



Invitation to submit quotations: partnership investment development

1. Background

Culture Bridge North East

Culture Bridge North East (CBNE) is the Bridge organisation for the North East of England. Arts Council England (ACE) funds 10 Bridges across England, all of which are tasked with supporting the development of arts and cultural education by, with and for children and young people. CBNE is a strategic, capacity-building programme. We support our stakeholders across the North East through partnership brokerage, sharing information, CPD and investment. CBNE is managed by Tyne & Wear Archives & Museums (TWAM), and based at the Discovery Museum, Newcastle.

<https://culturebridgenortheast.org.uk/>

Partnership Investment

Partnership Investment (PI) is a new approach to cultural funding, with the single purpose of helping organisations to lever new income to support high quality cultural education by, for and with children and young people. Since we launched in 2015 CBNE has invested £125,000 to support this work in the North East.

In 2017-18 Culture Bridge North East has match-funding of £250,000 to invest. We can provide match-funding of £25,000 or more, so we will make a maximum of ten investments this year. PI is open to any organisation or partnership working with or supporting children and young people in the North East of England. Applicants to PI need to demonstrate how investment from us unlocks and levers in new investment and sources of income that have not previously supported cultural education activity, on at least a £ for £ basis.

We want to invest in change, supporting sustainable ideas and relationships that embed cultural education. We are looking for long-term, sustainable improvements in capacity and structure, changing practice and developing strategic partnerships.

2. Objectives of this consultancy

We are seeking to appoint an entrepreneurial business support specialist to deliver our PI programme in 2017-18. You'll implement and further develop our PI plan, ensuring that by we are able to invest £250,000 in North East cultural education by the end of March 2018. Our plan includes testing a model which was successfully developed by RIO, the Bridge organisation for South West England, to see how their practice can be adopted in the North East.

A critical part of this work will be helping our stakeholders to understand and engage with PI. Following an Expression of Interest process, you will support shortlisted applicants to develop investable business models and to secure their matched investments.

We're a small and very busy team, and we're passionate about making sure everyone growing up in the North East has a childhood that's rich with arts and culture. If you share our vision, and can contribute the skills we need to make PI a success, we'd love to hear from you.

3. Deadline for submission of tenders

9am Monday 10th April 2017

4. Culture Bridge North East objectives

Our ambition is that through our programme:

- Children and young people will better understand, engage and stay engaged with high quality arts and cultural experiences which develop creative skills, build resilience and broaden their experiences
- Arts and cultural organisations will better understand the role the whole cultural offer has in supporting children and young people and with better evidence can celebrate the influence that engagement with the cultural offer can achieve
- The learning, social and business sectors will understand, respect and value the positive contribution that arts and cultural engagement has on children and young people – and therefore delivering priorities and aspirations for the North East.

Working to ACE's brief for Bridges and adapting these to the North East context, our programme is built around 8 core roles.

1. Achieving a 30% year on year increase in Arts Award moderations across the region.
2. 50% of North East schools achieving Artsmark.
3. Building relationships among the region's cultural organisations to support the development of excellent cultural opportunities for children and young people.
4. Building relationships with the region's school networks to support the development of excellent cultural opportunities for children and young people.
5. Supporting the development of Local Cultural Education Partnerships in each part of the region.
6. Embedding the Quality Principles in practice.
7. Making strategic investments to attract new sources of funding not traditionally spent on arts and culture for children and young people.
8. Supporting the region's Music Education Hubs.

5. Advisory Board and staff

The CBNE team comprises a Programme Manager, a series of Area Managers, events, communications and admin support. We have important delivery partnerships for our schools, Artsmark and Arts Award programmes. TWAM's Head of Programmes has 25% of his time allocated to provide a strategic lead for CBNE, and TWAM's Director takes a personal role.

A strategic board advises, champions and challenges CBNE. Members of the Advisory Board also form a PI Working Group which meets six weekly to drive the development of this work and consider applications for funding.

<https://culturebridgenortheast.org.uk/meet-culture-bridge>

6. Brief for partnership investment development project

We are seeking to appoint a business development specialist to deliver our PI programme in 2017-18. A critical part of this work will be helping our stakeholders to understand and engage with PI. Following an Expression of Interest process, you will support shortlisted applicants to develop investable business models and to secure their matched investments.

We are currently awaiting the outcome of a funding application that would allow us to continue our work for a further four years. If the application is successful, you'll also advise us as we develop our PI plans for 2018-22.

The appointed consultant will:

- Deliver two briefing events to help potential applicants understand the PI process.
- Develop relationships with targeted individuals/organisations to promote PI and encourage applications.
- Provide advice to those considering submitting Expressions of Interest.
- With the Programme Manager, administer PI Working Group meetings to consider expressions of interest.
- Respond to all those submitting Expressions of Interest.
- Support shortlisted applicants to develop investable business models and secure their match funding.
- Draft letters of agreement and investment schedules, monitor progress of investments, collate reporting info and provide to our Communications Officer to use as promotional materials / case studies.
- Provide updates on this work to the Programme Manager and Head of Programmes, including advice on the development of our PI plan for 2018-22.

The schedule will be structured around two deadlines for PI Expressions of Interest which are the 3rd July and 2nd October 2017. We have the option to implement a further January 2018 deadline if funds remain to be distributed.

Our full PI plan and wider CBNE Activity Plan for 2017-18 are available on request.

Working with our team will be important for the success of this work. The contract will be managed by our Programme Manager. You'll have important relationships with our three Area Managers, who lead relationships with our stakeholders in the education and culture sectors across the region, as well as with our Communications Officer and Creative Apprentice (administrator). Our Director and Head of Programmes will have advisory roles in this project.

We're looking for someone who:

- Has excellent interpersonal skills and can develop positive, effective relationships with our team and stakeholders.
- Has experience of successfully developing business models including investment opportunities from a wide range of sources (e.g. corporate, Local Authority, trusts and foundations, traded income).
- Has coaching / training / influencing skills to support organisations in the culture and education sectors to develop their investment models.
- Understands strategic thinking and capacity-building programming.

7. Procurement and delivery

| Timeframe |
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| Deadline for submission of tenders 9am Monday 10 th April 2017 |
| Interviews Tuesday 18 th April 2017 |
| Inception meeting Monday 24 th April 2017 |
| Delivery May 2017 – March 2018 (the PI Working Group meetings are scheduled to take place on Tuesday 25 July and Tuesday 24 October 2017) |

We anticipate the quantity of work to be around one week per month on average. The maximum available budget is £24,000.

Quotations will be evaluated via a process of value assessment, balancing quality & price. Consultants should indicate a fixed price (inclusive of VAT) for this work, including all time, administration, materials, travel, subsistence and other costs.

Proposals

Based upon the information we have provided in this brief, explain how you or your organisation would propose to undertake this commission and the outline programme for delivery.

Please provide details of how you propose to deliver this work, including:

- How you would deliver the commission.
- Anticipated Critical Path.
- Your experience of work relevant to this commission.
- Contact details for two references whom you're happy for us to contact immediately.
- Details of the individuals who would undertake the work, the proportion of the assignment to be carried out by each of them, and their daily rates.
- Confirmation that you hold Public Liability Insurance (minimum £5,000,000) and Professional Indemnity (minimum £1,000,000).

Please submit your proposal, on no more than 4 sides of A4, by email to elvie.thompson@twmuseums.org.uk

Proposals must be received by 9am on Monday 10th April 2017.

9. Contacts

If you have any questions or would like an informal discussion of this work please contact Elvie Thompson, CBNE Programme Manager, on elvie.thompson@twmuseums.org.uk 0191 277 2166 or 07789 652 358.