Arts Council England - Invitation to Tender

**Title:**A feasibility study to determine an operating programme for a new cultural grant funding scheme for Luton Town.

**Reference number:** ART011-0048

**Deadline for receipt of tender proposals:** 12 noon, Thursday 2 April 2015

**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 2011 and 2015, we will invest £1.4 billion of public money from government and an estimated £1 billion from the National Lottery to help create these experiences for as many people as possible across the country.

Managed across 5 ‘areas’ Arts Council England can respond to specific cultural priorities across the country. This tender has been issued by the South East office, based in Cambridge.

Section 1: Specification

**Introduction**

Luton is in bottom 20% of arts engagement and significant historic investment has not led to increased public engagement. In July 2014 ACE agreed to invest £1,500,000 between 2015-18 into Luton to support the developing cultural infrastructure to present ambitious art and increase audience engagement. This new investment was agreed following the unsuccessful applications by Luton based organisations to be National Portfolio Organisations for the period 2015-18. This investment acknowledges and will complement the existing investment by ACE into Luton through the Creative People & Places programme (see overview at Appendix 4).

ACE has initiated a stakeholder group to assist on the creation of a funding programme specifically for Luton. (See Appendix 1) The stakeholders represent the key organisations in Luton who have a responsibility for cultural provision. In discussion with the stakeholder group, a set of aligned priority outcomes connected specifically with this investment stream have been developed (also see Appendix 2).

The funding will be expected to link with the following working outcomes:

* A sustainable, high quality cultural offer in Luton
* Increased business growth over the funding period directly for arts and cultural organisations, and indirectly for local town centre businesses
* Increased quality and level of public engagement in culture
* The life chances of local people (in Luton) are improved
* The most vulnerable (people in Luton) are supported by arts and cultural activities

ACE has led on the work so far (see Appendix 2), but a cultural policy specialist is now required to take this policy work forward, refine the approach and develop an operating plan for this investment (which has full agreement and support from key stakeholders including ACE). The specialist consultant is also required to provide considered recommendations around areas such as budget allocation, governance, management, timelines, outcomes and measures of success.

**Local/ regional stakeholders listed within this tender should not be directly approached in the formulation of any proposal.**

**Requirements**

The primary aims of this study are to:

* Develop (in consultation with key stakeholders and ACE) an agreed programme of investment opportunities which specifically target the agreed set of outcomes (above and in Appendix 2)
* To ensure the funding builds on and complements (rather than replicates) existing arrangements towards developing a cultural offer (eg: Creative People and Places)
* To ensure (in consultation with ACE staff) that any proposed programme fully acknowledge the statutory limitations on how the £1.5million investment can be spent e.g. limitations on delegating the power to make grants and if appropriate UK and EU procurement legislation.
* Develop a clear operating mechanism (and management structure) for the 3 year investment, noting the processes required for potential applications to any scheme, capacity of the stakeholder organisations (including ACE)
* Develop a clear governance structure for the funding stream including proposed roles of the stakeholders, who may be responsible for distributing funds and managing elements of the programme. Draft contractual arrangements or formal agreements (Memorandum of Understanding/ Terms of Reference) which may be required should be included.
* Develop an outline budget breakdown for the investment (for each year of operation) including a considered allocation for each programme strand, key items of expenditure (including any management costs, fees and expenses that may be expected). Explore how this funding stream can be used to lever additional investment – commercial or otherwise.
* Create a delivery plan, including key milestones and responsible organisations
* Identify a range of clear options towards how any proposed activity can have a sustainable future or legacy beyond the funding period.

The approach to this research should include (but not be restricted to) the following tasks:

* Undertake a considered consultation with local stakeholders and ACE staff to test the key outcomes and deliverables (See Appendix 3 for a non-exhaustive list of potential organisations to consult).
* Discussion with other local, and regional organisation to explore how the agreed outcomes connect with the artistic and commercial sector (See Appendix 3 for a non-exhaustive list of potential organisations to consult).
* Exploration of other national models and case studies connected with programme aspects

It is anticipated that the output from this study will comprise the following:

* An agreed final report which includes:
  + Assessment of funding outcomes and deliverables
  + Programme plans, including methodology for implementation
  + Management and Governance structures that should be applied
  + Draft Term of Reference, Memorandum of Understanding and/or Partnership agreements
  + A full and detailed budget
  + A Legacy and Sustainability plan
  + A Delivery plan
  + A Risk Analysis
* An evidence base, providing rationale as to each of the programme plans, in line with examples of working practise
* An evaluation plan - providing KPI’s or equivalent

**Project & Procurement Project Timetable**

It is anticipated that this research will commence in April 2015 and be completed by July 2015.

|  |  |
| --- | --- |
| **Event/Deliverable** | **Date/Time** |
| Tender Notice posted | Wednesday 18th March |
| \*Deadline for questions | 12 noon, Friday 27th March |
| **Tender response deadline** | **12 noon, Thursday 2nd April** |
| \*\*Clarification Meetings (if applicable) | w/c 13th April |
| Anticipated contract award | w/c 13th April |
| Project Inception meeting | w/c 20th April |
| Refined plans if required | As agreed at the inception meeting |
| Email updates on progress | Weekly throughout the contract |
| Progress meetings | As agreed at the inception meeting |
| Research and consultation phase | 20th April onwards |
| Develop and present a working programme to ACE and key stakeholders | In accordance with the agreed timetable. |
| Draft sections of the final report to be submitted to ACE for approval | In accordance with the agreed timetable. |
| Submission of Final Report | In accordance with the agreed timetable but by 31 July 2015 |
| Presentation of Final Report to ACE and key stakeholders | In accordance with the agreed timetable but by 31 July 2015 |

**\***Bidders should raise any queries they have about the requirements through the Delta E-Tendering Portal. We will circulate all questions raised (without disclosing the source of the enquiry) and all responses to all bidders unless it considers the information commercially sensitive via the portal. Our view on the issue of commercially sensitivity shall be final, the bidder raising the question will be asked to withdraw it if it does not agree with this assessment. Questions and responses will be published on the Delta portal and it is your responsibility to check this regularly.

\*\*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.

**Duration of Contract**

The contract will run from April 2015 to approximately July 2015.

**Account Management**

The successful consultant will report to the Combined Arts, Relationship Manager, in the Cambridge office at ACE and will be expected to:

* Work remotely but ensuring close contact with the project contact at ACE
* Maintain close contact with the lead officer to discuss and review the progress of the work ensuring strong and clear communications
* Attend regular project planning meetings, where appropriate
* Produce drafts of completed sections of the final report to an agreed timetable, including the final completed proposal by an agreed date.

**Escalation Procedures**

In the event of a major problem, a list of contacts will be required to manage any problem to a successful conclusion.

**Logo**

The ACE logo (to be provided) in line with corporate brand guidelines will need to be applied to any documents (working or final)

**Intellectual Property**

The final report (and any associated documents) will remain the ownership of ACE.

**Pricing/Budget**

The estimated value of this contract is up to **£30,000** inclusive of VAT and all expenses and travel costs). **Bids in excess of this value will be excluded.**

**Payment Structure and billing requirements**

Payment to the successful service provider will be agreed on contract award.

**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**

**80 marks** will be allocated to your response to the Quality Questions (table 1). 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 (400) and multiplied by 80% to get your final score for that question.

Example: assume Bidder A scores 3 for Question 1: the formula is **3 x 30 = 90, 90 ÷ 400 x 80 = 18%**

**20% 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. Proposals that exceed the stated size may be marked down.

**Table 1 – Quality Criteria Questions**

|  |  |  |
| --- | --- | --- |
|  | **Quality criteria** | **Weighting** |
| 1 | Please demonstrate your understanding of the scope of services required and set out your methodology for delivering the contract to time and to budget.  Your response should include a detailed schedule/work plan, identifying number of days to be worked and highlighting key milestones  Please provide a maximum 6 sides A4 (12pt text) in response to this question. | 30 |
| 2 | Please demonstrate your experience in delivering similar feasibility studies in respect of developing funding programmes (grant and commissioning) and working with multiple stakeholders.  Please provide details of two similar contracts delivered in the last three years and contact details for referees.  Please provide a maximum 2 sides A4 (12pt text) in response to this question. | 25 |
| 3 | Please detail the relevant skills and experience of the personnel who you propose to deliver this contract.  Please provide a maximum 2 sides A4 (12pt text) in response to this question. | 20 |
| 4 | Please identify the risks to delivering this project to time and budget and your proposals for mitigating them.  Please provide a maximum 1 sides A4 (12pt text) in response to this question. | 5 |
|  | TOTAL | 80 |

Each question will be scored using the methodology below.

**Table 2 – scoring methodology**

|  |  |  |
| --- | --- | --- |
| 0 | Very Poor | No response or partial response and poor evidence provided in support of it.  Does not give Arts Council England 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 Arts Council England 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 Arts Council England a high level confidence in the ability of the Bidder to deliver the contract and meets Arts Council England ’s requirements. |
| 4 | Very Good | Response is comprehensive and supported by a very good standard of evidence meeting Arts Council England requirements and may exceed them in some respects. Gives Arts Council England 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 Arts Council England a very high level of confidence in the ability of the Bidder to deliver the contract.  May exceed Arts Council England’s requirements in several respects. |

1. **Price criteria**

**20 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 20% (full marks) for price and the second placed bidder gets 15% and so on. (25/100 x 35 = 5 marks; 20 – 5 = 15 marks)

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

# **Table of Charges**

Please use the template below to estimate the number of days, travel and subsistence costs associated with their bid. The total fixed price will be inclusive of VAT, inclusive of expenses and all costs to be incurred. This table will be used to undertake the evaluation of the Price Criteria.

VAT is chargeable on the services to be provided and this will be taken into account in the overall cost of this procurement contract.

**Table 2: Template for Pricing**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | | **e.g. Project Manager** | **e.g. Senior Consultant/manager/researcher** | **Junior**  **Consultant/equivalent** | **Total Days** | **Total Fees (£)** |
|  | | ***e.g. £500*** | **e.g. £300** | **e.g. £200** |  |  |
|  | ***Quantity*** |  | | |  |  |
| **Eg: Inception meeting** | *1* | *e.g. 0.5* | *0.5* |  | *1* | *400* |
| **Eg: Refined plans** |  |  |  |  |  |  |
| **Eg: Weekly project progress updates via e-mail** |  |  |  |  |  |  |
| **Eg: Progress Meetings** |  |  |  |  |  |  |
| **Eg: Research and consultation (please provide breakdown)** |  |  |  |  |  |  |
| **Eg: Reporting (please provide a breakdown)** |  |  |  |  |  |  |
| **[add as necessary]** |  |  |  |  |  |  |
| **[add as necessary]** |  |  |  |  |  |  |
| **Expenses** |  |  |  |  |  |  |
| **Travel and subsistence** |  |  |  |  |  |  |
| **Other (non-staff) costs –**  ***Please specify*** |  |  |  |  |  |  |
| ***[Add as necessary]*** |  |  |  |  |  |  |
| **Sub-total** | | | | | |  |
| **VAT** | | | | | |  |
| **Total Costs including VAT and expenses (this figure will be used for the purposes of allocating your score for the price criterion and must cover the cost of meeting all our requirements )** | | | | | |  |

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 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.

## Contract Terms and Conditions

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 into the secure document exchange by the tender response deadline of **12 noon on Thursday 2 April 2015.**

To submit your response/proposal please follow the instructions below:

1. Complete your tender response/proposal.

2. Go to www.delta-esourcing.com and login using your username and password.

3. Click on the ‘Responses Manager’ tab and then click on the title “Feasibility study for a grant scheme in Luton” (access code: **3WH46W2K64**) link: [https://www.delta-esourcing.com/respond/**3WH46W2K64**](https://www.delta-esourcing.com/respond/3WH46W2K64)

4. Click on the ‘Deposit Tenders Responses’ tab.

5. Click on ‘Browse’ and select the file that contains your tender response/proposal. Then click on ‘Submit’ to upload your tender response/proposal.

If you are experiencing any problems submitting your document online, please contact the Delta helpdesk at helpdesk@delta-esourcing.com or call 0845 270 7050 for further assistance.

Please allow at least two hours to upload your completed documents. We will only accept responses submitted via the secure electronic document exchange. We will not accept any responses submitted by any other method including email. 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.

**Section 3 - Appendices**

1. Key Stakeholders
2. Model of Change
3. List of key local organisations
4. Overview of Creative People and Places programme
5. Glossary & List of Acronyms

**Appendix 1:**

**Key Stakeholders**

**Luton Borough Council (LBC)**

Luton Borough Council is the Local Authority. Whilst the Council handed over its cultural role in Luton through the creation of then Cultural Trust in 2008, it maintains a relevant role in connected programmes. It also indirectly is a principal funder of both UK Centre for Carnival Arts and Luton Cultural Services Trust, it oversees work in the public realm, and governs community focussed services.

**University of Bedfordshire (UoB)**

The University is increasingly active in Luton’s cultural scene. UoB is located in Luton, Bedford and Milton Keynes. Luton has a very large student population, many born locally –and who historically have not engaged with the city’s cultural offer, beyond its commercial elements. UoB are beginning to programme a wider cultural offer across its sites. UoB are also part of the town’s CPP project

**Luton Cultural Services Trust (LCST)**

Luton Culture was set up in 2008 to oversee cultural services in Luton. It currently manages most of the key cultural venues in the town including – Hat Factory; Library Theatre; Stockwood Discovery Centre; Wardown Park Museum; the Library Service; Community Centres. LCST continue to be funded by Luton Borough Council. LCST are the lead organisation in the town’s CPP bid.

**Appendix 2**

**Model of Change**

**See Separate Attachment**

**Appendix 3**

**List of cultural organisations and activities**

A non-exhaustive list of artists, organisations and events either based, taking place, or having an impact in Luton. These organisations should be considered as part of any consultation around the funding, as indicated within the specification.

**These organisation should not be approached during the development of any bid.**

**Artists & Organisations**

Departure Lounge

Dominic from Luton

Full House Theatre

Jean Abreu

Kadam

Khayaal Theatre

Royal Opera House – Bridge

The Midas Touch

The Music Education Hub

UK Centre for Carnival Arts

**Festivals**

Luton International Carnival

Luton Mela

**Commercial**

London Luton Airport

Love Luton Consortium

Luton BID

Luton Town Football Club

**Appendix 4**

**Overview of Creative People and Places**

The Arts Council wants more people to experience and be inspired by the arts, irrespective of where they live or their social, educational or financial circumstances.

The Creative people and places fund will focus our investment in parts of the country where people's involvement in the arts is significantly below the national average, with the aim of increasing the likelihood of participation.

ACE will invest a total of £37 million in a small number of locations of greatest need to establish action research partnerships called Creative people and places. This investment will encourage long-term collaborations between local communities and arts organisations, museums, libraries and other partners such as local authorities and the private sector. It aims to empower them to experiment with new and radically different approaches and to develop inspiring, sustainable arts programmes that will engage audiences in those communities.

Excellence will be central to the activity we support and although funding can only be guaranteed for three years, we would like to see applications which carry a 10-year vision for these communities.

#### Our vision for Creative people and places funding:

* more people from places of least engagement experience and are inspired by the arts
* communities are empowered to take the lead in shaping local arts provision
* the aspiration for excellence is central to the activity we will support - this covers both excellence of art and excellence of the process of engaging communities
* we will learn from past experiences and create an environment where the arts and cultural sector can experiment with new approaches to engaging communities
* we will learn more about how to establish sustainable arts and cultural opportunities and make this learning freely available across the cultural sector
* we will encourage partnerships across the subsidised, amateur and commercial sectors
* through these projects we will demonstrate the power of the arts to enrich the lives of individuals and make positive changes in communities

**Creative people and places – Luton**

Luton Culture is the lead partner for its Creative People and Places project. It is working with a creative leaders group formed of : Luton Borough Council, UK Centre for Carnival Arts and the University of Beds.

Luton commenced work on their business plan in June 2014. This process is now approaching completion. As a result of the work carried out through this project 2 forums for ongoing discussion/ consultation have been created – one for the cultural community and the other set for the wider community.

http://creativepeopleplaces.org.uk/

**Appendix 5**

**Glossary & Acronyms**

ACE Arts Council England

CPP Creative People and Places - an ACE funded programme as indicated in Appendix 4

ITT Invitation to Tender

LBC Luton Borough Council

LCST Luton Cultural Services Trust (aka Luton Culture)

UKCCA UK Centre for Carnival Arts

UoB University of Bedfordshire