

THREE RIVERS

CULTURAL ENGAGEMENT SPECIALIST

July 2021 – February 2023

Application Pack



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WE ARE LOOKING TO DEVELOP A PIONEERING PROGRAMME OF ARTISTIC AND CULTURAL PROJECTS WITH PEOPLE FACING MULTIPLE AND INTERSECTING INEQUALITIES IN NORTH BEXLEY.

We are seeking to appoint an experienced Cultural Engagement Specialist or team to research, develop, test and evaluate new creative ways of working in partnership with the voluntary and community sector in Bexley and to unlock the value of art and culture for the marginalised communities they support.

Introduction

This programme strand will form a major component of *Three Rivers* current research stream *Local Lore*, which explores the body of traditions and knowledge held by particular groups in the borough and encourages reflection on possible new and different approaches to collectively creating common knowledge.

The phase of work will be from September 2021 – February 2023.

The budget is £70,000 (up to £30,000 for fees and £40,000 for production).

We are flexible as to whether the production budget is held by the appointed person/team or held by Peabody (Three Rivers host organisation), but in either instance the appointed person/team will be expected to manage the production budget. The successful applicant will be supported to undertake additional fundraising.

We are defining a Cultural Engagement Specialist as *“a creative professional who acts as a broker forging collaborations and relationships, connects parts of [a] network together, puts people in touch with resources, identifies advantageous development routes for creative people, and frequently translates between different parts of the ecosystem where professional languages and approaches to work often differ”*¹ and we imagine the role might be relevant to creative producers, as well as curators, artists, activists, educators, community organisers, social workers and youth workers.

We are committed to creating opportunities that are accessible and welcoming to all and believe it is crucial to employ people with lived experience of inequality, disadvantage and/or discrimination to ensure that the communities we work with are represented and reflected in everything we do.

¹ Network for Creative Enterprise, Final Report 2019.

If you have the necessary skills and self-identify as being from an underrepresented, marginalised or excluded group we particularly encourage you to apply for this role.

This tender asks you to detail your approach to developing creative projects with marginalised groups in Bexley, how you would engage voluntary and community sector partners in the borough, how you would select artists, activists and/or cultural organisations to work with those groups to respond to the specific social issues at stake locally, and to tell us about your previous experience of developing similar projects.

Deadline for applications is 12pm BST 06/08/2021

Three Rivers

Three Rivers is a 4-year programme with a longer term, 10-year mission for Bexley; to instigate a community led step change in how arts and culture is made and how it is experienced, building the capacity, appetite and ambition for excellent arts and culture in Bexley. It aims to do this by empowering people and communities to take ownership over the means of cultural production - on their own terms and open up a wider conversation about the positive role arts, culture and people play in defining and shaping a place.

One of the ways in which we hope to meet the aspirations of our vision is through supporting the development of community run cultural platforms and artistic programmes that enable people and communities in Bexley to actualize their cultural voice and creative ambitions but also make social change themselves in the communities and places in which they live.

While our core programme aims to facilitate the cultural expression and visibility of the many diverse and complex communities that make up Bexley, we also recognise that some communities will be less culturally confident than others and/or face more challenging barriers to engaging with *Three Rivers*.

This brief focuses on developing new creative approaches to engaging with people living in Bexley who are facing multiple inequalities, often but not exclusively, caused by the intersection of income inequality, marginalized social identities and locational disadvantage.

We are interested in co-creating work with people who have particular needs or are under-represented in mainstream cultural activity due to their age, gender reassignment, being pregnant or on maternity leave, disability, race including colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation, as well as those systemically excluded because of their experiences of gender-based violence and abuse, substance use, mental ill health, homelessness or being involved in the criminal justice system.

Three Rivers works across art-forms, and alongside indicative activities such as artist residencies, publications, workshops and performances, we are also keen to hear about processes which will allow the final form of the programme to be worked out 'in-practice' with the people you are

collaborating with, for example processes such as co-creation, participatory budgeting or action research.

This brief sets out the Bexley context in more detail and explains our ambitions for this role. Please read the brief in detail as it also contains important information on how to submit your proposal and how these will be shortlisted, and the final decision made.

Who can apply?

We are seeking proposals from cultural engagement specialists who have demonstrable experience of co-creating innovative projects with those who are currently least engaged in arts and culture activity.

Candidates will be expected to broker new collaborations and relationships with Bexley's Voluntary and Community Sector, commission and support artists, activists and other cultural organisations to work with groups to respond to the specific social issues at stake locally, and effectively translate between individuals, groups and organisations where professional languages and approaches might differ.

We welcome applications from both cultural and non-cultural professional backgrounds, and imagine the role will be relevant to, creative producers, curators, artists, activists, educators, community organisers, social workers and youth workers.

We are committed to creating opportunities that are accessible and welcoming to all and believe it is crucial to employ people with lived experience of inequality, disadvantage and/or discrimination to ensure that the communities we work with are represented and reflected in everything we do.

If you have the necessary skills and self-identify as being from an underrepresented, marginalised or excluded group we particularly encourage you to apply for this role.

What you need to submit?

We are asking for proposals to include the following;

1. A suggested approach to working in north Bexley and developing an 18-month programme of activity with people facing multiple inequalities and who are least engaged in arts and culture activity.
2. A suggested approach to building new collaborations and relationships with Voluntary and Community Sector partners – an outline of suggested or indicative organisations should be detailed.
3. A suggested approach to selecting, commissioning and supporting artist, activists or arts organisations, ensuring that new and diverse practices are considered - an outline of suggested or indicative artists, activists or arts organisations should be detailed.

4. A demonstrative track record of developing and delivering similar socially-engaged arts projects.

The successful applicant will be responsible for managing all aspects of the programme with oversight from the Executive Producer, this will include managing relationships with local groups and organisations, commissioning and managing artists, project managing all activity including budgeting, writing reports, drafting contracts and fundraising applications, and designing marketing material.

The Role

The successful applicant will be referred to as **Creative Producer**, but alternative titles would be considered depending on your professional background.

Phases of Work

September 2021 – February 2023 (indicative - actual timeframe to be confirmed by Peabody following award)

The 18-month programme of work includes an initial 3-month research and fundraising period, during which the successful applicant develops their programme and funding strategy, in conversation with the Executive Producer.

Application process:

1. Proposal which addresses the four points above are required by 12pm BST 06/08/2021
2. We expect to interview the three top scoring proposal before appointing in July 2021.

The technical details surrounding the procurement, what documents need to be provided and how to submit applications, is detailed within the 'invitation to quote sections of this document. Please read them carefully.

All applications must be submitted through the Delta website following this link:

<https://www.delta-esourcing.com/respond/Z2CHY93MNF>

Submission sent by email will not be considered.

Q&A Session

You are invited to attend a Q&A session with Scott Burrell, Executive Producer to ask questions about the role or the application process.

This event will take place on 6:00pm – 7:30pm Thursday-1 July 2021 via Zoom.

Join Zoom Meeting

<https://zoom.us/j/95846244728?pwd=dUo1SkErSkIrZUVqa2p2b0FPYitVQT09>

COMMISSION BRIEF

Introduction and Bexley Context

Bexley is a borough on London's south eastern outer edge with a population of 247,258 in mid-2018. Its 93,000 households are expected to rise to 125,000 by 2050. There are social, cultural and economic differences across a wide geographical area, the north of the borough is urban, reflecting London's spread eastwards whilst the south is more suburban and leafy. The borough is defined by the Thames in the north and the rich countryside of Kent to the east. The borough benefits from a good number of public parks and open spaces as well as sites of natural beauty and conservation, although many green spaces are at risk from increased demand for housing from a growing population.

Bexley is situated in the Thames Gateway, a national priority area for urban regeneration. The Mayor of London and the South East LEP have designated it a strategic area - the Thames Estuary Production Corridor (TEPC), a vision that includes cultural creative industries production. The London Borough of Bexley's growth strategy (2017) seeks to achieve delivery of up to 31,500 new homes within the north of the borough and 17,500 new jobs within the borough.

Over the past 30 years, the London borough of Bexley has seen changes in the composition of the local population. This has led to significant social and cultural changes, with an increase in ethnic minority communities who are socially and culturally excluded. In line with the UK as a whole, the population of Bexley is both growing and ageing. Low-income inequality is not evenly represented across Bexley, with the social and cultural capacity of communities within Bexley differing substantially, 16% of Bexley's residents are living in poverty.

The north of the borough is more heavily populated, contends with more socioeconomic issues and deprivation than the south of the borough which is more suburban and prosperous in nature.

Our aims for the Programme:

- To co-create a pioneering programme of artistic and cultural projects with marginalized communities and individuals who are least engaged in Bexley.
- To ensure that the programme is inclusive and reflects the social, cultural and political commentary of the communities involved by actively intervening and reframing mainstream cultural 'norms'.
- To innovate methodologies, re-frame urgencies and re-imagine contexts in which *Three Rivers* work is circulating.
- To build new and sustainable collaborations and relationships with the local Voluntary and Community Sector.
- To position Bexley as a place where communities and artists work together to drive arts, culture and creative expression.

Key Outputs for the Commission:

Below are details of all practical deliverables expected from the appointed cultural engagement specialist in delivering the work.

Research

- To undertake a 3-month period of research to identify and connect with local groups and Voluntary and Community Sector partners in North Bexley, including direct consultation with potential groups and partners.
- To identify and connect with artist, activists and cultural organisations capable of supporting the programme.
- To develop a critical context for the programme in collaboration with Executive Producer that links social analysis to artistic actions.
- To document and share appropriate elements of the research phase with wider public by regularly publishing written or visual documentation on the *Three Rivers* website and social media platforms or in any other suitable digital or in-person format.

Development

- To develop a 15-month artistic programme and integrated engagement strategy in consultation with Executive Producer.
- To innovate processes that allow for groups and individuals who are least engaged to make decisions and choices about the programme.
- To develop meaningful connections and strategic partnerships with Voluntary and Community Sector organisations in Bexley.
- To support the groups in developing viable project proposals, including budgets and production schedules.
- To develop a selection process for appointing diverse artists, activist's or cultural organisations representative of the groups the programme collaborates with.

Fundraising

- To identify potential sources of funding able to support the realisation of the programme.
- To develop and submit high-quality funding applications with the support of the Executive Producer.
- To use £40,000 production budget as match-funding in order to leverage additional investment in the programme.
- To contribute to fundraising reporting and evaluation as necessary.

Project Management and Production

- To produce and project manage the programme, ensuring all activity is delivered carefully, collaboratively and to the highest standard.

- To work in collaboration with groups and individuals who are least engaged, alongside Voluntary and Community Sector organisations and a broad range of associates including artists, activists and cultural organisations, to deliver projects which may include artist residencies, exhibitions, talks, publications, workshops and live performances.
- To formally appoint artists, activist or cultural organisations as delivery partners.
- To work with the artist, artists, activists or cultural organisations to ensure the work meets the aims of the programme and is viable within budget and wider Three Rivers programme
- To work with the Executive Producer to recruit additional support staff for any projects requiring them.
- To work to ensure that projects have a sustainable future in social and financial terms, where appropriate
- To manage project budgets and report regularly to the Executive Producer.
- To work closely with the Executive Producer, to feed into scheduling and ensure that projects correspond to existing and future Three Rivers programme schedules.
- To be fully conversant with all Three Rivers policies including Health & Safety and Safeguarding and ensure that policies are adhered to at all times.
- To ensure all engagement work and public events adhere to the current government guidelines around Covid 19 at the time when delivering engagement activity or public events.

Stakeholders and local partner engagement

- To work collaboratively with Voluntary and Community Sector organisations in Bexley to support the development and integration of projects within their existing services.
- To instigate ways for Voluntary and Community Sector organisations to gain the skill and resources necessary to embed high-quality arts and culture activity within their exiting services, for example professional development sessions, network gatherings, online resources or advocacy meetings with funders.
- To be the interface between the artist, individual, groups and organisations, managing the expectations of all parties and translating organisations where professional languages and approaches might differ.

Marketing and Comms

- To produce research and documentation material for projects and processes.
- To regularly contribute social media content where appropriate.
- To produce or commission relevant marketing material to promote the programme.
- To work with Executive Producer and Peabody's and Orbit's Marketing and Comms team to co-ordinate distribution of marketing
- To follow all GDPR rules when using photography and film.

Evaluation

- To work closely with *Three Rivers* evaluation partner Art of Regeneration to develop appropriate evaluation tools and methods for each project able to capture and measure the benefit of the work.
- To keep a detailed record of any engagement, workshops, or community dialogue, recording numbers of attendees and other key information to be agreed with Executive Producer at the start of the project.
- To follow all GDPR rules when collecting personal data

Budget

- The available budget is £70,000 inclusive of VAT. This must include all consultant and artist fees, research and development, marketing, travel and expenses, engagement and production costs, although additional fundraising income is expected to be secured.
- There is a modest access budget managed by the Executive Producer which can meet any personal access costs relating to your own access needs or those of project participants, artists, etc.

Additional Support

The successful applicant will work closely with and be supported by the Executive Producer for Three Rivers, Scott Burrell.

Exclusions

We will not accept proposals for:

- existing programmes or projects
- projects that do not meet the timescales or budget
- approaches that do not collaborate meaningfully with people who are least engaged
- approaches that do not respond to the specific Bexley context

Who We Are

Three Rivers is led by an Executive Producer, Scott Burrell who is responsible for the delivery of the programme and who reports to a Strategic Board who are accountable to Arts Council England for the delivery of the programme.

The Strategic Board currently consists of a collaborative partnership between Peabody, TACO! and Orbit Housing. These partners have come together around a shared vision for the cultural life of Bexley and to exchange skills and knowledge.

Scott Burrell, Executive Producer

Scott has worked as a curator, producer and educator and is responsible for the development and delivery of the *Three Rivers* programme. Previously he was the Young People's Producer for London Borough of Culture 2020, where he worked with 150 young people from across Brent to develop the *Blueprint Collective*; equal parts leadership programme, pressure-group and think tank, that was at the heart of Brent's year as London Borough of Culture. Since 2011 he has developed a series of projects activating new approaches to critical engagement with organisations including Create London, Tyneside Cinema and HOME as part of Random Act's North, and with South London Gallery's youth forum, the Art Assassins.

Peabody was established in 1862 and is London's oldest and largest housing association operating throughout the south east with over 55,000 homes and 110,000 residents. Our core activities focus on managing and maintaining affordable social and supported housing, as well as developing new homes to help address the critical social housing shortage. Our work also focuses on tackling poverty and helping people to become healthier, wealthier and happier. We believe that people have the power to create the change they want to see in their lives, in their communities and in society – and we facilitate this change by connecting people with free-to-access services, and delivering programmes bespoke to local need.

In Thamesmead, Peabody is leading a visionary regeneration plan, and we are putting culture at the heart of our plans. Over the next 20 years, we will build more than 20,000 new homes, create thousands of jobs, and invest in our green spaces, shops and leisure facilities for the local community and visitors. Billions of pounds are being invested in the town, making Thamesmead not only the biggest regeneration project in London but one of the biggest in the UK. As part of these plans, Peabody has invested in a long-term cultural strategy which is focused on bringing people together as a community and enhancing the sense of civic pride and belonging.

TACO! is an artist-led space for research, production and exchange located in Thamesmead. Established in 2017 it is engaged with local and national contexts through a dialogue between artists, communities and contemporary art. The organisation is a CIO with a Trustee board formed from voluntary community members including professionals from the arts. TACO!'s activities are experimental and collaborative, working to foster artistic agency across all its work with artists and communities. Invited artists are supported to research, develop and realise projects over a dedicated time. Their research forms part of a wider public programme that includes exhibitions, events, talks, workshops, screenings, publishing, and co-authored participatory projects with local people and groups. It has worked with a range of artists including Benedict Drew, Holly Graham, Beth Collar, Frances Scott, Laura Wilson, Anne Hardy, Kate Carr, Larry Achiampong and Laura Yuile.

Orbit Housing is the largest Housing Association in the northern wards of Bexley. With over 3500 properties in Bexley alone, it has a significant vested interest in raising the parity of esteem for all those that make up the community. With an ambitious regeneration programme already under way Orbit is keen to create the kind of places that people want to live. This is underscored by the need

to ensure that alongside housing they focus on things that make a house a home. Things such as a creative and enabling environment that not only bolstered their cultural and artistic ambitions but believes that can be a springboard for broader social investment in the area. Supporting the CPP programme Orbit's community investment team is dedicated to supporting CPP through its infrastructure, resources and reach within communities. Their placemaking goals for Bexley being to build capacity and capability into communities making them more resilient and fulfilled.

Research Streams

In keeping with the action research focus of Creative People and Places, *Three Rivers* has instigated its first research stream: *Local Lore*.

This stream will explore whether it is possible to collectively re-imagine place based cultural identities that are often founded on exclusive local knowledges and traditions held by specific groups.

Local Lore emerged in response to a series of amateur films shot around Bexley by H. C Burr between 1975 and 1979 and held in the collection of Bexley Local Studies & Archive Centre. You can watch them here: <https://www.londonsscreenarchives.org.uk/search-results?q=local%20lore%20bexley>

These silent 8mm colour films entitled *Local Lore: Out for a Walk - Around & About* (c.1975), *Local Lore: Just around the Corner - Around & About* (c. 1977) and *Local Lore: Now and Then* (c.1979), together depict a portrait of place, but a place apart - devoid of people's voices and undisturbed by the social and cultural upheavals of the late 1970's.

Prompted by the definition of *lore* as 'a body of traditions and knowledge on a subject or held by a particular group, typically passed from person to person by word of mouth.' we will aim to bring the overlooked knowledges, traditions and stories of people who are least engaged in to play, through a series of collaborative commissions, publications, workshops, and performances that will enable us to collectively articulate and inhabit an alternative body of traditions and knowledges in Bexley.

Local Lore is the first research stream to emerge through *Three Rivers*. Over the course of the 4-year programme we expect a number of research streams to guide, shape, intersect and challenge our core programme of community-led commissions.

North Bexley

The geographic focus of the first 4 years of the Three Rivers programme will be in the five northern wards of the London Borough of Bexley: Thamesmead East, Belvedere, Erith, Northumberland Heath and Slade Green and North End.

North Bexley and Community Context

A quarter of the 247,258 population live in the 5 northern wards. Overall, the density of Bexley (250 inhabitants per hectare) is below London's density, however, the north of the borough is particularly dense with a concentration of population around Thamesmead and Erith.

The demographic composition of North Bexley differs from the rest of the borough. Overall residents are more diverse and younger across the 5 northern wards, with 35% of the population being less than 25 yrs old. This increases to 45% of the population around East Thamesmead and in some parts around Erith. The proportion of over 65's living in the northern wards matches London's average (14%). The over 75's are anticipated to grow by 90% between 2017 and 2050.

The majority of Bexley residents are White (78%) while 22% are from Ethnic Minority backgrounds, with Black African comprising the largest proportionate share (9%). The north of the borough concentrates the highest level of diversity in the borough with 35% of the population being from Ethnic Minority groups. While Ethnic Minority communities remain relatively low in comparison with London (40% overall). Thamesmead East's Ethnic Minority community represents 53%, of the population, Erith's 31% , Belvedere's 28%.

The population of the Northern wards experience more multiple forms deprivation than the rest of Bexley. This deprivation is particularly related to income, as well as low employment and skills. Unemployment in North Bexley is 8 - 12% of the population, in particular around Erith, Thamesmead and Slade Green. This is higher than the 4.6% noted across the borough, and higher than the rate nationally.

In Bexley, 23% of the population have no qualification which compares to 18% in London. Areas with a high proportion of people with no qualifications includes the western side of Erith and the area around Slade Green. Income deprivation is particularly high especially in Thamesmead East and Slade Green, both of which are in the bottom 20% for multiple deprivation nationally. Erith, Belvedere and Northumberland Heath (particularly around Colyers) are in the bottom 30% (Indices of Multiple Deprivation, ,2015).

Barriers to Cultural Engagement:

The relatively low social economic status of communities in the 5 Northern wards has a direct impact on their cultural participation, life chances and choices. Socio-economic factors are clearly reflected in the levels of cultural engagement within these wards. The average level is 8%, with engagement ranging from 5.4% in Thamesmead to 16.5% in Northumberland Heath (Audience Agency 2018).

Economic pressures, limited resources and time poverty felt by communities means most of the population is likely to engage in leisure or family activities, rather than formally artistic or cultural ones. In the National Taking Part Survey (DCMS 2018/19) the most common reasons given by respondents for attending an arts event were - not being interested (42.8%), - not having time (31.5%) and - having a health problem or disability (19.3%). These were also the three most commonly reported barriers to participating in arts events or arts activity.

Other reasons given were that they were too expensive and difficult to get too. Despite investment in Crossrail at Abbeywood (severely delayed) and with other new transport links planned, Transport Links in the area are poor and a challenge and this greatly affects access to arts and culture in the area.

Three Rivers will focus its work with these most disadvantaged, diverse, and least engaged communities in Bexley and represents an opportunity to employ culture and creativity to address directly the serious disparities in social and cultural capital, social isolation and alienation that these communities experience.

Voluntary and Community Organisation

Information about specific organisations working in Bexley can be found at Bexley Voluntary Service Council website <https://www.bvsc.co.uk/> and London Borough of Bexley website <https://www.bexley.gov.uk/>

When we refer to Voluntary and Community Sector organisations, we include the following

- Voluntary organisations
- Community groups
- Tenants and residents' groups
- Faith groups
- Housing Associations
- Most co-operatives and social enterprises (provided profits are retained for the benefit of the members or community served)
- Most sports organisations
- Grant making trusts
- Private clubs

Organisations can take a variety of forms including one or more of the following:

- Mutuels
- Community interest companies
- Industrial and provident societies
- Not for profit trade associations
- Charitable trusts
- Companies limited by guarantee
- Unincorporated group

Access Support

If you'd like to apply but require access support, there are a number of ways we can help you.

This can include;

- Providing our guidance in another format such as BSL, Braille, Easy Read and Large Print
- Paying for a support worker
- BSL applications

Please contact Scott Burrell scott.burrell@peabody.org.uk or call 077583 63680.

External Panel

The following panel will review, score and make the final selection:

- Scott Burrell, Executive Producer Three Rivers (Chair),
- Adriana Marques, Acting Chair of Three Rivers and Head of Cultural Strategy for Thamesmead, Peabody
- Rosie Ward, Associate Placemaking and Partnership Manager at *ORBIT*
- 2 x Representatives from Three Rivers Community Assembly

HOW TO APPLY

Submission deadline and selection process

Tender submissions should be kept to a **maximum of 5 sides of A4 or a 10 minute video/voice recording**, excluding CV's and portfolios. Tenders should be submitted via Delta by **12 noon BST Friday 06 August 2021**

The shortlisting process will comprise a desk- top evaluation of the submissions received by the Three Rivers team, applying the evaluation criteria provided above.

The top three applications will then be invited to present to the panel, followed by a Q&A. Post-interview, Peabody Trust reserves the right to use the output as a means of qualifying the content provided in the submission, and moderating the scores allocated in response to the interviews accordingly.

- For an informal chat about the role please contact Scott Burrell, Executive Producer, Three Rivers scott.burrell@peabody.org.uk or call 07758 363680.
- For any questions or to discuss the tender, please submit your comments or questions via the Delta e-sourcing portal.

Timescales and Project Management

The contracting organisation is Peabody Trust, and the project lead and day to day contact for this commission is Scott Burrell, Executive Producer, Three Rivers supported by Adriana Marques, Head of Cultural Strategy for Thamesmead.

Whilst the bidding team may be drawn from more than one organisation, the quality of the overall project remains the responsibility of the lead applicant, who should be clearly identified in the tender submission.

Section 1 – Invitation to Quote

1 Preamble

Peabody was founded in 1862 by American philanthropist, George Peabody, and has grown to become one of the largest housing associations in London.

The Peabody Group owns and manages more than 66,000 homes across London and the South East. We also have 17,500 care and support customers.

While most of our housing stock is situated in inner London boroughs - such as Islington, Greenwich and Hackney – our portfolio is in fact spread across 29 of the capital's local authorities. Outside London, we have a significant number of homes in Essex, Kent, Sussex and Hampshire which sit within a subsidiary, Peabody South East. We have a diverse, complicated yet exciting housing portfolio comprising of Victorian mansion blocks to modern brick-clad apartments.

Our core services Our mission is to help people make the most of their lives by: providing great-quality affordable homes, working with communities and promoting wellbeing. We achieve this by delivering our three core services: housing, communities and care and support. To find out more behind our mission and our organisational values, please visit: <https://www.peabody.org.uk/about-us/what-we-do/our-mission>.

The essence of our housing strategy is to provide modern, responsive, cost-effective services that are fit for the 21st century while also delivering an ambitious development programme. We seek to deliver 2,500 new homes per year from 2022. We're a growing organisation but want to ensure our growth has purpose – we're committed to providing more affordable homes to help the most vulnerable and those in housing need. We aim to build a third of our homes for market sale, a third for shared ownership and intermediate rent, and a third for low-cost rent.

1.1 Introduction

Peabody Trust ("Peabody") is seeking to appoint an experienced Creative Producer or Cultural Engagement Specialist or team to research, develop, test and evaluate new creative ways of working in partnership with the voluntary and community sector in Bexley and to unlock the value of art and culture for the marginalised communities they support.

The Contract shall be in accordance with the documents comprising this ITQ.

Suppliers should read these instructions carefully before completing the remaining documentation, and must comply with the terms of this ITQ. Failure to comply with these requirements for completion and submission of the quotation may result in the rejection of your submission. Suppliers should familiarise themselves fully with the extent and nature of the goods / services and contractual obligations contained herein and take any independent financial or legal advice, if necessary, as early as possible in the process and Suppliers are deemed to have done so before submitting a quote.

All responses are to be uploaded within the [Delta e-Sourcing](#) portal.

1.2 Contractual Structure

Any Contract resulting from this ITQ will be subject to the Terms and Conditions together with any schedules and appendices referred to in Section 5. The Contract sets out the terms and

conditions between Peabody and the successful Supplier(s) for the provision of the goods / services. Appointment under the Contract will mean that successful Supplier will be required to deliver goods / services to Peabody on the terms and conditions set out in the Contract throughout the duration of the Contract.

The duration of the Contract will be for 18 months

1.3 Award of the Contract

It is envisaged that the Supplier with the top scoring submission will be invited to join the Contract.

The evaluation criteria and their weightings are set out in the Evaluation Criteria section.

1.4 Information Provided

Peabody have made every effort to ensure the completeness and accuracy of information provided to Suppliers but do not warrant any such information. Suppliers will be deemed to have satisfied themselves as to the accuracy and completeness of such information before submitting their quotations.

2 Content of Submission

Suppliers submissions shall be made in accordance with the Section 2 (Instructions to Suppliers) and in Section 3 (Form of Submission).

2.1 Quality Evaluation

Suppliers shall respond to each evaluation criteria set out in this document.

Provided in brackets after each evaluation criteria is the percentage score allocated to that criteria and also any limitation to the length of response required.

Any word, page or file size limits should be seen as a maximum, not a target. Peabody will not mark down a response that answers the question because it is shorter than the maximum limits stated. Any information given outside of this limit will not be factored into the evaluation with bids being deemed to be non-compliant. Such bids may be rejected at the discretion of Peabody.

Please note that the evaluation panel will not cross-reference answers to questions so be sure to respond fully to each criteria fully and in the correct place.

2.2 Social Value

Under the Public Services (Social Value) Act 2012 Peabody are obliged to ensure that money spent on services create the greatest social, economic and environmental value for local communities.

2.3 Price Evaluation

Suppliers shall complete the Pricing Schedule.

Any prices provided should be exclusive of VAT, and inclusive of all other costs associated with delivering the goods / services required.

2.4 Insurance and Security

Suppliers shall have in place the following insurance levels as a minimum for each individual claim:

Professional Indemnity Insurance	:	£0
Public Liability Insurance	:	£5 million
Employer's Liability Insurance	:	£5 million

Suppliers shall confirm levels of Public liability, Employers Liability and Professional Indemnity insurance (either in place or to be obtained) in their submission and highlight any limitations on cover and enclose a copy certificate or broker's letter to confirm the level and scope of cover, where appropriate.

Peabody may, at their discretion, either before the execution of or during the term of the Contract, require the Supplier to supply a Parent Company Guarantee.

2.5 Certificate of Non-Collusion

Suppliers shall complete the certificate of non-collusion attached to the ITQ pack in full.

2.6 GDPR

Suppliers shall sign up to and comply with the GDPR document (as contained in Section 9), which will cover their obligations to Peabody in respect of data protection throughout the duration of their contract.

3 Evaluation of Submissions

3.1 Written Submission

The Evaluation Panel will evaluate the bids received to establish the most economically advantageous to Peabody in terms of the criteria set out at in the Evaluation Criteria. That assessment will be made on the basis of Supplier's responses to this ITQ.

3.2 Clarification Meeting

As part of the evaluation, Suppliers shall make available key members of their delivery team who will be responsible for the provision of the Contract to demonstrate their understanding and approach as outlined in the Submission and to allow Peabody an opportunity to clarify any aspect of their Submission. Peabody reserves the right to amend scores up/down based on the findings.

4 Procurement Timetable

The envisaged timetable for the selection of the successful Supplier to enter into the Contract is as follows:

Activity	Date / Time
Issue ITQ	15/06/2021
Suppliers Open Day	01/07/2021
Deadline for receipt of Suppliers questions	08/07/2021
Deadline for response to Suppliers questions	12/07/2021
Deadline for receipt of Submissions	06/08/2021 12:00pm BST
Evaluation of written submissions	06/08/2021-13/08/2021
Presentation	19/08/2021
Internal Clarification meeting	19/08/2021

Agreement of decision to award	19/08/2021
Notification of outcome to Suppliers	19/08/2021
Final contract award	30/08/2021
Anticipated contract start	TBC

The above timetable is indicative only and subject to variation by Peabody. Suppliers will be informed of any significant changes.

5 Suppliers Open Event

Suppliers are invited to attend an open event where you will have the opportunity to meet key stakeholders from Peabody asking any questions to clarify any aspect of the documentation, process and goods / services.

This event will take place on 01 July 2021 via Zoom.

<https://zoom.us/j/95846244728?pwd=dUo1SkErSkIrZUVqa2p2b0FPYitVQT09>

Time 6:00pm – 7:30pm

Any questions outside this briefing must be submitted in writing via Delta e-Sourcing system, and any substantive points of clarification will be circulated to Suppliers.

Section 2 – Instructions to Suppliers

Submissions must be made in accordance with the following instructions to Suppliers (the “Instructions”). Submissions that do not comply with these instructions in any way may be rejected by Peabody whose decision in the matter shall be final.

1 Introduction

- 1.1 Submissions shall be presented under the same headings and in the same sequence as required by the ITQ.
- 1.2 Suppliers are responsible for obtaining all information necessary for the preparation of their Submissions. All costs, expenses and liabilities incurred by any Supplier in connection with the preparation and/or submission of a response, and in discussion with Peabody, and (in the case of acceptance of a Submission by Peabody) in connection with the execution of the Contract and any relevant documents, shall be borne by that Supplier.
- 1.3 The information referred to or contained in the ITQ has been prepared by Peabody in good faith but does not purport to be correct, comprehensive or to have been independently verified. Peabody in no way warrants any information given to Bidders.
- 1.4 The attention of Suppliers is drawn to the Contract of the ITQ. It is essential that Suppliers are totally familiar with the contents of this document before compiling their Submission.
- 1.5 The procurement timetable is set out at paragraph 4 of Section 1.
- 1.6 If any Supplier requires any further information or wishes to raise any query, such requests or queries should be submitted via Delta e-Sourcing system. Peabody will endeavour to answer any requests and/or queries raised, provided that they are received prior to the deadline set under paragraph 4 of Section 1 and provided Peabody considers any such request to be appropriate for reply. Any such requests and/or queries and Peabody’s responses will be sent to all Suppliers, where appropriate.

2. Confidentiality

- 2.1 All information supplied by Peabody in connection with the ITQ shall be treated as confidential and Suppliers shall not, without the prior written consent of Peabody, at any time, make use of such information for any purpose other than the preparation of its Submission.
- 2.2 Suppliers shall treat the ITQ and every part of it and all other information provided by or on behalf of Peabody as private and confidential. Suppliers shall not disclose the fact that they have been invited to quote or release details of the ITQ other than on a strictly confidential basis to those parties whom they need to consult for the purposes of preparing their Submission.
- 2.3 Suppliers shall not at any time release any information concerning the ITQ and/or their Submissions and/or any related documents and/or any negotiation and/or discussion with Peabody in this connection for publication in the press or on radio, television, screen or any other medium.

- 2.4 Peabody reserves the right to retain all Suppliers' submissions throughout the period that the Submission remains valid and open for acceptance.
- 2.5 Each Supplier undertakes to indemnify Peabody and to keep Peabody indemnified against all actions, claims, demands, liability, proceedings, damages, costs, charges and expenses whatsoever arising out of or in connection with any breach of the provisions of this paragraph 2 (Section 2).

3. Submissions

- 3.1 Suppliers shall complete all relevant online questions, and upload responses to evaluation criteria where indicated. Submissions should be received no later than by the deadline stated in the timetable. Any submission received after this time shall be excluded.
- 3.2 No alteration or addition (save for the inclusion of the relevant information) should be made to the Form of Submission. Submissions must not be qualified in any way and must be submitted strictly in accordance with this ITQ, including these Instructions. Submissions must not be accompanied by any covering letter or any statement that could be construed as rendering the Submission equivocal and/or placing it on a different footing from other Submissions.

Please note that all documentation must be completed and returned in the original format with the correct page numbers without alterations or substitutions of any kind whatsoever; pages must not be removed or extra pages inserted or replaced.

As a result of past experience of this practice and the problems this causes during submission opening, any submissions returned in a format other than the original and/or including alterations or substitutions to this document will not be accepted or considered and shall be rejected immediately.

- 3.3 Suppliers shall answer all questions as accurately and concisely as possible in the same order as the questions are presented. Where a question is not relevant to the Suppliers organisation, this shall be indicated with 'N/A'.
- 3.4 Questions shall be answered in English and state all monetary amounts in Pounds Sterling.
- 3.5 The Submissions shall be signed:-
 - a) where the Supplier is an individual, by that individual,
 - b) where the Supplier is a partnership, by all the partners or by at least two (2) partners signing under a power of attorney on behalf of the other partners, a copy of which is to be provided with the Submission,
 - c) where the Supplier is a company, by two (2) directors or by a director and the company secretary, such persons being duly authorised for that purpose.
- 3.6 Each Supplier shall produce forthwith upon request by Peabody documentary evidence of any authorisation, formation, interpretation and performance referred to in paragraphs 3.5(b) and 3.5(c) above.

- 3.7 Suppliers shall note that the formation, interpretation and performance of the Contract shall be subject to and interpreted in accordance with the laws of England.
- 3.8 Suppliers shall include in their Submission all information required by the ITQ and all costs necessary to enter into the Contract and to deliver the Services safely and in compliance with all statutory provisions and other rules or regulations relating to the Contract.
- 3.9 Suppliers Submissions shall remain open for acceptance for a minimum period of 90 calendar days.

4. Non-consideration of Submissions

- 4.1 Peabody may in their absolute discretion refrain from considering a Submission if either:
 - a) in any respect, it does not comply with the requirements of the ITQ (including these Instructions), or
 - b) the Submission contains any significant omissions.
 - c) the Submission is not submitted by the deadline set out in paragraph 3.1 of Section 2 (Instructions to Suppliers).

5. Rejection of Submissions

- 5.1 Any Submissions or other documents submitted by any Supplier in respect of which the Supplier:
 - a) fixes or adjusts the amount, prices, charges and rates shown:-
 - b) by or in connection with any agreement or arrangement with any other person, or
 - c) by reference to any other Submission, or
 - d) communicates to any person other than Peabody any information except in accordance with paragraph 2.2 above (Section 2), or
 - e) enters into any agreement or arrangement with any other person that such other person shall refrain from submitting Submissions or shall limit or restrict the amounts, prices, charges and rates to be shown by any other Supplier in its Submission and other documents, or
 - f) offers or agrees to pay or give, or does pay or give, now or in the future any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done or offering to do in relation to any other Supplier or any other proposed Submissions or other documents or current or future commercial or personal relationship any act or omission, or
 - g) has directly or indirectly canvassed any member or official of Peabody concerning the acceptance of any Submissions or has directly or indirectly obtained or attempted to obtain information from any such member or official concerning any other Submissions or other submissions made by any other Supplier, or

- h) fails to use the English language, or
- i) fails to state monetary amounts in Pounds Sterling,

may not be considered for acceptance and may accordingly be rejected by Peabody provided always that such non-acceptance or rejection shall be without prejudice to any other civil remedies available to Peabody in respect thereof or to any criminal liability that such conduct by a Supplier may attract.

5.2 Peabody reserves the right at any time:

- a) not to award a Contract and to withdraw from, suspend or terminate the procurement procedure or any part of the procurement procedure and to procure the appointment of the Supplier by any alternative means which Peabody see fit (including by way of undertaking a new procurement process), or:
- b) to award the Contract(s) to which this procurement process relates in whole, in part or not at all

without incurring any liability whatsoever to the Supplier. The Supplier acknowledges and agrees that in participating in this ITQ, it shall hold Peabody harmless from any liability or loss whatsoever suffered by the Supplier as a result of Peabody's actions and/or omissions under this ITQ.

6. Acceptance of Submissions, Criteria for Evaluation and Contract Award

- 6.1 Peabody reserves the right to accept any Submission pursuant to the ITQ.
- 6.2 Peabody shall not be bound to accept any Submission and reserve to themselves the right at their absolute discretion to accept or not accept any Submission.
- 6.3 Peabody may without limitation meet with and/or interview Suppliers, ask for presentations and clarification of material submitted, undertake site visits and seek references as part of the evaluation process. All Submissions made by Suppliers prior to the Closing Date will be considered, together with any other information that Peabody may require to be submitted.

7. Supplier's Warranties

- 7.1 In completing its Submission each Supplier warrants, represents and undertakes to Peabody that:
 - a) it has not done any of the acts or matters referred to in paragraphs 5.1(a)-(g) above (Section 2) and has complied in all respects with these Instructions,
 - b) all information, representations and other matters of fact communicated (whether in writing or otherwise) to Peabody by the Supplier, its employees or agents in connection with or arising out of the Submission is true, complete and accurate in all respects,

- c) it has made its own investigations and research and has satisfied itself in respect of all matters (whether actual or contingent) relating to the Submission, and has not relied on information supplied by Peabody,
- d) it has satisfied itself as to the correctness and sufficiency of the information it has included in its Submission and inserted in the Pricing Schedule,
- e) it has full power and authority to enter into the Contract and to deliver the goods / services,
- f) it is of sound financial standing and has and will have sufficient resources available to it to comply with its obligations under the Contract.

8. General

- 8.1 Every part of this ITQ and all other documents provided to Suppliers will remain the property of Peabody and will be returned with the Submission or, if no Submission is submitted, upon Peabody's demand.
- 8.2 Suppliers are advised to retain for themselves details of their Submissions. Peabody reserve the right to make a charge if a Supplier requests a copy of its Submission.

Section 3 – Form of Submission



Section 3 Form of Submission.doc

Section 4 – Terms & Conditions



Services-Terms-and-Conditions-individual

Section 5 – Evaluation Criteria

The weighting is set out below;

Evaluation sections	Weighting
Quality	90%
Budget	10%
Total	100%

The evaluation process is outlined below.

1. Budget (10%)

Please complete in full the Pricing Schedule. If the evaluation of price is broken down into sub-criteria it will be broken down within the Pricing Schedule document.

All prices are to be exclusive of Value Added Tax (VAT) and inclusive of all other costs; i.e. travel and expenses.

We anticipate all proposals to be submitted with budgets close to the £70,000 available, therefore the quality of your budget will be assessed rather than the final price. e.g. you will not score higher marks for submitting a cheaper proposal.

We appreciate that until a proposal has been designed it is hard to submit a detailed budget, but we would like to see how much would go towards fees and fabrication others costs. We want to see a good balance between fees and production costs. We want to ensure that all artists, creative practices and organisations are paid appropriately, while also ensuring that enough budget is left to produce and install high quality and robust artworks that will last 25 years +. If you are applying as an organisation, budget should not be used to cover standard overheads, but organisational fees can be included.

As a minimum, we need – as part of your proposal – an illustration to show how many days we would secure for £30,000. This can be as an aside to a fuller budgetary submission.

We welcome applications that can bring additional funding or sponsorship, but this will not affect the scoring.

The budget/price will be scored in accordance with the principles highlighted in the Quality Evaluation Scoring Matrix

2. Quality (90 %)

Please complete the questions below and ensure that each response is clearly labelled by the following:

- The name of the company submitting
- The Section (question) number to which the response relates.

Please submit no more than the word limit stated. Peabody reserves the right to disregard additional responses which exceed this limit but, provided that the word limits are not exceeded, Peabody does not have any restrictions in terms of how responses are formatted. Bidders do not have to use the template below.

Please present your response to question 1 and 2 below using either 1 document of no more than 5 pages of A4 or a 10 minute video presentation/recording no larger than 10MB that outlines your approach. You may use Loom or Vimeo to create your presentation

Quality Evaluation			
Questions:		Weighting	Word limit
1	<p>Approach</p> <p>Please outline your approach and how you will engage with people living in Bexley who are currently facing multiple inequalities and who are least engaged in arts and culture activity to co-create a programme of arts and culture activity</p> <p>You will need to articulate your approach and the processes and methods you will use and clearly and succinctly, making sure it addresses our key aims for the commission</p> <ul style="list-style-type: none"> • Please describe your understanding of the brief and how you propose to creatively engage with marginalised groups who are least engaged in Bexley. • Please provide examples of suggested engagement processes, strategies, methodologies or other precedents for illustrative purposes. You do not need to suggest fully formed processes for this tender, but it is helpful to see examples of the sorts of practices and previous work that you feel would be best suited for this opportunity • How will you approach building new collaborations and relationships with voluntary and community sector partners in Bexley. • How will you select artists, activist and cultural organisations, ensuring that new and diverse practices are considered • How will you ensure that projects are specific to Bexley and representative of communities you are working with? 	50%	Video or Audio Presentation

	<ul style="list-style-type: none"> How will you ensure that the projects are conceptually accessible, and physically deliverable? Demonstrate ability to deliver the programme on time and within budget. Please provide examples of suggested artists or similar precedents for illustrative purposes. You do not need to suggest final artists for this tender, but it is helpful to see examples of the sorts of practices and previous work that you feel would be best suited for this opportunity 		
2	<p>Track Record</p> <ul style="list-style-type: none"> Include a portfolio of your practice or organisation, or accompanying CV's if a team applying Demonstrate quality and ambition of previous work. Demonstrate track record of developing and delivering similar socially-engaged arts projects A maximum of 2 relevant case studies undertaken by yourself/organisation or members of consortium applying. 	40%	Video or Audio Presentation
3	<p>Budget</p> <p>We anticipate all proposals to be submitted with budgets close to the £70,000 available. As a minimum, we need – as part of your proposal – an illustration to show how many days we would secure for £30,000. This can be as an aside to a fuller budgetary submission.</p>	10%	N/A

Unless otherwise stated in this document, written responses will be assessed using the following scoring mechanism:

SCORE	DESCRIPTION
4	Response / answer / solution is of a high standard with no reservations at all about acceptability; provides evidence that the Supplier can make a significant improvement to the way the service is delivered.
3	Good response / answer / solution to that aspect of our requirement; provides more evidence than that of an 'acceptable' response.

2	Acceptable response / answer / solution; all basic requirements are met; provides evidence given of skill / knowledge sought.
1	Less than acceptable response / answer / solution; lacks convincing evidence of skills / experience sought; lack of real understanding of requirement or evidence of ability to deliver.
0*	Non-compliant – failed to address the question / issue or a detrimental response / answer / solution; limited or poor evidence of skill / knowledge sought.

* Submissions which receive a score of 0 for any written response may be deemed to be non-compliant and may not be considered any further

Section 6 – Pricing Schedule

Please complete and fully price your proposal and submit this in an Excel sheet.

We anticipate all proposals to be submitted with budgets close to the £70,000 available. As a minimum, we need – as part of your proposal – an illustration to show how many days we would secure for £30,000. This can be as an aside to a fuller budgetary submission.

Section 7 – Certificate of Non-Collusion



Section 8 Certificate
of Non-Collusion.doc

Section 8 – Data Processing Agreement (GDPR)



Section 9 Data
Processing Agreeeme