



Australian
Rural Leadership
Foundation

Invitation to Supply

**Provision of experiential learning for participants of the
Australian Rural Leadership Program in 2023**

Version: 1.0

Date of Issue: 11 May 2022

Reference No. 001/ARLP30

Invitation Structure

This Invitation consists of the following:

- **Introduction**
- **Part A – Invitation**
- **Part B – Participation Conditions**

Introduction

About the Australian Rural Leadership Foundation and the Australian Rural Leadership Program (ARLP)

The Australian Rural Leadership Foundation (**ARLF**) is committed to thriving regional, remote and rural Australia through leadership development.

Its four key strategic areas are:

1. Leadership Programs: creating and delivering leadership programs <https://rural-leaders.org.au/programs/>
2. Leadership Services: creating, coordinating, and delivering a wide range of fee for service leadership offerings¹
3. Leadership Practice: grow leadership development communities of practice and exercise leadership towards its vision
4. Ensuring Capability: building and maintaining ARLF's ability, support services and systems to enable its vision

In its 30th year, ARLF continues to develop and deliver a range of leadership programs across Australia including our flagship program, **the Australian Rural Leadership Program (ARLP)**. Unique to the ARLP is its immersive experiential approach to leadership development which provides the space and time to realise real impact of the program on the behaviours of the participant and the participant on their organisation, sector, and community. The ARLP is funded through individual sponsored scholarships provided by our funding partners which include government, the corporate sector, philanthropic trusts and foundations and donors.

The ARLP is a 15-month, national leadership program for a cohort of participants selected through a competitive and rigorous process. Applicants need to be able to demonstrate a willingness to contribute to their own leadership development, to lead others and to make a contribution to thriving communities in regional, rural and remote Australia.

The ARLF will recruit for participants of Course 30 in June 2022, will interview short-listed applicants in September 2022 and will notify successful candidates at the beginning of 2023. It is likely that there will be up to 36 scholarships on offer and that all will be filled and accepted by candidates who have been interviewed. Participants will commence the first of four sessions of this program in June or July 2023. This commencement session spanning ten days must fulfil multiple objectives and the ARLF is seeking interest from qualified and suitably resourced providers to be engaged in the provision of learning opportunities for this period to be delivered in a remote or regional location.

The ARLP is open to experienced² leaders from diverse backgrounds who, regardless of age, have a genuine commitment to the future prosperity of rural and regional Australia and come from or work in roles that serve rural and regional Australia. It is designed for people who are willing to step out of their comfort zone, take risks, be willing to mobilise others and who are interested in creating leadership impact.

¹ ARLF Strategic Plan: Towards 2025 (p.2.)

² Regardless of their age, participants must have at least five years' experience in leadership.

The opportunity

ARLF is seeking responses to this invitation for the provision of an experiential learning program designed for a cohort of participants as part of the ARLP. This is the first session for a group of up to 36 participants who will be undertaking the 15-month ARLP program. There are four sessions in total. There are 10 days of learning in the session and participants will travel a day on either side of the session to get to the proposed location.

The highest-level objectives for this initial session are to –

- Introduce and explore experiential learning framework, reflection, and feedback;
- Offer a range of solo and group challenges so that participants may increase awareness of self and others in terms of behaviour, thoughts, habits, default thinking, bias, and mindset;
- Provide opportunities to engage with First Nations Australians on country in a remote Australian setting that allows for immersive, challenge based adult learning;
- Fast track the relationships within the group, in order to establish trust and safety for critical conversations to be held; and
- Provide opportunity to ambiguity, uncertainty, and disruption in the flow of the program and the nature of the activities.

Design and delivery of activities for this session must align with ARLF's Matrix of Learning Intentions (Appendix 1.0). Learning intentions are provided for the information of suppliers lodging an Offer to Supply for the provision of this experiential learning program and these are expected to be referenced in responses in the completed Offer to Supply.

The successful supplier must be willing to meet the conditions of an ARLF Contractor Agreement (copy available upon request).

Part A – The Invitation

About this invitation

ARLP – Provision of experiential learning program (first session of the ARLP)

The scope of this Invitation to Supply is for the design and delivery of an experiential learning session across 10 days as part of the ARLP. This session will offer solo and group challenges for up to 36 participants, most of which will be undertaken in a location offering opportunities for connection to country and engagement with traditional custodians. Aligned with ARLF's Matrix of Learning Intentions (Appendix 1.0), the session will focus on increasing awareness of self, others, natural and human ecosystems. Immersion on country will encourage exploration of how the patterns in nature can inform the actions of leadership.

ARLF is looking to engage with a provider committed to open collaboration, design and facilitation for this work. Potential suppliers are encouraged to take advantage of a one-hour consultation with ARLF's Director, Learning being offered until 29 June 2022 and use this opportunity to further discuss the scope of this Invitation to Supply. Interested parties should register for a consultation session via the ARLF website and an ARLF team member will be in touch to confirm arrangements accordingly. All enquiries relating to this Invitation to Supply must be received by the Contact Officer (details below) prior to 29 June 2022 in order to receive a response.

If you wish to receive a copy of the proposed Contractors Agreement and associated governance documents, please email the Contact Officer to request same. These documents will only be issued to potential suppliers prior to the closing date for offers 31 July 2022.

Reference Number - 001/ARLP30

1. Organisation Details

Organisation name	Australian Rural Leadership Foundation (ARLF)
Address	3/24 Napier Close Deakin ACT 2600

2. Contact Officer

Any questions regarding this process must be directed to the Contact Officer via email.

Name	Kristy Frahm
Position title	Manager, Program Operations
Contact details	kristyf@rural-leaders.org.au

Proposed Timeline:

The following timeline is for guidance only and may be modified at ARLF's discretion:

Invitation issued	11 May 2022
End of period for consultation sessions with Director, Learning, enquiries and requests for information	29 June 2022
Closing time for receipt of Offers to Supply	11.59pm AEST 31 July 2022
Completion date for evaluation of offers	30 August 2022
Date for formal notification of preferred supplier	07 September 2022
Consultation period to finalise conditions of service provision	16 September 2022
Offer of contract	19 September 2022
Cooling off period	26 September 2022
Date for execution of contract	30 September 2022
Commencement date of the contract	31 October 2022
Completion of delivery of goods or services	30 June 2023

Lodgement Details

Via the ARLF website, suppliers must submit completed Offer to Supply and any associated documentation by the closing time for offers.

An email receipt will be provided following submission of your application.

No late submissions will be accepted.

Upon completion of the evaluation of all eligible offers, the successful supplier will be notified.

Applicants who aren't successful in this procurement process will be notified and feedback provided, if requested.

Part B – Participation Conditions

To be considered for this opportunity, suppliers must articulate in their Offer to Supply how they will address and achieve the high-level objectives as outlined in the Introduction of the Invitation to Supply.

Provision of information and evidence of capabilities across the following areas will all be considered in the decision to select the successful supplier.

Design elements	<ul style="list-style-type: none"> • A design that reflects ARLF’s Matrix of Learning Intentions (Appendix 1.0)
	<ul style="list-style-type: none"> • A design that utilises experiential learning methodology and uses the natural environment as much as possible to provide individual and group learning opportunities.
	<ul style="list-style-type: none"> • A focus on connection to country, storytelling, history, and legacy of the location for the program to be delivered • A contemporary design that reflects the role of leadership in rural, regional, and remote Australia • A design that demonstrates an understanding of adult learning and reflective practice
Competence and capability	<ul style="list-style-type: none"> • Evidence of past and current work – please provide examples • Evidence of organisational compliance and risk management, when working with large groups in remote locations and the inclusion of activities where there is potential risk to be managed • Accreditation - provider of outdoor education or other leadership or training accreditation • Adherence to the Australian Adventure Activity Standards relevant to the State/territory in which the Program will be delivered - http://www.outdoorcouncil.asn.au/australian-adventure-standards/ • Group leaders to have a minimum of Cert 4 or equivalent (experience documented in logbook or CV) in Outdoor Recreation or Outdoor Leadership and all team members to have a minimum of 3-5 years field experience, Leaders Wilderness First Aid qualification, and if swimming activities are involved, bronze medallion qualification. • Technical capability to mobilise human and other resources into a location of choice for a ten-day session, to provide all equipment and vehicles required for the ten-day session, comms and technical equipment required for safe program delivery. • Administrative capacity to liaise with ARLF team members in preparation for the program, to manage all logistics and operational elements of the delivery, to engage and manage facilitators who will be part of the delivery team. • Provision of Eco Tourism pass or equivalent to operate in National Parks if required in that State/Territory.
Financials	<ul style="list-style-type: none"> • An outline of how you would cost the ten-day session and indicative fixed and variable costs, dependent on location, number of participants,

<p>Please provide a one-page explanation and spreadsheet of this</p>	<p>contingency for price rises in busy periods in parts of remote Australia and for costs associated with delivering a program in a remote location</p>
<p>Personal and organisational attributes</p> <p>Please provide up to 2 pages of information about this</p>	<ul style="list-style-type: none"> • Evidence that you are an ethical provider with a commitment to leadership development in regional, rural, and remote Australia • You are willing to work collaboratively and creatively with the ARLF team to ensure a high-quality leadership development offering that offers high quality experiences for participants and is responsive to the physical and mental health and wellbeing of participants • You are able to provide referee contacts for other clients • You love what you do and are clear about your values

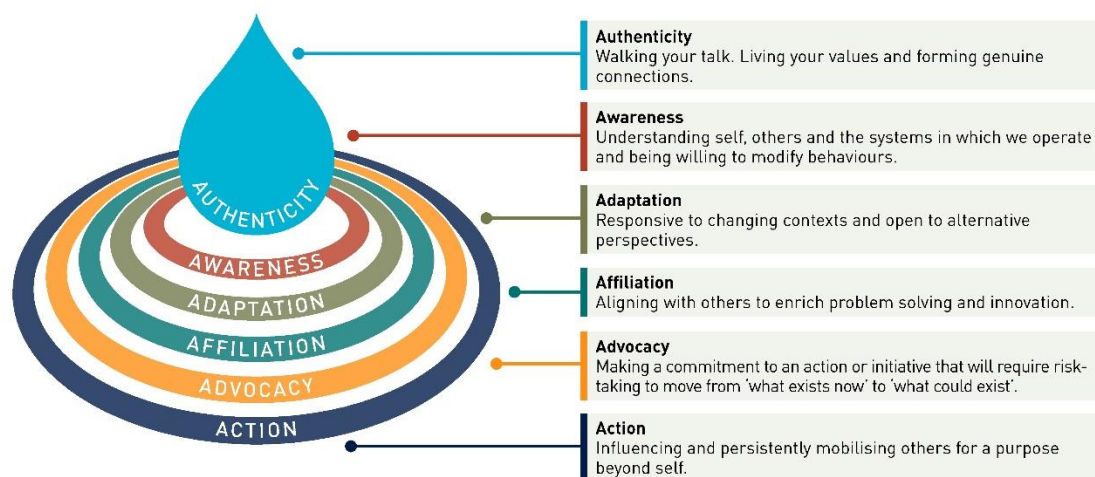
Appendix 1.0 – ARLF Matrix of Learning Intentions

ARLF Curriculum

ARLF LEARNING PRACTICES



These practices are fundamental to leadership and at the core of ARLF program design and delivery.



© ARLF, property of ARLF and to be acknowledged in any reprint or use of.

Learning Intentions

Authenticity

Courageous values-driven approach that influences people and society for purpose beyond self

- » Contributing to trust in the group so that open and honest conversations can occur, diversity is valued, and creativity can thrive.
- » Communicating with congruence and transparency to cultivate safety, belonging, connection and purpose.
- » Developing deep and empathetic listening to the stories of others which may be divergent to our own.
- » Accepting vulnerability and courage, risk taking and learning from failure and offering this acceptance to others.
- » Operating and behaving beyond self to contribute to something bigger and for the future based on full recognition of history, specifically for Aboriginal and Torres Strait Islanders.

"Authenticity is a collection of choices that we have to make every day. It's about the choice to show up and be real. The choice to be honest. The choice to let our true selves be seen."

Brené Brown

Awareness

Deep understanding of self, systems and others and an ability to modify own behaviours

- » Understanding self and others in terms of behaviour, values, motivations and emotional triggers.
- » Identifying cognitive bias and how it influences the decisions we make as individuals and in groups.
- » Presenting and listening to the stories currently generated in regional Australia.
- » Learning about the contribution of Aboriginal and Torres Strait Islanders to the management of the land in the region in which the group meets.
- » Developing deep listening to fully appreciate and understand the diversity of multiple perspectives.
- » Exploring power relations and systems and paying attention to those that support the interests of some and disadvantage other, based on race, gender, minority, age, geographic context, privilege, and access to resources.

"This is how willful blindness begins, not in conscious, deliberate choices to be blind, but in a skein of decisions that slowly but surely restrict our view. Our blindness grows out of small, daily decisions that we make, which embed us more snugly inside our affirming thoughts and values. And what's most frightening about this process is that, as we see less and less, we feel more comfort and greater certainty. We think we see more – even as the landscape shrinks."

Margaret Heffernan

Adaptation

Responsive to changing contexts and open to alternative perspectives

- » Engaging in activities that present complexity, disruption and ambiguity.
- » Encouraging and applauding risk-taking, creativity, courage and celebrating mistakes.
- » Paying attention to conflict which results from behaviour, values, beliefs and productively working toward resolution.
- » Moving easily and confidently toward, among and beyond the decision making and delivery components of challenging situations.
- » Designing solutions and approaches which take account of the interconnection and dynamics of people, systems and place.
- » Exploring connection to country for Aboriginal and Torres Strait Islanders.

"It's not the smartness of individuals ... It's the willingness and ability of large numbers of individuals at the knowledge frontier to freely interact, exchange views, disagree, learn from each other, build collaborations, trust strangers, and be wrong. Innovation does not take a genius or a village; it takes a big network of freely interacting minds."

Joseph Hienrich

Affiliation

Aligning with others to enrich problem solving and innovation

- » Forming and strengthening relationships with others in settings designed to challenge and support.
- » Self-organising and self-nominating around tasks and group activities.
- » Drawing on the resources and expertise of the group and broader networks.
- » Creating collaborations, sharing ideas and creating new content or assets.
- » Showing gratitude and encouraging appreciation for the contributions of all, even when there is divergence of perspectives.
- » Letting go of controlling outcomes and believing in the leadership potential of others.

"The hard decisions are not made by great women and great men. They are made by great partnerships. Great teams. Great people who stood together with deep trust and common cause. A trapeze artist would never attempt a death-defying act for the first time without a net and neither can we find the courage to lead without the help of others. Those who believe what we believe are our net."

Simon Sinek

Advocacy

Making a commitment to an action or initiative that will require risk-taking to move from 'what exists now' to 'what could exist'

- » Sharing aspirations and passions for causes and initiatives and identifying where and how influence is enacted.
- » Persistently holding and verbalising a clear picture of the impact to be achieved in rural, regional and remote Australia, of the multiple factors involved and the network required to enact this.
- » Celebrating success and contribution of others.
- » Promoting the ways in which communities, organisations, groups, sectors and regions can embrace new opportunities.
- » Convening conversations that extend participation to a broad network of stakeholders.

"An idea is like a play. It needs a good producer and a good promoter even if it is a masterpiece. Otherwise the play may never open; or it may open but, for a lack of an audience, close after a week. Similarly, an idea will not move from the fringes to the mainstream simply because it is good; it must be skillfully marketed before it will actually shift people's perceptions and behaviour."

David Bornstein

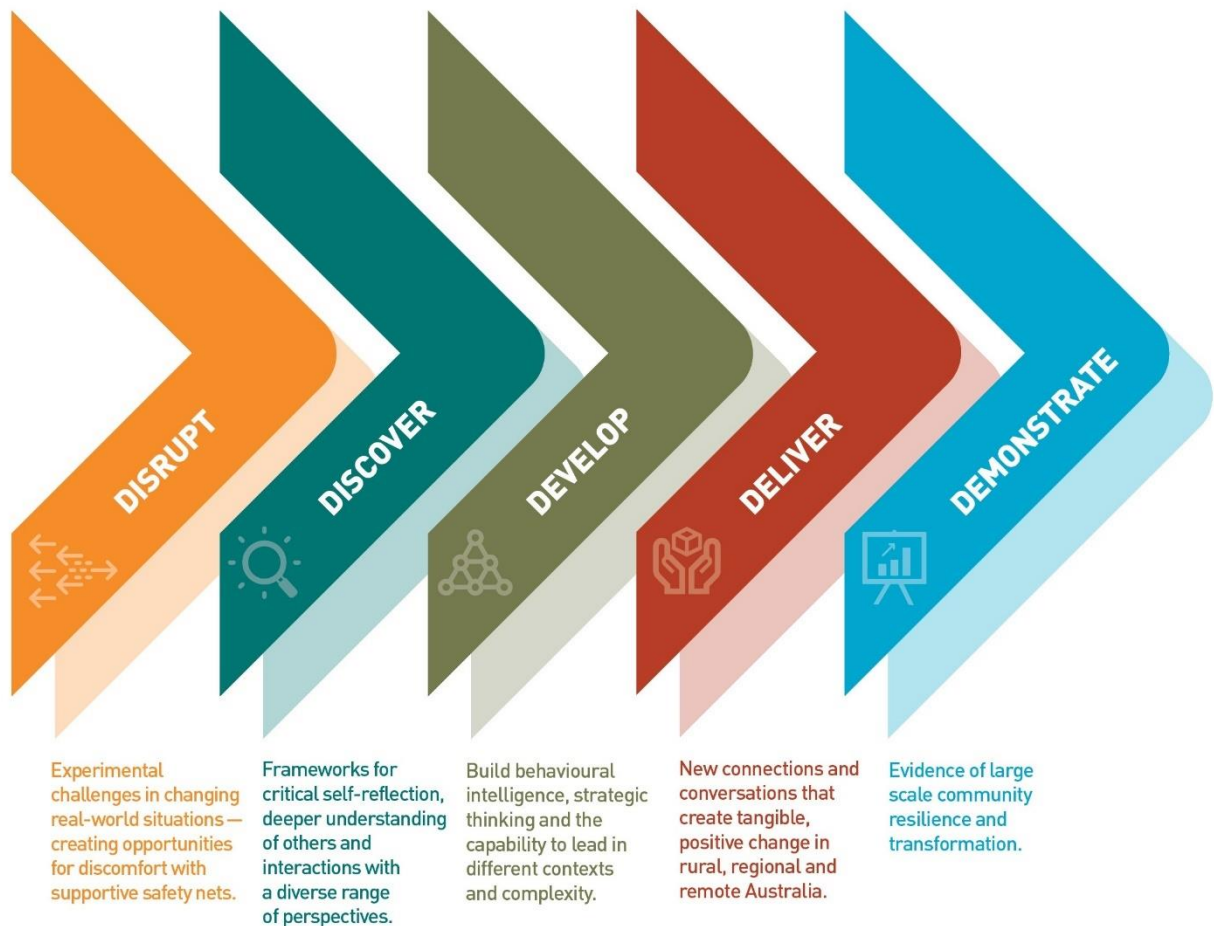
Action

Courage to influence and mobilise others for the good of an unknown and infinite future

- » Courageously continuing to adapt and learn from setbacks to successfully achieve the longer-term vision.
- » Developing a personal leadership plan that identifies actions, networks and leadership opportunities.
- » Utilising mentoring, coaching and reflection as part of leadership practice.
- » Experiencing disruption and friction because sizable, positive impact requires discomfort.
- » Creating a legacy for the greater good.
- » Supporting others to act.
- » Willingness to contribute to shifts in power that will make a positive difference.

"When we contemplate changes in our social structures and institutions and in our ways of living and working, we are really contemplating how we ourselves might be changed. So it's a good idea to be sure that the changes we choose to embrace will produce the kind of society, the kind of people, we want to be."

Hugh Mackay



LEADERSHIP METHODOLOGY

These are the phases of ARLF program delivery.