivering this contract. | 30 |
| 3. Please demonstrate your ability to deliver accurate, concise and well -structured written research by submitting two examples of published reports. Please include the reports as part of your bid or provide URLs. | 5 |
| 4. Skills and experience of the key personnel proposed for this contract in:   * delivering research in the arts and cultural sector ; and * conducting analysis of equality and diversity and about workforce development | 20 |

Table 2

|  |  |  |
| --- | --- | --- |
| **Scoring Methodology** | | |
| 0 | Very Poor | No response or partial response and poor evidence provided in support of it.  Does not give ACE confidence in the ability of the Bidder to deliver the Contract and/or our requirements are not met in most respects. |
| 1 | Weak | Response is supported by a weak standard of evidence in some areas giving rise to concern about the ability of the Bidder to deliver the Contract and/or our requirements are not met in some respects. |
| 2 | Satisfactory | Response is satisfactory and supported by a satisfactory standard of evidence. Gives ACE confidence in the ability of the bidder to deliver the contract, meets the requirements in most respects. |
| 3 | Good | Response is comprehensive and supported by good standard of evidence. Gives ACE a high level confidence in the ability of the Bidder to deliver the contract and meets ACEs requirements. |
| 4 | Very Good | Response is comprehensive and supported by a very good standard of evidence meeting ACE requirements and may exceed them in some respects. Gives ACE  a very good level of confidence in the ability of the Bidder to deliver the contract. |
| 5 | Exceptional | Response is very comprehensive and supported by a high standard of evidence. Gives ACE a very high level of confidence in the ability of the Bidder to deliver the contract.  May exceed ACE’s requirements in several respects. |

1. Price criteria (35 marks)

**35 marks** will be awarded to the lowest priced bid and the remaining bidders will be allocated scores based on their deviation from this figure. Your total costs figure including VAT and expenses in the schedule of charges below will be used to score this question.

For example, if the lowest price is £100 and the second lowest price is £125 then the lowest priced bidder gets 35% (full marks) for price and the second placed bidder gets 26.2% and so on. (25/100 x 35 = 8.75 marks; 35 – 8.75 = 26.25 marks)

**The bidder with the highest score when the quality and price marks are added up will be the preferred bidder.**

# **Table of Charges**

Bidders shall complete the table of charges below estimating the number of days and travel and subsistence costs associated with their bid. The total fixed price will be inclusive of VAT and inclusive of expenses and all costs to be incurred.

|  |  |  |  |
| --- | --- | --- | --- |
| **Service** | **Quantity/Days** | **Unit costs/Day rate** | **Total** |
| Pre contract set up meeting |  |  |  |
| Weekly email updates on progress |  |  |  |
| Rapid Evidence review |  |  |  |
| Primary data collection excluding Scotland |  |  |  |
| Primary data collection Scotland |  |  |  |
| Qualitative interviews excluding Scotland |  |  |  |
| Qualitative interviews Scotland |  |  |  |
| Analysis and reporting of primary research data |  |  |  |
| Development of full written research report and other reporting outputs |  |  |  |
| First draft of the research outputs report |  |  |  |
| Second draft of the research outputs report |  |  |  |
| Final Report |  |  |  |
| Travel |  |  |  |
| Expenses |  |  |  |
| **Sub-total** |  |  |  |
| **VAT at 20%** |  |  |  |
| **Total Price including VAT and expenses *(this figure will be used to calculate your price score)***  ***Bids in excess of £42,000 including Vat and expenses shall be excluded from consideration as non compliant.*** |  |  |  |

Notes:

1. Arts Council England reserves the right to reject abnormally low tenders.
2. You should not submit additional assumptions with your pricing submission. If you submit assumptions you will be asked to withdraw them. Failure to withdraw them will lead to your exclusion from further participation in this competition.

# Section 2: 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 Arts Council England 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 appendixes, or any other communication made between Arts Council England and any other party, can be considered a contract or agreement at this stage.

## Compliance

Arts Council England reserves the right to disqualify any tenderers who do not fully comply with the requirements in the tender documentation, in particular the closing time and date.

## Contract Terms and Conditions

Arts Council England will award the contract to the successful tenderer for the period of November 2015 – March 2016. Exact dates will be confirmed on appointment and signing of a project contract.

The Arts Council’s standard terms and conditions for services will form part of the contract to be awarded. These can be downloaded and reviewed from our website:<http://www.artscouncil.org.uk/media/uploads/pdf/Contract_for_Services_over_10K_v1_March_2012.pdf>. **The Preferred Supplier will not be permitted to enter into any negotiations on the terms of the Contract. Any attempt to negotiate amendments will breach the terms of this ITT and will result in the Preferred Supplier being excluded from the tender process. In such circumstances Arts Council England reserves the right to invite the next highest scoring Bidder to enter into the Contract.**

Please note that Arts Council England are required to publish online the final awarded contract and any associated documentation. If you have any concerns about the future publication of sensitive information you should raise these within your tender proposal, highlighting which areas within your proposal you consider may be subject to exemption, and subsequent redaction, in line with the provisions of the Freedom of Information Act 2000 (FOIA). More information about FOIA can be found at [www.ico.gov.uk](http://www.ico.gov.uk/).

## Validity of offer

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

Please note that by submitting a tender response for consideration you are confirming that, as an officer for the company/organisation that you represent, you have read and understood the tender documents and that your offer to Arts Council England is open for acceptance for 60 days from the tender closing date.

## 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.

Arts Council England reserves the right, in its absolute discretion, to cancel or suspend this tender process at any time and for any reason. If we need to do this we will notify you in writing as soon as reasonably practicably.

Arts Council England 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.

**Return of Tender**

You must complete and submit your tender response/proposal electronically to [procurement@artscouncil.org.uk](mailto:procurement@artscouncil.org.uk) by the tender deadline of **noon Tuesday 1st December 2015.**

We will only accept responses submitted via the the email address provided. We will not accept any responses submitted by any other method. Any tender delivered after the closing date and time for any reason will be discounted.

The Arts Council is not responsible if all or part of your tender is not received.

1. Working Wonders: An Action Plan for the Museums workforce – Museums Association <http://www.museumsassociation.org/download?id=969395> [↑](#footnote-ref-1)