# Request to Quote: Facilitation and coaching to develop team culture and behaviours 2024-5

## Aim

To work with Museum Development North to develop and embed a team culture that enables high performance and productivity.

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| Timescale of project | July 2024 to 31 December 2024 |
| Target audience | Museum Development North team members. Nine members of the team employed by three museum organisations |
| Consultancy Budget | Up to £4,000 (exclusive of VAT but including expenses, insurance, etc) |
| Tender Deadline | 24th June |

## 1. Background

The MD North partnership is funded by Arts Council England to deliver museum development activity in the north of England from 1st April 2024 until 31st March 2026. This new partnership brings together Museum Development in the North West, North East and Yorkshire, and builds on the team’s experience of collaborative working across the north of England since 2018.

MD North is managed by a partnership between York Museums Trust, the Manchester Museums Partnership, Cumbria Museums Consortium and Tyne & Wear Archives & Museums.

The team at MD North contribute to the development and sustainability of museums in the north of England through providing advice and support directly to museums, skills development programmes and grants. Experienced Museum Development Advisers have specialisms in particular strands of museum work and provide a direct point of contact for the sector in specific geographical areas.

## 2. Current Situation

### Overview

During the past 12 months, we have developed the MD North programme through a collaboration between three distinct regional teams. During that process, several long-standing and valued colleagues have found new jobs or had their contracts end with the creation of Museum Development North. Although we have collaborated closely, this is the first time that we have become one team delivering a single programme.

The MD North programme has experienced a 15% budget cut in comparison with the previous programmes and a number of popular projects and initiatives have been paused or deleted.

Most of the workforce are home workers, and the team meets virtually on a weekly basis and physically once a quarter. It is likely that project teams will meet in person once a month from July 2024. Several members of the team have caring obligations or health conditions that mean we must make in person meetings as valuable as possible and make reasonable adjustments including hybrid meeting options.

Combining three teams with different customs, practices and cultures and expanding our remit to cover the North of England means that we need to create a new culture. Although none of the three source teams had an autocratic or pace-setting leadership style, they had differing approaches to decision making, delegation and collaboration. In the creation of MD North, we focussed on developing the programme and projects and less about organisational culture. After three months of experiencing how we work together, we need to look at our team dynamic and ways of working. The focus of this is around improving engagement and productivity as opposed to addressing conflict.

### Project Aim

* To agree and develop behaviours and routines for a new team culture to best deliver the MD North programme and achieve its strategic goals.

### Project Objectives

To focus on the following areas:

* Dynamics
	+ To develop team dynamics and support the new ways of working / shared culture
		- Supporting the team to understand each other better and develop working practices
		- Facilitating sessions with the team to develop internal communications and protocols e.g. working patterns, meetings and internal structures and processes, communication practices
			* A (virtual) meeting should be held with each member of the team before a joint session to understand challenges, circumstances and perspectives
		- Support the development of a ‘team charter’
* Support
	+ Support for individuals during the transition
		- Access to individual coaching or mentoring opportunities to allow colleagues to manage and respond to change
			* To be costed on a per person/unit basis as not all colleagues will request coaching
* Insight
	+ Developing a reflective learning practice as a team, and how to capture the learning from it

We suspect that some of these objectives could be met through facilitation/training at quarterly team workshops. Due to caring and health considerations, some colleagues may need to participate remotely. MD North would provide the technology for this. We plan for all colleagues to meet in person in late August/early September in the Lancaster/Preston area. Other team meetings will be arranged in the North but a few colleagues may participate remotely.

## 3. Project Management

The principal contact for the commissioning process is Michael Turnpenny, Head of Museum Development North.

## 4. Method of Appointment

The closing date for receipt of proposals is 10:00 24th June 2024.

Proposals should be emailed to michael.turnpenny@museumdevelopmentnorth.org.uk

Proposal documents should include:

* Details of the methods or approach proposed, including approximate number of days
* A detailed budget costing (exclusive of VAT but including all expenses, insurance costs etc)
	+ Please identify and professional fees, expenses and travel assumptions in the costings
* A unit rate for any additional coaching sessions – to be resourced seperately by MD North
* Details of relevant knowledge and experience with specific reference to potential areas of support
* CV of key project personnel
* Declaration of any potential conflicts of interest
* Contact details for two referees

Proposal documents should not exceed six sides A4 including CVs.

Selection will be according to the following criteria:

* Experience in and knowledge of the areas detailed in the specification
* Evidence of ability to deliver to specification
* Price

## 5. Timescale

* Receipt of proposals by 10:00 24th June 2024
* Selection notification by 17:00 28thst June 2024
* Completion of activity by end December 2025

END