



Request for Quotations (RFQ)

An Approach and Plan for Cultural Partnerships at Wellcome

1. BACKGROUND AND OBJECTIVES

Wellcome is looking to commission a consultancy to guide us through process of developing a new approach and plan for Cultural Partnerships at Wellcome.

Wellcome has recently developed a new organisational strategy and undergone a restructure aligned to this. The newly-created Cultural Partnerships team is wanting to set out the role they will play within this refreshed strategy for Wellcome, the approach their work will take and a plan for implementing this.

Background

[Wellcome](#) is a politically and financially independent global charitable foundation. We improve health for everyone by funding research, leading policy and advocacy campaigns, and building global partnerships. Under our new strategy we will be supporting [discovery research](#) into life, health and wellbeing, alongside taking on three worldwide health challenges: [mental health](#), [infectious disease](#) and [climate and health](#). The new Wellcome strategy also has an increased international ambition and interest in diplomacy and international relations.

Culture has long been a central pillar of Wellcome, evident through the wealth of creative activity taking place across Wellcome, including at the Wellcome Collection. The objective of this work is to build on many decades of delivering cultural activity, extensively supporting culture beyond Wellcome, and the extensive learning that has been derived from this. This work will set out an approach for the Cultural Partnerships Team specifically (located within the Government Relations & Strategic Partnerships team), which forms part of the wider spectrum of cultural activity across Wellcome.

The Cultural Partnerships team currently leads on [International Cultural Programmes](#) and [Hub residencies](#). Our work links Wellcome's scientific approaches to society's health challenges by co-producing imaginative and inclusive cultural programmes, and by hosting experimental transdisciplinary research. We extend Wellcome's reach by understanding the experiences of people beyond existing networks and strengthen it through the insights of locally-grounded conversations in international settings. We operate at the intersections of culture, research, policy & advocacy and are part of Wellcome's Government Relations and Strategic Partnership (GRSP) team. GRSP's stakeholders include Governments and public bodies, multilateral organisations, universities, cultural and heritage organisations, creative industries, community-led organisations, the private sector, and philanthropies.

2. SCOPE OF THE WORK

Purpose

The purpose of the commission is to facilitate the Cultural Partnerships team and key stakeholders through the process of developing a new approach and plan for delivering



Cultural Partnerships at Wellcome. This will enable the team, internal and external stakeholders to agree and communicate the vision for cultural partnerships, the value the team's work brings to Wellcome's mission and the most impactful interventions that can be delivered.

Key questions

The activity must help answer the following questions:

- Is culture valuable in delivering Wellcome's Strategy, and if so, how?
- What is the mission for cultural partnerships and how can we best tell that story?
- How can Cultural Partnerships most effectively contribute to the strategic objectives of Wellcome's Research Programme Health Challenge Areas, Discovery Research and other cross-cutting areas and are there different approaches which should be taken for each?
- What does success look like and how can we, as Cultural Partnerships, capture our impact?
- How can Cultural Partnerships potential grow and increase its value over the next 1-5 years?

We would also welcome consideration of the following:

- In a global context, what is Wellcome's Cultural Partnerships team best-placed to achieve?
- Who are our key internal and external stakeholders?
- How can we capitalise on our position within Wellcome's Government Relations & Strategic Partnerships department?
- How should we prioritise our geographic focus, whilst being flexible and responsive?
- How can we maximise our human/financial resources and what additional resources may be required?
- What are likely to be the most impactful interventions and mechanisms (for example commissioning, fellowships, residencies, culturally-orientated grant funding, co-funding etc) / how can we test those with most potential?
- What are the distinctions between different teams with cultural functions across Wellcome and how can we best work together to maximise the role of culture?

Approach

The consultancy will work closely with the Cultural Partnerships Team (who will jointly lead aspects of the work, as set out below), and a dedicated Cultural Partnerships Advisory Group, which will be established to inform and shape the final Cultural Partnerships Approach and Plan. We anticipate that this will mainly consist of key internal colleagues and a small number of external critical friends as appropriate.

3. OUTPUTS



The Supplier will supply the services as detailed below to support the delivery of the objectives of the project by meeting the following requirements. We anticipate there being 2 distinct phases to the activity:

Phase 1: assessing the options

1) Cultural partnership models

Consider if culture can be useful in delivering global health challenges and if so, set out why cultural partnerships are a valuable tool. Provide a summary of the different types of roles culture can play in making a difference to global health agendas. We anticipate this to be a desk review of existing online material and publications and will incorporate the headlines in two recent pieces of research commissioned by the Cultural Partnerships team (a global Culture & Science Landscape Audit and Cultural Advocacy Review). This is not intended to be a comprehensive evidence base – it should provide internal stakeholders with an easy-to-understand summary of whether cultural partnerships can add value to broader agendas, and if so, what the range of interventions look like. Examples of these models of cultural value may come from within or outside the global health field. Models will be identified in agreement with the Cultural Partnerships Team & Advisory Group, but we anticipate this will cover such key approaches as:

- Building and nurturing international trust, understanding and relationships
- Building international collaboration and alliances
- Soft power, international cultural relations, internationalism, and science diplomacy
- Cultural advocacy & influencing policy/narrative change (e.g., connecting communities, researchers, and decision-makers)
- Supporting the decolonising of science (e.g., equitably convening to bring in varying levels of power, lived experience & range of voices, unpacking EDI issues)
- Transdisciplinary research & innovation
- Engaging the public with science and research
- Connecting local and global
- Creative facilitation & consultation methods
- Direct delivery towards global health challenges

Provide a short case study of real-world projects for each key model of cultural value to illustrate an example of the activity. We welcome examples of this approach from within or outside global health.

2) Peer analysis

Undertake a desk analysis of our peers in the global health / science and culture field to benchmark and gap analysis the current/potential Cultural Partnerships offer. This



should include an indication of the resources each invests in cultural partnerships activity, and the benefits and challenges for their work. Peer organisations will be agreed in discussion with the Cultural Partnerships Team & Advisory Group and will summarise and build upon knowledge already held across these groups. For example, peer organisations could include: The Bill & Melinda Gates Foundation, Goethe Institute, Hong Kong Jockey Club, and The Tata Group.

3) Contextual analysis

Work together with the Cultural Partnerships team to undertake an analysis of the strategic context in which the team works and the identification of the key Wellcome strategic objectives that the Cultural Partnerships team are best-placed to deliver. We anticipate this will build on the existing knowledge and diagnosis work already undertaken by the Cultural Partnerships Team. It will consider what Wellcome has previously done in the cultural space (both in terms of strengths and weaknesses), existing plans and activity such as the Wellcome Strategy, Wellcome Collection Strategy (and the data gathered in its creation), Public Engagement plans and emerging Wellcome branding work. The consultants will lead the Cultural Partnerships Team and Advisory Group through a process of clarifying and prioritising the strategic objectives that the Team are best placed to contribute to.

4) Asset audit

Lead the Cultural Partnerships Team & Advisory Group through an asset audit for Cultural Partnerships at Wellcome. We anticipate this will involve facilitating a workshop with key stakeholders to identify current/potential USPs, strengths and expertise. It should also consider the unique structural position of Wellcome and its position as a funder.

5) Visioning & engagement

Working together with the Cultural Partnerships Team to jointly lead a series of discussions and workshops to seek input from key internal and external stakeholders on a proposed vision, mission and set of values for Cultural Partnerships at Wellcome. This should inform the development of a set of options on the approach to Cultural Partnerships and a related theory of change, ensuring this is in line with Wellcome's core business. We anticipate that this will take place through a series of sessions with the Advisory Group, plus any one to ones, or dedicated meetings with the CP Team required in addition to this.

6) Options appraisal

At the end of Phase 1, summarise and present a set of options for the Cultural Partnerships Approach to the Cultural Partnerships Team & Advisory Group. This should give an indication of the headline resource implications for the varying options. Work with the Cultural Partnerships Team to secure organisational buy-in for an agreed option to take forward.



Phase 2: Putting the approach into practice

7) Final report: A guide to cultural partnerships at Wellcome

Work with the Cultural Partnerships Team to develop the detail for implementing the chosen Approach and Plan for Cultural Partnerships at Wellcome. Summarise this in a final easy-to-read document, for internal Wellcome colleagues, which we anticipate will include:

- The value that Cultural Partnerships can bring to Wellcome
- The key strategic objectives that Cultural Partnerships aim to contribute to
- The vision for Cultural Partnerships, their mission, and values
- A theory of change for how Cultural Partnerships work
- Approach to Equality, Diversity and Inclusion
- Audiences and stakeholders
- Approach to partnerships
- A year 1 plan for delivery and set of recommendations for implementing the approach including proposed demonstration projects for 2023/24 to test the offer
- Recommendations on the resources / roles required to deliver
- An overview for growth on 3- and 5-year horizons
- An approach to impact and recommendations for capturing impact / KPIs

In partnership with the Cultural Partnerships Team, facilitate regular sessions with the Cultural Partnerships Advisory Group to seek input and buy-in for the key planks of this report (including our approaches to EDI, stakeholders, partnerships, and demonstration projects).

4. DELIVERABLES

We envisage the deliverables being as follows and in line with the section 3 'Outputs':

- a) An initial clear and concise document describing the methodology for the work
- b) A stand-alone concise summary of Cultural Partnership models research which can be shared with internal (and potentially external) stakeholders
- c) A stand-alone concise Peer Analysis summary document which can be shared with internal stakeholders
- d) A series of workshops and engagement activities for the Cultural Partnerships Team & Advisory Group that inform and secure buy-in to the Options Appraisal and final report
- e) An end of Phase 1 Options Appraisal report (including the contextual analysis, asset audit) and presentation for decision
- f) Delivery of an agreed Phase 2 project plan for this work
- g) One final comprehensive report outlining the approach for Cultural Partnerships, including findings from the consultation exercises.
- h) One final clear summary presentation for key internal stakeholders



We're open to discuss other formats which may be suitable for sharing final findings.

5. BUDGET

A budget of £75,000 is available for this review (VAT included if applicable, if not UK-based please allow 20% for reverse VAT charges that Wellcome will have to self-account for). Proposals will be closely assessed for Value for Money.

6. PREFERRED TIMELINES

The potential timings for this activity are detailed below: Project Kick-Off meeting	5 th Jan 2023
Phase 1: Cultural Partnership Models completed Peer Analysis completed	End Jan 2023
Contextual Analysis completed Asset audit completed	End Feb 2023
Key visioning exercises delivered Final options analysis presented and agreement on preferred option complete Phase 2 Plan agreed Phase 1 complete	End Mar 2023
Phase 2: Key planks of Approach and implementation plan developed	End May 2023
Draft publication submitted	End June 2023
Final publication submitted and work completed Phase 2 complete	End July 2023

We anticipate inviting a small number of suppliers to interview 1 – 5 December 2022.

7. DETAIL REQUESTED IN THE QUOTE

Please provide within your proposal:

- A 2–4-page proposal outlining how you would approach this piece of work and your proposed methodology
- An up-to-date CV (ensuring all personal information is removed) outlining relevant specific expertise, evaluations or research undertaken
- A breakdown of costs, including a daily rate and the estimated number of days required to complete the deliverables

Wellcome are happy to accept proposals in different formats such as a short video, slide deck, Word, or PDF document.



Please also see attached [Wellcome's standard T&Cs](#) which we would contract this work under.

Suppliers submitting proposals as a registered company should review this [document](#). Individuals submitting proposals as a sole trader (not registered) should review this [document](#). Individuals submitting proposals through their own personal services company please highlight this to the Wellcome contact immediately

Non-Disclosure and Confidentiality - Prospective Suppliers should be aware that inappropriate publicity could have a serious effect upon Wellcome's business. The information contained within this email is deemed confidential and must not be disclosed without the prior written consent of Wellcome unless required by law.

Sustainability - Wellcome is committed to procuring sustainable, ethical and responsibly sourced materials, goods and services. This means Wellcome seeks to purchase goods and services that minimise negative and enhance positive impacts on the environment and society locally, regionally and globally. To ensure Wellcome's business is conducted ethically and sustainably, we expect our suppliers, and their supply chains, to adhere to these principles in a responsible manner.

Access, Diversity and Inclusion - Embracing [diversity and inclusion](#) is fundamental to delivering our mission to improve health, and we are committed to cultivating a fair and healthy environment for the people who work here and those we work with. As we learn more about barriers that disadvantage certain groups from progressing in our workplace, we will remove them.

If you have a disability or a chronic health condition, we can offer adjustments to the response format e.g., submitting your response in an alternate format. For support during the RFQ exercise, contact the Wellcome Contact. If, within the proposed outputs of this RFQ exercise, specific adjustments are required by you or your team which incur additional cost then outline them clearly within your commercial response. Wellcome is committed to evaluating all proposals fairly and will ensure any proposed adjustment costs sit outside the commercial evaluation.

Wellcome takes diversity and inclusion seriously, and we want to partner with suppliers who share our commitment. We may ask you questions related to D&I as part of our procurement processes.

We are happy to have a short virtual meeting to answer any questions prior to submitting your quote.

We would be grateful if you could respond to this RFQ by 10am on 28th November 2022
Please send any questions or final proposals to Anthea Longo, a.longo@wellcome.org



The single point of contact within this RFQ exercise for all communications is as indicated below:

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