

Request for Proposal (RFP)

For: Venice Fellowships Programme Facilitator

Date: 8th October 2025

1 Overview of the British Council

We support peace and prosperity by building connections, understanding and trust between people in the UK and countries worldwide.

We uniquely combine the UK's deep expertise in arts and culture, education and the English language, our global presence and relationships in over 100 countries, our unparalleled access to young people, creatives and educators, and our own creative sparkle.

We work directly with individuals to help them gain the skills, confidence and connections to transform their lives and shape a better world in partnership with the UK. We support them to build networks and explore creative ideas, to learn English, to get a high-quality education and to gain internationally recognised qualifications.

We work with governments and our partners in the education, English language and cultural sectors, in the UK and globally. Working together we make a bigger difference, creating benefit for millions of people all over the world

We take a long-term approach to building trust and remain at arm's length from government. We work with people in over 200 countries and territories and are on the ground in more than 100 countries. In 2022–23 we reached 600 million people

2 Introduction and Background to the Project / Programme

2.1 About the British Council

The British Council has been responsible for the British Pavilion at the International Art and Architecture Exhibitions of La Biennale di Venezia since 1937, showcasing the best of the UK's artists, architects, designers and curators. These exhibitions, and the British Council's Venice Fellowships initiative introduced in 2014, help make the British Pavilion a major platform for discussion about contemporary art and architecture. The British Council supports peace and prosperity by building connections, understanding and trust between people in the UK and countries worldwide. Through our work in Arts and Culture, we find new ways of connecting with and understanding each other, building creative and collaborative global communities that inspire

innovation, inclusion and enterprise. For more information, please see the British Council Arts Strategy here: www.britishcouncil.org/sites/default/files/bc013_arts_strategy_1.pdf

About the Venice Fellowships Programme

The Venice Fellowships Programme is a unique opportunity for early-career creative individuals to spend a month in Venice during the world's most important art and architecture biennales. Whilst in Venice, Fellows represent the commission as exhibition invigilators and independently work on their own creative or research projects. In preparation for the residency month in Venice, Fellows participate in a six-week online Induction; these sessions are carefully designed to create community, build confidence, engage the Fellows with the exhibition and prepare them for their time in Venice. The Induction is not purely an informative series; it is interactive, co-designed with the Fellows themselves and facilitated in a way that brings in multiple voices.

The Venice Fellowships Programme is highly regarded within the arts sector, as demonstrated by continued support from Programme Partners of both leading HEIs and creative organisations. The programme is celebrated for its approach to nurturing talent and upskilling early career creative individuals: it strengthens the capability of these individuals, connects early career professionals, and enables positive change for underrepresented groups.

The Programme Facilitator will work with guidance from the Venice Partnerships and Programme Manager to build an Induction programme that meets the following wider outcomes of the Venice Fellowships Programme:

- Strengthen capability of individuals and institutions
- Connect cultural professionals and artists.
- Enable positive change for underrepresented groups.

Within the 2024 cohort, the Fellows rated the Fellowships programme as highly impactful: their professional development (83% rated as high impact), artistic practice development (83% rated as high impact) and personal development (92% rated as high impact). 92% of Fellows believed that the Programme left them feeling better prepared for future artistic or cultural practice, and 79% of Fellows felt that they are likely to have work opportunities that would have been less accessible without the programme.

71% of Fellows in the current 2025 cohort identify as part of a group that has been historically disadvantaged or excluded. Working with partners such as Outside In and Venture Arts, the programme offers an opportunity for those who face barriers within the creative industry to represent a globally recognised exhibition with an international audience. This approach to access for all Fellows ties into every element of project planning and delivery.

2.3 The purpose and scope of this RFP and supporting documents is to explain in further detail the requirements of the British Council and the process for submitting a proposal in response to this RFP (**"Proposal"**).

3 Proposal Conditions and Contractual Requirements

This section of the RFP sets out the British Council's contracting requirements, general policy requirements, and the general conditions relating to this procurement process (**"Procurement Process"**).

3.1 Contracting requirements

3.1.1 Contracting authority: the British Council which includes any other companies and organisations that control or are controlled by the British Council from time to time (see: <http://www.britishcouncil.org/organisation/structure/status>).

3.1.2 Delivery location for goods and/or services: Online. The Facilitator is required to be available for the following: during UK working hours 9-5pm for email correspondence and instant messaging with the Programme Manager and to host 1:1 calls with Fellows; and during the UK evening (6:15pm – 8:30pm) for the 6x Induction sessions as per the times listed in Component B. The Facilitator is not required to travel to Venice.

3.1.3 Duration: From 1st December 2025 until 12th February 2027 with an option for an extension for up to three 14 month periods until 28th February 2030. The schedule of this extension is outlined in the table titled *Timeline of Service Cycles Across 4 x Biennale Seasons* under Section 7.

3.1.4 Contractual terms: As set out at Annex 1 *Terms and Conditions of Contract* (**"Contract"**). By submitting a Proposal, you are agreeing to be bound by the terms of this RFP and the Contract without further negotiation or amendment. In the event that the chosen service provider is operating as a Sole Trader or through a Personal Service Company, the British Council retain the right to issue specific contractual terms and conditions, in order to take account of this status. If you plan to submit a bid as a Sole Trader or Personal Service Company please contact Joshua.damsell@britishcouncil.org for a copy of the specific terms. Once the Contract is awarded, there will be no changes allowed to the Contract (except in accordance with the provisions of the Contract). Any clarification questions in relation to any aspect of this Procurement Process and the associated documentation should be submitted in accordance with the process set out in paragraph 12 (*Clarification Requests*). Only changes which relate to the correction of ambiguity or manifest error in relation to the terms of the Contract will be considered and, if necessary, the British Council may, when issuing its response to clarification questions, reissue Annex 1 to reflect such changes. Any proposed amendments received from a potential supplier as part of its Proposal shall entitle the British Council to reject that Proposal and to disqualify that potential supplier from this Procurement Process.

3.2 General Policy Requirements

3.2.1 By submitting a Proposal, you confirm that you will, and that you will ensure that any consortium members and/or subcontractors will, comply with all applicable laws, codes of practice, statutory guidance and applicable British Council policies relevant to the goods and/or services being supplied. All relevant British Council policies that suppliers are expected to comply with can be found on the British Council website (<https://www.britishcouncil.org/organisation/transparency/policies>).

3.3 General Proposal conditions (“Proposal Conditions”)

3.3.1 Application of these Proposal Conditions – In participating in this Procurement Process and/or by submitting a Proposal it will be implied that you accept and will be bound by all the provisions of this RFP and its Annexes. Accordingly, Proposals should be made on the basis of and strictly in accordance with the requirements of this RFP.

3.3.2 Third party verifications – Your Proposal is submitted on the basis that you consent to the British Council carrying out all necessary actions to verify the information that you have provided, and the analysis of your Proposal being undertaken by one or more third parties commissioned by the British Council for such purposes.

3.3.3 Information provided to potential suppliers – Information that is supplied as part of this Procurement Process is supplied in good faith. The information contained in the RFP and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue. No liability (save for fraudulent misrepresentation) is accepted for its accuracy, adequacy or completeness and no warranty is given as such.

3.3.4 Potential suppliers to make their own enquires – You are responsible for analysing and reviewing all information provided to you as part of this Procurement Process and for forming your own opinions and seeking advice as you consider appropriate. The clarification process set out in paragraph 12 should be used for any queries in relation to this Procurement Process.

3.3.5 Amendments to the RFP – At any time prior to the Response Deadline, the British Council may amend the RFP and if appropriate, the Response Deadline shall, at the discretion of the British Council, be extended.

3.3.6 Compliance of Proposal – Any goods and/or services offered should be on the basis of and strictly in accordance with the RFP (including, without limitation, any specification of the British Council's requirements, these Proposal Conditions and the Contract) and all other documents and any clarifications or updates issued by the British Council as part of this Procurement Process.

3.3.7 Compliance with the terms of the Contract – The successful supplier must comply with the Contract as set out in Annex 1 without any amendment (save as described in paragraph 3.1.4). .

3.3.8 Format of Proposal – Proposals must comprise the relevant documents as detailed by the British Council in Annex 2 (Supplier Response) completed in accordance with relevant all instructions. Any documents requested by the British Council must be completed in full. It is important that you read the RFP carefully before completing and submitting your Proposal.

3.3.9 Modifications to Proposals once submitted – You may modify your Proposal prior to the Response Deadline by giving written notice to the British Council. Any modification should be clear and submitted as a completely new Proposal in accordance with Annex 2 (Supplier Response) and these Proposal Conditions.

3.3.10 Disqualification – If you breach these Proposal Conditions, if there are any errors, omissions or material adverse changes relating to any information supplied by you at any stage in this Procurement Process, if any other circumstances set out in this RFP, and/or in any supporting documents, entitling the British Council to reject a Proposal apply and/or if you or your appointed advisers attempt:

- to inappropriately influence this Procurement Process or fix or set the price for goods or services;
- to enter into an arrangement with any other party that such party shall refrain from submitting a Proposal;
- to enter into any arrangement with any other party (other than another party that forms part of your consortium bid or is your proposed sub-contractor) as to the prices submitted;
- to collude in any other way;
- to engage in direct or indirect bribery or canvassing by you or your appointed advisers in relation to this Procurement Process; or
- to obtain information from any of the employees, agents or advisors of the British Council concerning this Procurement Process (other than as set out in these Proposal Conditions) or from another potential supplier or another Proposal,

the British Council shall be entitled to reject your Proposal in full and to disqualify you from this Procurement Process. Subject to paragraph 3.3.14 below, by participating in this Procurement Process you accept that the British Council shall have no liability to a disqualified potential supplier in these circumstances.

3.3.11 Proposal costs – You are responsible for obtaining all information necessary for preparation of your Proposal and for all costs and expenses incurred in preparation of the Proposal. Subject to the “Liability” Tender Condition below, you accept by your participation in this Procurement Process, including without limitation the submission of a Proposal, that you will not be entitled to claim from the British Council any costs, expenses or liabilities that you may incur in submitting a Proposal irrespective of whether or not your Proposal is successful.

3.3.12 Rights to cancel or vary this Procurement Process – Nothing in this Procurement Process will bind the British Council to enter into any contractual or other arrangement with you or any other potential supplier. It is intended that the remainder of this Procurement Process will take place in accordance with the provisions of this RFP, but the British Council reserves the right to terminate, amend or vary (to

include, without limitation, in relation to any timescales or deadlines) this Procurement Process by notice in writing. Subject to the “Liability” Tender Condition below, the British will have no liability for any losses, costs or expenses you incur as a result of such actions.

3.3.13 Consortium Members and sub-contractors – It is your responsibility to ensure that any staff, consortium members, sub-contractors and advisers abide by these Proposal Conditions and the requirements of this RFP.

3.3.14 Liability – Nothing in these Proposal Conditions is intended to exclude or limit the liability of the British Council in relation to fraud or in other circumstances where the British Council’s liability may not be limited under any applicable law.

4 Confidentiality and Information Governance

4.1 All information supplied to you by the British Council, including this RFP and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your Proposal) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

4.2 You shall not disclose, copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a Proposal. There must be no publicity by you regarding the Procurement Process or the future award of any contract unless the British Council has given express written consent to the relevant communication.

4.3 The British Council reserves the right to disclose all documents relating to this Procurement Process, including without limitation your Proposal, to any employee, third party agent, adviser or other third party involved in the Procurement Process in support of, and/or in collaboration with, the British Council. The British Council further reserves the right to publish the Contract once awarded and/or disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process, you agree to such disclosure and/or publication by the British Council in accordance with such rights reserved by it under this paragraph.

4.4 The Freedom of Information Act 2000 (“FOIA”), EU General Data Protection Regulation (GDPR) 2015, the Environmental Information Regulations 2004 (“EIR”), and public sector transparency policies apply to the British Council (together the “**Disclosure Obligations**”).

4.5 You should be aware of the British Council’s obligations and responsibilities under the Disclosure Obligations to disclose information held by the British Council. Information provided by you in connection

with this Procurement Process, or with any contract that may be awarded as a result of this exercise, may therefore have to be disclosed by the British Council under the Disclosure Obligations, unless the British Council decides that one of the statutory exemptions under the FOIA or the EIR applies.

5 Proposal Validity

5.1 Your Proposal must remain open for acceptance by the British Council for a period of sixty days from the Response Deadline. A Proposal not valid for this period may be rejected by the British Council.

6 Payment and Invoicing

6.1 The British Council will pay correctly addressed and undisputed invoices within 30 days in accordance with the requirements of the Contract. Suppliers to the British Council must ensure comparable payment provisions apply to the payment of their sub-contractors and the sub-contractors of their sub-contractors. General requirements for an invoice for the British Council include:

- A description of the good/services supplied is included.
- The British Council Purchase Order number is included.
- It is sent electronically via email in PDF format to BC.Invoices@britishcouncil.org or by post to:
The British Council, Corporate Services – UK Hub Team, 1 Redman Place, Stratford, London E20 1JQ

7 Specification

British Council is commissioning a Programme Facilitator to deliver the online Induction of 6x online sessions, a set of 1:1 calls, 2x feedback sessions and an online Showcase session for the 2026 Venice Fellowships Programme. All interactive components with programme participants will be delivered online via Teams or Zoom.

In preparation for the residency month in Venice, Fellows participate in a six-week online Induction. The Programme Facilitator will ensure these sessions are carefully designed to create community, build confidence, engage the Fellows with the exhibition and prepare them for their time in Venice. The Induction is not purely an informative series; it is interactive, co-designed with the Fellows themselves and facilitated in a way that brings in multiple voices. The Induction includes one session dedicated to the Commissioner and Artist; this session is designed and led by the Fellows themselves, with the support of the Facilitator. This unique approach places the Fellows at the forefront of the conversation with the Artist.

The online Induction model has worked well over the past few years; in its most recent iteration in 2025, there was 100% attendance with a 93% positive rating of the content from Fellows. The

Facilitator is encouraged to offer new ideas and approaches to both maintain and develop this successful template.

Echoing this approach of community-building and active listening, the 2x Feedback sessions are offered as a platform for Fellows to share ideas and critically discuss their Fellowships experience. Discussion prompts are taken from the written feedback provided in the post-Venice survey.

Similarly, the 90-minute Online Showcase session will place the Fellows at the forefront of the session; whilst the Facilitator will be ultimately leading the session, a group of Fellows will actively participate as co-designers and co-presenters of the session (with guidance from the Facilitator).

The Facilitator role is overseen by the Venice Partnerships and Programme Manager (Fellowships lead), with input from the Venice project team (Senior Project Manager) and Visual Arts team (Art 2026 Commissioner). The Facilitator will also work closely with the Associate Curator to plan the elements of the Induction that are specific to the 2026 exhibition content. In collaboration with the Facilitator, the Fellowships lead will liaise with the Pavilion Management company (M+B Studio) to ensure logistical content regarding the invigilation role at the Pavilion is included in the Induction.

This role is not a full-time appointment, and we anticipate that it will require an overall commitment of approximately 20 days per cycle. The first cycle – the Art 2026 cycle - will start in December 2025 and end in February 2027. The Facilitator will be required to manage their time accordingly and will have regular project calls with the Fellowships lead.

All meetings are digital and will take place online via Teams or Zoom. The Facilitator is expected to be available to meet the Fellowships lead for fortnightly calls and host 1:1 calls with Fellows during UK working hours (9am – 5pm). The Facilitator is not required to travel to London or Venice.

<p>Ambitions (for all components - A, B, C and D):</p> <ul style="list-style-type: none"> • To match the overall objective of the Venice Fellowships Programme of upskilling and connecting diverse early career researchers and creative professionals. • To prepare the Fellows for their residency month in Venice. • To continue to build on the 	<p>Performance Measures (for all components - A, B, C and D):</p> <p><i>Induction measures, as measured in the 2024 post-Induction and post-Venice surveys:</i></p> <ul style="list-style-type: none"> • 100% of Fellows attended the 2024 Induction, with 35% actively participating through leading sessions and representing their travel groups in breakout rooms and fishbowls. Attendance issues to individual sessions were resolved by the Facilitator through communication with the Fellow and Partners within a week.
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<p>template created for the Induction that reflects the feedback from 2024 and 2025 years, and can be used for future iterations of the Fellowships Programme.</p> <ul style="list-style-type: none"> • To gather critical feedback on the programme • To build on the case studies of 2024 and 2025 by creating two new studies highlighting the diversity and transformative power of the programme. • To bring the full cohort of Fellows together at the initial Induction and final Showcase 	<ul style="list-style-type: none"> • 81% of Fellows stated that the Induction prepared them for the experience of living in Venice. • 79% of Fellows stated that the Induction prepared them for their time at the Pavilion. • 96% of Fellows stated that the Induction enabled them to form connections with their travel group. • 92% of Fellows stated that the Induction made them feel that they were part of a broader Fellowship of 66 people. • 97% of Fellows stated that the Induction was a safe, generous and trusting space for them to share past successes and challenges, and to learn from others' experience <p><i>Programme measures, as measured in the 2024 post-Induction and post-Venice surveys:</i></p> <ul style="list-style-type: none"> • 100% of Fellows completed the Fellowships Programme. • 91.5% of Fellows rated the impact of the Fellowships Programme on their personal development as high/very high. • 83% of Fellows rated the impact of the Fellowships Programme on their professional development as high/very high. • 83% of Fellows rated the impact of the Fellowships Programme on their artistic development as high/very high. • 89% of Fellows believed that they established lasting relationships with Fellows in their travel group • 70% of Fellows believed that they established a lasting relationship with British Council • 75% of Fellows believed that they established lasting relationships with people from other nations from their time in Venice
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Long-term outcome measures, as measured in the 2022 Fellowships evaluation report:

- 92% of Fellows believe their employability is enhanced after participating in the Programme.
- 92% of Fellows believe they are more likely to get work opportunities that would not have been open to them without the Fellowship.
- 75% of Fellows believed they are better prepared for designing future research.
- 75% of Fellows are better prepared for professional / academic international collaboration.
- 71% of Fellows are better prepared for future creative practice.

Supplier Requirements:

- Experience in facilitating cultural exchange meetings, conversations and relationship building in the UK Higher Education, cultural and creative sectors.
- Experience in fostering collaboration and mutuality throughout project planning and delivery.
- High level of competence in hosting online sessions; ability to use the technology of Zooms/Teams to manage a large number of participants and utilize features such as breakout rooms and quizzes effectively.
- Have a strong network of UK sector professionals, organisations, and institutions.
- Excellent writing and presentation design skills.
- Excellent presentation and communication skills.
- Able to be flexible, adaptive, generous and creative.
- High level of time management and attention to detail.
- Committed to Equality, Diversity and Inclusion (EDI) and how it will be ensured throughout the project planning and delivery.

Service Performance:

Outcomes are measured by through two surveys completed by the Fellows:

1. Post-Induction survey (anonymous)
2. Post-Venice survey

Performance will be measured based on the following KPIs:

- 100% of Fellows attending the 1:1 calls
- 100% of Fellows attending the Induction, with 35% actively participating through leading sessions and representing their travel groups in breakout rooms and fishbowls. Attendance issues to individual sessions to be resolved by the Facilitator through communication with the Fellow and Partners within a week.
- At least 70% of Fellows stating that the Induction prepared them for their time at the Pavilion.
- At least 80% of Fellows stating that the Induction enabled them to form connections with their travel group.
- At least 80% of Fellows stating that the Induction made them feel that they were part of a broader Fellowship of 66 people.
- At least 85% of Fellows stating that the Induction was a safe, generous and trusting space for them to share past successes and challenges, and to learn from others' experience.
- At least 80% of Fellows completing the post-Induction and post-Venice surveys.
- 30% of Fellows attending and actively participating in the Feedback Sessions.
- At least 70% of Fellows attending the Online Showcase

Structure of Contract

Ref	Service Component
A	1:1 Fellow Calls: Management and leading of 1:1 introduction calls with Fellows.
B	Induction: Planning, preparation and roll-out of the six-part online Induction series.
C	Post-Fellowships Feedback and Evaluation: Planning, preparation and roll-out of the two feedback sessions and case studies.
D	Online Showcase: Planning, preparation and roll-out of the online showcase session.

Timeline of Service Cycles Across 4 x Biennale Seasons

Ref	Service Component	Schedule
CYCLE 1: Art 2026 (December 2025 – February 2027)		
A	1:1 Fellow Calls	February 2026
B	Induction	March-April 2026
C	Post-Fellowships Feedback and Evaluation	November 2026
D	Online Showcase	February 2027
CYCLE 2: Architecture 2027 (December 2026 – February 2028)		
A	1:1 Fellow Calls	February 2027
B	Induction	March-April 2027
C	Post-Fellowships Feedback and Evaluation	November 2027
D	Online Showcase	February 2028
CYCLE 3: Art 2028 (December 2027 – February 2029)		
A	1:1 Fellow Calls	February 2028
B	Induction	March-April 2028
C	Post-Fellowships Feedback and Evaluation	November 2028
D	Online Showcase	February 2029
CYCLE 4: Architecture 2029 (December 2028 – February 2030)		
A	1:1 Fellow Calls	February 2029
B	Induction	March-April 2029
C	Post-Fellowships Feedback and Evaluation	November 2029
D	Online Showcase	February 2030

SERVICES

COMPONENT A: 1:1 Fellow Calls:

Key accountabilities:

- **Delivery of 1:1 calls.** To plan and arrange individual 15 min 1:1 calls with each Fellow. To be arranged via with each Fellow. The anticipated number of individuals in the 2026 cohort is 60 Fellows. We suggest using a platform such as Calendly. All calls to be complete by 27 February 2026.
- **Management of 1:1 calls**
 - To manage the scheduling of the calls directly with the individual Fellows
 - To structure the calls as best for achieving the objectives below
 - To flag non-attendance or inactivity from the Fellows

Objectives:

- To gain an understanding of the Fellows objectives and creative interests in alignment with the programme's objectives.
- To use these insights to shape the content of the Induction To identify how best to integrate the Fellows into the Induction based on their academic area/interests (leading workshops, leading breakout groups, creating prompts etc).

Please note: The Fellowships lead will also hold 1:1 calls with Fellows to discuss practical elements of the programme. The Facilitator 1:1 calls do not need to cover these topics; any logistical questions can be directed to the Fellowships lead.

Deliverables:

ACTIVITY	DATE
Scheduling	February 2026
All calls complete with notes provided to Fellowships lead (where relevant)	13 March 2026

COMPONENT B: Induction

Key accountabilities:

- **Delivery of Induction.** To deliver 6x interactive sessions via Zoom/Teams. Dates: 18 March, 25 March, 1 April, 8 April, 15 April and 22 April 2026. Session length: 6:30pm – 8:15pm UK time with additional time before and after each session
- **Design of Induction:**
 - To be co-facilitated by the Fellows themselves to build community, individual confidence and share ideas.
 - To feature at least 35% of Fellows in an active role – leading sessions, breakouts groups, fishbowls
 - To include key information about the programme, as advised by Fellowships lead
 - To feature dedicated speaking slots for key speakers including (but not limited to):
 - British Council Art 2026 Commissioner (Emma Dexter)
 - 2026 Artist (Lubaina Himid)
 - Pavilion Management Company (M+B Studio)
 - British Council Venice Project and/or Visual Arts team members
 - one Guest speaker to speak about Venice in general – to be sourced and managed by the Facilitator, to be approved by the Fellowships lead
 - To include a session featuring breakout sessions led by 5 x alumni Fellows – to be sourced and managed by the Facilitator, to be approved by the Fellowships lead
 - Topics to include: Art 2026 Exhibition; Working with the public; Accessibility; Research and creative projects; Collaboration and community building; British Council.
- **Management of Induction**
 - To fully design the Induction series, with structure and content to be approved by the Fellowships lead
 - To design presentation slides and content
 - To source and coordinate speakers (as signed off by Fellowships lead)

- To share and track RSVP prompts with Fellows ahead of each session to encourage sharing ideas and interactivity
- To manage Fellow RSVPs and tracking of attendance. To follow up with Fellows and relevant Partners (when necessary) that do not attend.
- To host calls using Zoom or Teams; to include allocation of highlight speakers / breakout rooms / fishbowls
- To email Fellows after each session with a recording of the session and follow-up notes (eg links to content discussed on the calls)

Objectives:

- To prepare the Fellows for their residency month in Venice
- To build a strong community across the cohort of Fellows
- To form bonds between the Fellows within their Travel Groups
- To prepare the Fellows for their residency month in Venice
- To curate a programme that maximises the potential of the group – the diversity, the individual strengths and interests of Fellows – to build camaraderie, confidence, creativity and encourage active listening.
- To upskill the Fellows with presentation, team-work, collaboration, active listening, group planning.
- To inspire the Fellows about Venice, La Biennale and the 2026 Exhibition

SUGGESTED STRUCTURE		
<i>Week</i>	<i>Topics</i>	<i>Speakers (to include but not limited to):</i>
Week 1	Introduction to Venice	Guest Speaker (Venice Expert); M+B
Week 2	Collaboration and community building; British Council	British Council, Programme Partner
Week 3	2026 Artist and Curator <i>*session to be co-designed and led by Fellows</i>	2026 Commissioner; Artist; Associate Curator

Week 4	Expanding on Content; Tour Templates	Associate Curator
Week 5	Working with the Public; Accessibility	M+B
Week 6	Creative Projects; Alumni Fellows <i>* Programme Partners invited to attend</i>	5 x Alumni Fellows

Deliverables:

ACTIVITY	DATE
Kick-off session with Fellowships Lead and Associate Curator complete	15 December 2025
Introduction calls with British Council and M+B complete	30 January 2026
Draft Induction plan shared with British Council	30 January 2026
Confirmation of timings of Induction session with Artist (Lubaina Himid)	30 January 2026
1:1 Fellow calls complete	27 February 2026
<p>Research and Planning complete:</p> <ul style="list-style-type: none"> - Content and structure finalised, with sign-off by Fellowships lead - Speakers booked, with payments arranged with British Council (where applicable) - Presentation slides designed and finalised - RSVPs prompts finalised, in collaboration with Fellowships lead and Associate Curator - Input into design of post-Induction survey; survey managed and signed off by Fellowships Lead 	11 March 2026
Welcome email and Week 1 Prompt sent to Fellows	11 March 2026
Week 1 Induction session delivered	18 March 2026, 6:30pm – 8:15pm (with additional time before and after)
Week 1 Slides uploaded to drive and follow-up email with Week 2 prompt sent to Fellows	19 March 2026

Week 2 Induction session delivered	25 March 2026, 6:30pm – 8:15pm (with additional time before and after)
Week 2 Slides uploaded to drive and follow-up email with Week 3 prompt sent to Fellows	26 March 2026
Week 3 preparation session with Fellows committee	26 March 2026
Week 3 Induction session delivered	1 April 2026, 6:30pm – 8:15pm (with additional time before and after)
Week 3 Slides uploaded to drive and follow-up email with Week 4 prompt sent to Fellows	2 April 2026
Week 4 Induction session delivered	8 April 2026, 6:30pm – 8:15pm (with additional time before and after)
Week 4 Slides uploaded to drive and follow-up email with Week 5 prompt sent to Fellows	9 April 2026
Week 5 Induction session delivered	15 April 2026, 6:30pm – 8:15pm (with additional time before and after)
Week 5 Slides uploaded to drive and follow-up email with Week 6 prompt sent to Fellows	16 April 2026
Week 6 Induction session delivered	22 April 2026, 6:30pm – 8:15pm (with additional time before and after)
Week 6 Slides uploaded to drive and follow-up email with survey sent to Fellows	23 April 2026
Delivery of summary graphic (as PDF and JPEG)	23 April 2026
Guest speakers paid, arranged by Facilitator, paid by British Council (where applicable)	29 May 2026

COMPONENT C: Post-Fellowships Feedback and Evaluation: Planning, preparation and roll-out of the 2x feedback sessions and 2x case studies.

Key accountabilities:

- **Delivery of 2x Feedback Sessions (same content in each session).** To deliver interactive sessions via Zoom/Teams in November 2026. Each session to follow the same format, with different attendees. Length of each session: 2 hours. Maximum number of attendees for each session: 12 Fellows
- **Management of 2x Feedback Sessions:**
 - To design the feedback session, with structure and content to be approved by the Fellowships lead
 - To design presentation slides and content
 - To coordinate attendees
 - To email Fellows after session and follow-up notes (eg links to content discussed on the calls)
- **Delivery of a written summary of sessions.** To provide a written summary (including attendees, topics covered, key points and actions for adapting programme in future)
- **Delivery of 2x case studies.** To provide written case studies: 1x Fellow; 1x Programme Partner. Each case study to follow the same format: in third person with a biography, social media links, 2x photos (provided by interviewee) and a quote. To get consent from the interviewees that they are happy for the case study to be used in reports and in social media. The case studies should be 1 x Fellow; 1 x Programme Partner.

Objectives:

- To gather verbal feedback on the overall programme (not limited to Induction)
- To use the written feedback from the post-Venice survey as prompts for discussion
- To offer the sessions as a platform for open discussion and active listening
- To provide 2x written case studies that highlight the transformative nature of the programme.

NB: The Fellowships lead will be present for the feedback sessions and will follow up on feedback raised / actions to take forward where needed.

Deliverables:

ACTIVITY	DATE
Feedback content finalised, with sign-off by Fellowships lead	30 October 2026
Case Studies interviewees selected, with sign-off by Fellowships lead	30 October 2026
2x case studies delivered	Between 24 - 30 November 2026
Feedback sessions delivered	30 November 2026
Feedback sessions summary delivered	14 December 2026

COMPONENT D: Online Showcase: Planning, preparation and roll-out of the Online Showcase session.

Key accountabilities:

- **Delivery of 1x Online Showcase session.** To deliver 1 interactive session via Zoom/Teams. Date: February 2027. Session length: 90 minutes. Speakers to include: 2026 Fellows; British Council Venice Project team; Artist (where possible). Attendees to include: 2026 Partners; 2027 Fellows; 2027 Partners; wider British Council team; Alumni Fellows.
- **Design of the Online Showcase:**
 - To design a curated online session made up of a collection of short talks, presentations, and an interactive element
 - To be co-facilitated and presented by a selected group of 2026 Fellows
 - To feature at least 5 Fellows in an active role
 - To feature the creative projects of at least 3 Fellows
 - To feature dedicated speaking slots for key speakers including (but not limited to):
 - the British Council Art 2026 Commissioner
 - the 2026 Artist or Associate Curator
- **Management of the Online Showcase:**
 - To fully design the Online Showcase session, with structure and content to be approved by the Fellowships lead
 - To run a practice session with co-facilitator Fellows
 - To design presentation slides and content
 - To source and coordinate speakers, as signed off by Fellowships lead
 - To track RSVPs and follow up with Fellows and Partners if necessary.
 - To host session using Zoom or Teams; to include allocation of highlight speakers / breakout rooms / fishbowls
 - To upload recording to the shared drive.

Objectives:

- To create an interactive online 90 minute event that captures the ethos and diversity of the Fellowships Programme
- To present the highlights of the 2026 Venice residency months
- To encourage interaction and conversation between Fellows and Partners

Deliverables:

ACTIVITY	DATE
Online Showcase content finalised with sign-off by Fellowships lead	14 December 2026
Online Showcase speakers confirmed	14 December 2026
Online Showcase delivered	11 February 2027
Online Showcase recording uploaded to shared drive	12 February 2027

8 Mandatory Requirements / Constraints

8.1 As part of your Proposal, you must confirm that you meet the mandatory requirements / constraints, if any, as set out in the British Council's specification forming part of this RFP. Failure to comply with any mandatory requirements or constraints shall entitle the British Council to reject a Proposal.

8.2 Please see below mandatory pass/fail requirements as part of this tender:

Mandatory Requirement:	Desired outcome:
<p>Please confirm that your company will be able to provide cover for the periods set out below:</p> <ul style="list-style-type: none"> - during UK working hours (9am – 5pm) for email correspondence and instant messaging with the Fellowships lead - to host 1:1 calls with Fellows during UK working hours (9am – 5pm) - to host the Induction sessions during the UK evening (6:15pm – 8:30pm) as per the times listed in Component B. 	Yes

9 Key background documents

9.1 Further relevant background documents / information may be provided to potential suppliers as an Annex to this RFP and/or by way of the issue of additional documents / links to additional information / documents. Please view list of Annexes at the end of this document.

10 Timescales

10.1 Subject to any changes notified to potential suppliers by the British Council in accordance with the Proposal Conditions, the intended timescales applicable to this Procurement Process are:

Activity	Date / time
RFP Issued to bidding suppliers	8 th October 2025
Deadline for clarification questions (Clarification Deadline)	20 th October 2025- 12PM (UK Time)
British Council to respond to clarification questions	23 rd October 2025
Deadline for submission of Proposals by potential suppliers (Response Deadline)	3 rd November 2025
Clarification stage	17 th - 21 st November 2025
Final Decision	24 th November 2025
Contract concluded with winning supplier	27 th November 2025
Contract start date	1 st December 2025

11 Instructions for Responding

11.1 The documents that must be submitted to form your Proposal are listed at Part 2 (Submission Checklist) of Annex 2 (Supplier Response) to this RFP. All documents required as part of your Proposal should be submitted to *British Council's e-Tendering portal hosted at <https://tap.tcsapps.com/tap2/#/bc-supplier-registration>* by the Response Deadline, as set out in the Timescales section of this RFP.

11.2 The following requirements should be complied with when submitting your Proposal in response to this RFP:

- Please ensure that you send your submission in good time to prevent issues with technology – late Proposals may be rejected by the British Council.
- Do not submit any additional supporting documentation with your Proposal except where specifically requested to do so. PDF, JPG, PPT, Word and Excel formats can be used for any additional supporting documentation (other formats should not be used without the prior written approval of the British Council).
- All attachments/supporting documentation should be provided separately to your main Proposal document, clearly labelled and cross-referenced to the Proposal as relevant.
- If you submit a generic policy / document you must indicate the page and paragraph reference that is relevant to a particular part of your Proposal.

- Unless otherwise stated as part of this RFP or its Annexes, all Proposals should be in the format of the relevant British Council requirement with your response to that requirement inserted underneath.
- Where supporting evidence is requested as 'or equivalent' you must demonstrate such equivalence as part of your Proposal.
- Any deliberate alteration of a British Council requirement as part of your Proposal will invalidate your Proposal to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
- Responses should be concise, unambiguous, and should directly address the requirement stated.
- Your Proposal to the RFP requirements and pricing will be incorporated into the Contract, as appropriate.

12 Clarification Requests

12.1 All clarification requests should be submitted to *British Council's e-Tendering portal hosted at <https://tap.tcsapps.com/tap2/#/bc-supplier-registration>* by the Clarification Deadline, as set out in the Timescales section of this RFP. The British Council is under no obligation to respond to clarification requests and will respond if the question is appropriate and received before the Clarification Deadline.

12.2 Any clarification requests should clearly reference the appropriate paragraph in the RFP documentation and, to the extent possible, should be aggregated rather than sent individually.

12.3 The British Council reserves the right to issue any clarification request made by you, and the response, to all potential suppliers unless you expressly require it to be kept confidential at the time the request is made. If the British Council considers the contents of the request not to be confidential, it will inform you and you will have the opportunity to withdraw the clarification query prior to the British Council responding to all potential suppliers.

12.4 The British Council may at any time request further information from potential suppliers to verify or clarify any aspects of their Proposal or other information they may have provided. Should you not provide supplementary information or clarifications to the British Council by any deadline notified to you, your Proposal may be rejected in full and you may be disqualified from this Procurement Process.

13 Evaluation Criteria

13.1 You will have your Proposal evaluated as set out below:

Stage 1: Proposals will be checked to ensure that they have been completed correctly and all necessary information has been provided. responses correctly completed with all relevant information being provided and all mandatory requirements as outlined in Section 8 met will proceed to Stage 2. Any Proposal not correctly completed in accordance with the requirements of this RFP and/or containing

omissions may be rejected at this point. Where a Proposal is rejected at this point it will automatically be disqualified and will not be further evaluated.



Stage 2: If a bidder succeeds in passing Stages 1 of the evaluation, then it will have its Proposal evaluated in accordance with the evaluation methodology set out below.

13.2 Award Criteria – Responses from potential suppliers will be assessed to determine the most economically advantages proposal using the following criteria and weightings and will be assessed entirely on your response submitted:

Criteria	Weighting
Experience	40%
Methodology and Approach	20%
Commercial	40%

13.3 Scoring Model – Proposals will be subject to an initial review at the start of Stage 2 of the evaluation process. Any Proposals not meeting mandatory requirements or constraints (if any) will be rejected in full at this point and will not be assessed or scored further. Proposals not so rejected will be scored by an evaluation panel appointed by the British Council for all criteria other than Commercial using the following scoring model:

Points	Interpretation
10	Excellent – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas evidence requested in the level of detail requested. This, therefore, is a detailed excellent response that meets all aspects of the requirement leaving no ambiguity as to whether the bidder can meet the requirement.
7	Good – Overall the response demonstrates that the bidder meets all areas of the requirement and provides all of the areas of evidence requested, but contains some trivial omissions in relation to the level of detail requested in terms of either the response or the evidence. This, therefore, is a good response that meets all aspects of the requirement with only a trivial level ambiguity due the bidders failure to provide all information at the level of detail requested.

5	Adequate – Overall the response demonstrates that the bidder meets all areas of the requirement, but not all of the areas of evidence requested have been provided. This, therefore, is an adequate response, but with some limited ambiguity as to whether the bidder can meet the requirement due to the bidder's failure to provide all of the evidence requested.
3	Poor – The response does not demonstrate that the bidder meets the requirement in one or more areas. This, therefore, is a poor response with significant ambiguity as to whether the bidder can meet the requirement due to the failure by the bidder to show that it meets one or more areas of the requirement.
0	Unacceptable – The response is non-compliant with the requirements of the RFP and/or no response has been provided.

13.4 Commercial Evaluation – Your “Overall Price” (as calculated in accordance with requirements of Annex 3 (Pricing Approach) for the goods and/or services will be evaluated by the evaluation panel for the purposes of the commercial evaluation, further information on this approach may be available in Annex 3. In the event that any prices are expressed as being subject to any pricing assumptions, qualifications or indexation not provided for by the British Council as part of the pricing approach, the British Council may reject the full Proposal at this point. The British Council may also reject any Proposal where the Overall Price for the goods and/or services is considered by the British Council to be abnormally low following the relevant processes set out under the procurement rules. A maximum offer score of 10 will be awarded to the Proposal offering the lowest “Overall Price”. Other Proposals will be awarded a mark by application of the following formula: (Lowest Overall Price/Overall Price being evaluated) x 10 (rounded to two decimal places) = commercial score.

13.5 Moderation and application of weightings – The evaluation panel appointed for this Procurement Process will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall Proposal score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

13.6 The Winning Proposal(s) - The winning Proposal shall be the Proposal scoring the highest percentage score out of 100 when applying the above evaluation methodology, which is also supported by any required verification evidence (to include, without limitation, any updated information) obtained by the Authority relating to any self-certification or other requirements referred to at any time in this Procurement Process.

List of Annexes forming part of this RFP (issued as separate documents):

Annex 1 – Terms and Conditions of Contract

Annex 2 – Supplier Response

Annex 3 – Pricing Approach