

The logo features the words 'TRANSFORMING' and 'NARRATIVES' in white, uppercase letters, each contained within a separate orange rectangular box. These two boxes are positioned side-by-side and are connected by a thin horizontal line. Below this graphic, the text 'BANGLADESH | BIRMINGHAM | PAKISTAN' is written in a smaller, black, uppercase font, with vertical bars separating the three locations.

TRANSFORMING NARRATIVES
BANGLADESH | BIRMINGHAM | PAKISTAN

INVITATION TO TENDER FOR AN INTERNATIONAL CULTURAL LEADERSHIP PROGRAMME

1. INTRODUCTION

This is an Invitation to tender issued by Culture Central for a supplier to design and deliver a Cultural Leadership Programme for an international cohort of emerging and mid-career leaders from Birmingham, Pakistan and Bangladesh. The following sets out the context for this work, our requirements and the process for application and selection.

2. BACKGROUND

Culture Central is a leader and a collective voice for Arts and Culture in the Birmingham City region. We drive cultural strategy with an ambitious, inclusive and relevant vision for the role of the arts and artists in society. We act as a catalyst for generating radical new approaches to investment and sustainability. We broker partnerships, support arts organisations to develop audiences, attract resources and investment, promote opportunities for learning and participation and nurture employment opportunities for regional artists and creatives.

Transforming Narratives is a three-year project which aims to establish Birmingham as a leading international centre for contemporary South Asian arts practice, presenting multi-art forms through an artistic exchange programme, for the mutual benefit of Birmingham and cities in Pakistan and Bangladesh. It is funded by Arts Council England's Ambition for Excellence programme and is supported by the British Council. The initiative is working to deliver a step-change in the cultural relationships between these countries and Birmingham to focus on the reciprocal exchange of contemporary cultural practices.

The project will achieve this through five workstreams, which are:

- Artistic programming
- Cultural leadership development
- Audience development and engagement with a strong focus on attracting diverse audiences (with particular emphasis on new audiences of Bangladeshi and Pakistani (including Kashmiri) heritage)
- Archiving culturally diverse work produced by artists of Bangladeshi and Pakistani (including Kashmiri) heritage
- Critical exchange and dialogue/reflections on practice and intercultural relations

Through Transforming Narratives, the vision for the international Cultural Leadership work strand is:

- To create opportunities for cultural leadership development for cultural leaders through exchange between Birmingham, Pakistan and Bangladesh

- To create a platform for cultural leaders from all three countries to identify and build on their leadership strengths and become adept at operating in different cultural and political contexts:
- Develop the intercultural awareness of those cultural leaders and people who will shape the future cultural life of their cities and countries.
- To diversify the profile of cultural leadership in Birmingham, Bangladesh and Pakistan and increase the connectivity between cultural leaders in the three geographies.
- To address under-representation of Birmingham's Bangladeshi, Pakistani and Kashmiri communities in the cultural leadership of the city
- To enable the cultural leaders from Bangladesh and Pakistan to address the challenges they experience as cultural leaders in their own respective social, cultural and political contexts

What does success look like?

- The leadership of cultural organisations in the city and region is representative of the communities they serve
- Individuals from Bangladeshi and Pakistani (including Kashmiri) backgrounds who work in the cultural sector are able to secure leadership positions in their cities, countries and internationally
- Create conditions for organisational/sector change globally

While the intention is that the cultural leaders cohort develop a similar set of skills, knowledge and attitudes (outcomes), the wider success for the cultural leadership programme will have a different emphasis in each of the participating cities and countries.

In Birmingham, the key ambition is for the leadership of cultural organisations in the city and region to be more representative of the communities they serve, with individuals from Bangladeshi and Pakistani backgrounds securing more leadership positions in the city's cultural sector.

In cities in Bangladesh and Pakistan, the key ambition is to shape a further generation of cultural leaders, contributing to the ongoing development of the cultural life of cities in these countries, with strong connections with the cultural sector in the UK, and the skill to overcome the barriers they face in cultural development in developing countries.

3. REQUIREMENTS

We are looking for a supplier (organisation or consortium) to design and deliver a leadership development programme which equally meets the learning needs of emerging leaders and mid-career leaders of Bangladeshi and Pakistani (including Kashmiri) heritage in Birmingham, and emerging and mid-career leaders from Pakistan and Bangladesh. The training programme will also be open to emerging and established leaders in non-arts sectors who have an interest in developing a career in the arts and culture sector.

The aims are to:

- Equip emerging cultural leaders with the tools and skills to develop into middle management and senior leadership roles. The talent philosophy we have defined to

frame this work is based on the notion of individual strengths, not deficits. The model for delivery should focus on practice-based learning

- To recognise, support and develop the talents and strengths of the participating artists, producers and cultural managers and their contribution to the cultural sector
- To equip the participants with the tools and skills they need to engage with and lead within their unique cultural contexts as well as adopting an international and global perspective on their work
- To develop the operational, strategic and behavioural learning, leadership self-awareness, leadership agility and advocacy/influencing skills of the cohort
- To develop the intercultural fluency of the leaders, to support them to work with diverse artists, producers, teams and audiences, in diverse cultural contexts, both locally and internationally

We recognise that the cultural leaders from different contexts will each bring a unique combination of attributes, skills, experience and values to their work. Our philosophy is to equip people to understand and use their strengths to best effect in their roles, both now and in the future as their careers develop. In doing this we recognise the challenges faced by Pakistani (including Kashmiri) and Bangladeshi artists, managers and producers working in the UK's cultural sector, and the barriers they experience in accessing the opportunities, resources and support. These barriers may also include issues round gender equality, discrimination and unconscious bias in addition to those associated with race.

Equally we recognise that in Bangladesh and Pakistan there are a range of barriers and challenges inherent in working in the arts and creative industries, some of which may be culturally-related, and heritage-related. These are barriers which artists, managers, producers from those countries will need to address if they are to progress. The programme will need to take account of these challenges between and across different cultural contexts and address them with sensitivity and expert knowledge.

The programme will be designed to be delivered to two cohorts (one focussing on emerging and one focussing on established leaders).

Each cohort will have 12 participants:

- Six from Birmingham (three of Pakistani/Kashmiri heritage, three of Bangladeshi heritage)
- Three from Pakistan
- Three from Bangladesh

We envisage the delivery format to be one day a week for six weeks (remote learning) and a week residential course (held in Birmingham). The format should adopt a blended learning approach to include some or all of the following:

- Mentoring
- Seminars
- Case studies
- Visits

- Placements

Programme Outcomes

The programme should equip participants to:

- Progress and action their personal and professional development
- Demonstrate authentic leadership through their actions and communication, and the ability to reflect on their own practice
- Develop and implement proactive and reactive strategies to negotiate power and politics in their unique contexts, and to deal with challenging workplace situations
- Build and maintain effective support and professional networks

The programme should also have a strategy to sustain and continue the learning for the participants. This needs to be built into the design of the programme from the outset. It should also factor in some of the following considerations (to be negotiated with Culture Central and the delivery partners):

- Offering career advice and guidance as a key element of the programme experience. Individual participants should receive support to formulate and shape their three-to-five-year career plan
- Each of the two programme cycles should develop a group of people who are equipped to act as change agents, with the ability to influence their wider environment. The programme should work to ensure that the participants create a peer support network out of the programme
- Participation in the programme should increase the visibility of the participants in their respective cultural sectors

Skills and Experience Required

The supplier appointed will have:

- Experience of delivering leadership development to a diverse cohort of people in the early or mid-career stages of their professional lives and up-to-date knowledge of leadership theory and practice
- A demonstrable strengths-based approach to development and the ability to use coaching techniques during facilitation with diverse groups working in different contexts
- An understanding/appreciation of the social and political context and cultural nuances for artists, leaders and communities in Pakistan and Bangladesh, and the equivalent artists, leaders and communities from the Birmingham diaspora (of Pakistani (including Kashmiri) and Bangladeshi heritage), and experience of how to integrate these understandings into the design and delivery of the programme
- An excellent understanding of the challenges and various forms of racism on a personal, cultural and institutional level and the barriers that the cohort of cultural leaders could face in progressing their careers in their own distinctive contexts
- Understanding of the systematic disadvantages BAME communities face in the sector and more widely, with a demonstrable commitment to addressing these barriers
- The ability to use the information provided by participant applications to inform programme content where possible

- A good understanding/appreciation of the arts and culture sector

The successful supplier organisation should also be aware of Arts Council England's 'Transforming Leadership' programme which has made awards to a range of leadership development programmes across the country and aim to ensure synergy with these innovative new leadership models and programmes. We would also anticipate that the company/organisation awarded the tender would demonstrate a willingness to make changes/improve delivery based on training evaluation data as the programme progresses from working with the first cohort into working with the second.

This tender is open to applicant organisations from all three of the designated locations.

Policies

All suppliers of services to Culture Central are expected to have Equality Diversity and Inclusion practices and policies in place and risk management and mitigation processes in place to deal with any incidents which could arise during delivery.

The supplier should also ensure all training design is accessible and inclusive, suited to different learning styles and should be fun, experiential and explorative. This should include ensuring that trainers/facilitators/presenters of Bangladeshi and Pakistani heritage are central to the delivery of the package.

4. BUDGET

Culture Central has a budget of up to £20,000 plus VAT for the design and delivery of this programme. We are open to hearing creative ways to achieve the project in the proposed budget.

5. PROJECT SUPPORT

Culture Central will provide project support to the supplier including booking venues, liaising with participants, catering arrangement and printing etc.

Culture Central will also support with the booking of travel and accommodation for the Bangladesh-based and Pakistan-based participants.

These costs will be managed by Culture Central outside of the training budget.

6. APPLICATION AND ASSESSMENT PROCESS

Applicants should submit a written proposal outlining:

- An organisation overview, which also outlines relevant previous experience against the requirements in Section 3 of this brief
- An outline of the proposed programme including an overview of the content and the learning objectives for each module, and an indication of any accreditation offered to participants. A project timeline would also be helpful, which takes account of an inception meeting, the participant application process, letting applicants know of successful applications, the time it will take to book accommodation and flights, application time for visas, programme design, etc

- Outline of the delivery team, their relevant experience and description of their contribution and role in delivery. This should be accompanied by the CVs of trainers who will be working on the programme
- A breakdown of the proposed training budget, evidencing value for money.
- An outline of how you would work with Culture Central, the British Council, and the Transforming Narratives partners to ensure sustainable impact and to support the participants after the formal training programme has come to a close.

Applicants should also provide organisational details including:

- Name of the organisation or individual in whose name the response is being submitted and contact details for named individual
- Registered address, post code, telephone number and email address
- Supplier status, e.g. sole trader, limited company etc., UK company registration number and date of registration (if applicable)
- UK VAT registration number (if applicable)
- Copies of Equality Diversity and Inclusion policies and Risk Management policies
- Details of any professional indemnity or other public/employer's liability insurances held
- Contact details of two previous clients or organisations who would be willing to provide feedback or a reference

This information should be sent by email to:

- Sophina Jagot, Project Manager transformingnarratives@culturecentral.co.uk
- Subject line: Transforming Narratives CLP Tender Proposal
- Deadline: 30 November at 5pm

Questions

Applicants may ask questions to help them to prepare their application. Please email transformingnarratives@culturecentral.co.uk.

The responses to all questions will be shared with all potential applicant organisations even if they have not asked the question directly. This will ensure all tenders are competing on an equal platform and have access to the same level of information.

Selection

We will invite preferred candidates/organisations to an interview panel in early December.

The tender will be assessed against the following criteria:

- Level of experience of the organisation in delivering diverse and international cultural leadership development programmes (30%)
- Quality of the proposed outline and approach to achieving the outcomes for the participants, as well as clear evidence of understanding the demands of delivery to an international cohort (30%)
- Quality of the experience of the named delivery team (10%)
- Value for money (20%)

- Quality of the proposed approach to supporting the participants with Culture Central and partners after the formal programme is completed (10%)

Timetable

- Deadline for tenders 30 November
- Training provider appointed by 13 December
- Programme advertised on 19 December
- Deadline for applications 16 January
- Week beginning 20 January: recruitment workshops in Birmingham, Pakistan and Bangladesh
- Year 1 programme starts early February (6 training days + one week residential)

Payment

An invoicing schedule will be agreed with the successful supplier on appointment.

Conditions

All information received regarding this Invitation to Tender (ITT) will be treated in the strictest confidence. Culture Central's decision in this is final. The Tenderer shall be responsible for obtaining all information necessary for the preparation of its ITT response and all costs, expenses and liabilities incurred by the Tenderer regarding the preparation and submission of the ITT response shall be borne by the Tenderer.