

Invitation to Tender

Title	Creative Direction: Torbay's Great Place Scheme		
Project	Great Place Scheme cultural programme	Project reference	A1
Commissioner	Torbay Culture		
Contract period	February 2018 to June 2020		
Deadline for submissions	10:00am, Monday 29 January 2018 Please follow the instructions for submission carefully. Applications that are incorrectly submitted may be rejected.		
Client contact details	Kate Farmery (Executive Director), Torbay Culture, TDA, 3rd Floor Tor Hill House, Union Street, Torquay TQ2 5QW E: enquiries@tedcltd.com W: torbayculture.org (please note we are only able to accept queries about this tender in writing – see section 6.2 below)		

1. Background

Torbay adopted a new ten year cultural strategy in 2015 (www.torbayculture.org/cultural-strategy) and partners across the Bay are working with Torbay Culture Board to transform cultural provision and engagement in the region. With support from Arts Council England and a recent grant of £1.2m from the new Great Place Scheme (www.greatplacescheme.org.uk), we are investing heavily in our cultural infrastructure and heritage assets to ensure that everyone living, working and visiting Torbay has the opportunity to experience and be inspired by arts and culture, and that culture is shaping the local area by placing it at the heart of local vision.

The Great Place Scheme runs a number of golden threads through our work, building on our vision and good practice/partnerships to fully realise the power of arts and heritage to transform Torbay's communities. Creative Consultation reminds us to start with our communities and to take a strategic approach to consultation and engagement. Torbay has been "done to" a lot but our plans will be so much stronger with really effective public listening. Creative Coast focuses on reconnecting our residents with their coastline and driving new tourist visits through culture. Our spectacular natural and built assets will only change lives if brought to life themselves. Creative Commissioning uses arts and heritage to deliver social and economic outcomes, maximising the instrumental value of cultural engagement to increase community wellbeing. Everything we do must have a focus on sustainability and long-term impact.

Alongside other projects, we're funding creative direction and new commissions of great cultural product that amplify and grow our cultural assets. We're seeking to make Torbay more attractive to residents, visitors and businesses through a Bay-wide approach to strategic, culture-led programming and product development. We wish to develop our reputation for innovative, community-driven arts and heritage in unusual places and spaces and help our cultural venues to thrive. And we must address the gap between what potential 'creative tourist' visitors want and what they expect to find in Torbay. Ultimately, we want to be on the map as a great cultural centre and creative coast.



We need to grow and widen audiences for arts and heritage, increasing participation to help residents feel connected to and proud of this place and sharing with visitors our sense of what makes Torbay unique. We're working to build our reputation for excellent arts and culture programming and make it easily accessible, tackling the gap between our fairly culturally-engaged visitors and disengaged residents who believe the arts are "put on for tourists and not for the likes of me" (Cultural Strategy consultation, 2014). Our significant older population and relatively high proportion of disabled residents means ensuring suitable physical access is also a key issue whilst we must not ignore Torbay's frequently overlooked younger people. Our relative lack of ethnic diversity amongst residents and visitors makes it important to ensure an extremely diverse range of arts and culture practitioners in creative programming. Culture can be Torbay's window on the world.

We're seeking to challenge people's perceptions and understanding of their towns and the Bay, raising expectations and bringing together the network of arts and culture practitioners. We must support and empower our communities to encourage greater local involvement.

We also need to get much better at celebrating and commercialising all our cultural assets, with a mass exploration of our built and natural as well as intangible heritage. We're setting out to reconnect people with the 22 miles of coastline, UNESCO Geopark, Agatha Christie heritage and other intangible, lesser-known heritage and reanimate our spaces and places with a year-round programme and amplified activity presence.

We must work with and develop local talent, local venues and partners such as South Devon College, as well as introducing external sources of expertise and advice so that our stronger cultural programme leads to a stronger, more resilient cultural sector and can become sustainable through ticket sales, grant income and fundraising.

2. Commission brief

2.1 Key outputs and activities

We are seeking an individual, organisation or consortium to deliver the creative direction of Torbay's Great Place Scheme cultural programme. The task is to put Torbay on the map as a creative centre and connect residents to the coast and the place where they live, by:

- Leading the development, curation and delivery of a bay-wide, year-round cultural programme to engage local people and attract new visitors in, becoming sustainable beyond the duration of the Great Place Scheme
- Working closely with Torbay's arts and culture practitioners, including the Torbay Culture & Arts Network and existing cultural organisations and infrastructure to build strong, lasting relationships
- Commissioning a range of new, high quality, game-changing work from practitioners, organisations and venues that have a local, national or international reputation, as well as from local emerging practitioners
- Working with planners, urban designers and arts and culture practitioners to support the re-animation of the townscape including Paignton town square and Torquay Strand

- Commissioning a new pop-up arts hub – a gathering place and information point staffed by volunteers at key moments throughout the year, e.g. festivals, creative public consultations
- Engaging with ‘popular culture’ event organisers to animate existing product with high quality arts and culture experiences and engage new audiences, e.g. Torbay Air Show, BMAD gathering and the new England’s Seafood Feast festival
- Managing the budget for the cultural programme including the capital investment in the potential pop-up arts hub
- Working closely with Torbay’s Great Place Scheme audience development and marketing agency to promote the programme locally and nationally
- Working with the Destination Management Group to inform the development of cultural ‘tourism products’ such as trails and itineraries
- Advocating for the role of culture in place-shaping, to a variety of strategic partners within Torbay
- Making use of our community networks to involve local people as advocates for culture as appropriate.

2.2 Target audiences

We have some of the lowest levels of cultural engagement in England amongst our local residents (The Audience Agency 2016), despite being ranked 243 out of 325 for heritage potential (RSA Heritage Index 2016). We are seeking to better understand arts engagement in Torbay, gathering data and tracking changes in order to inform and evaluate our efforts to increase participation (we have separate funding to work with audience research and evaluation specialists to help us do this). We will explore why participation is so low here and grow and widen audiences by addressing those barriers with our communities and through our communications. We know that locals perceive the current cultural offer as ‘for tourists’ and more than anything, we want residents to feel Torbay’s developing cultural offer is relevant to *them* and this place. Children and young people are an important part of our work and we need to ensure that they are actively involved through positive, child-centred experiences.

Our secondary audience is current and potential cultural tourist visitors. Torbay’s new English Riviera Destination Management Plan 2017-22 highlights a dangerous over-reliance on repeat visits (87%) and a sharp drop off in visits outside of peak season. It identifies the need to expand our visitor base, with cultural tourists a key new market, but we must address the gap between what people *want* and what they *expect to find* in Torbay. Two thirds of non-visitors seek heritage, history and culture, but only half think they’ll find it here (South West Research Company 2016). The English Riviera BID Company will be launching a new destination website in late 2017 – we want to ensure it contains compelling cultural content, to help re-position the English Riviera as a thriving centre for culture.

2.3 Objectives and outcomes

Through this work, the objective of the creative direction is to deliver these outcomes:

- Aspirations for culture in Torbay are raised and local perceptions of place and identity are challenged, bringing arts to people’s everyday lives especially to those who think culture is “not for them”

- People re-engage with the townscape and towns; residents and visitors are connected to the coast
- What makes Torbay unique is revealed and celebrated – the place, its communities and its story – developing a sense of pride among residents
- Torbay’s reputation as a cultural destination and a centre for world-class participatory arts is developed and cemented, attracting new tourists to the area
- Torbay’s existing cultural offer is integrated and enhanced, a sense of cohesion built across the sector locally, new relationships with practitioners from outside the local area are empowered, and emerging local artists are more established – leading to a more resilient cultural sector
- The ambition and potential of Torbay’s cultural assets is realised, including venues, festivals, landscape and the intangible heritage.

The appointed individual/organisation will work closely with other members of the Great Place project team to evaluate the creative programme strand of the scheme and to communicate its impact.

To deliver this programme of work, we expect the contractor to have a compelling vision for a positive, creative future for Torbay, along with extensive knowledge and experience of arts and culture programming or curation, and significant experience of commissioning high quality, outcomes-based work. Strong networks across the arts and culture sector locally, nationally and internationally, including within participatory arts, will be critical to putting Torbay on the map, and the contractor will need to work in a collaborative way to build strong, trusting partnerships with all stakeholders.

Please note: in order to comply with the terms of the contract, the successful contractor will be expected to provide (at their cost) a suitably skilled and qualified substitute to perform the services on their behalf in the event that they are unable to perform the services themselves. The substitute must meet all of the criteria of this brief and be approved in writing by the TDA.

2.4 Great Place Scheme goals

Ultimately, this strand of the Great Place Scheme will contribute to the five Great Place goals:

1. Everyone has the opportunity experience and be inspired by culture
2. Local area is a better place to live, work and visit
3. Local economy is boosted
4. Cultural and other organisations are more resilient
5. Sustainable partnerships are built with other sectors & agencies.

3. Key relationships

3.1 Torbay Culture

The contract will be managed by the Executive Director of Torbay Culture, supported by the Great Place Project Manager. The creative direction is overseen by the Great Place Scheme working party and the Torbay Culture board retains ultimate accountability.

3.2 Delivery partners

In delivering the programme, the appointed individual/organisation will work closely with:

- Torbay Culture and its Board
- Torbay’s Great Place Working Party
- Torbay Culture and Arts Network (TCAN) and its members
- TDA, in particular the Regeneration Programme Director and team
- Torbay’s cultural venues
- Wonder Associates (marketing and audience development consultants for the Great Place Scheme)
- any further national/international partners identified during the scoping process.

3.3 Stakeholders

In addition to the delivery partners, the following have a stake in the creative direction:

- Torbay Council
- English Riviera BID Company
- Great Place funders including Heritage Lottery Fund (HLF) and Arts Council England (ACE).

We would encourage the appointed individual/organisation to link to and learn from other ACE-funded programmes including *Cultural Destinations* and *Creative People and Places* and from other Great Place Scheme fund recipients.

4. Outline project timeline

Activity	Description	Dates (estimated)
Contract start date	TDA will produce a letter of agreement to reflect both the brief and the approach detailed by the applicant during the submission process, to be signed by commissioner and contractor	February 2018
Kick-off meeting	Contractor attends inception meeting with programme team and final approach, project plan and delivery dates agreed.	February 2018
Programme development and delivery – year 1	First year of the programme is developed and delivered	Feb to December 2018
Evaluation year 1	Evaluate progress and contribute to Great Place Scheme year 1 evaluation	September 2018

Programme development – year 2	Develop plans for year 2 programme based on learning to date	September 2018
Programme delivery – year 2	Second year of the programme is delivered	January 2019 to December 2019
Evaluation year 2	Evaluate progress and contribute to Great Place Scheme year 2 evaluation	September 2019
Programme development – year 3	Develop plans for final months of Great Place Scheme programme delivery and sustained activity beyond the Great Place Scheme investment, based on learning to date	September 2019
Programme delivery – year 3	Final months of Great Place Scheme programme delivered and actions in place to ensure ongoing, sustainable activity and impact. Delivery of the programme under Great Place Scheme funding must finish by 31 st March 2020.	January to March 2020
Evaluation	Evaluate the whole creative direction programme and contribute to Great Place Scheme final evaluation	April to June 2020

5. Fee

Our budget for creative direction is maximum £75,000 including VAT and expenses. The agreed fee would be paid in installments.

The budget for delivery of the cultural programme will be up to £350,000, to include any production and marketing costs, with an additional £24k available specifically for the delivery of the pop-up arts hub. We would expect the individual/organisation to be proactive in seeking any additional funding required in order to deliver the programme.

6. Submission and selection process

6.1 Submission requirements

Parties interested in tendering for this opportunity are asked to **register their interest** by emailing enquiries@tedcltd.com by the date outlined below. Registering your interest will ensure that you are kept up to date with any changes to the tender process.

To apply, applicants are required to submit the following:

1. A written statement, maximum 3 sides of A4, detailing:
 - their approach to delivering the brief including:
 - their vision for Torbay’s Great Place cultural programme
 - how they will plan the work
 - how they will deliver it
 - how they will work with others and
 - how their approach will lead to the desired outcomes
 - relevant experience that demonstrates ability to meet the brief

- their capacity to meet the brief, given the time constraints of the project, including CVs of the key individuals to be involved, estimated time commitment to meet the brief and confirmation of their availability
2. Outline costs and proposed budget for delivery of the brief
 3. Relevant examples of previous work
 4. Name of applicant, role/position (e.g. director, secretary), company name, company address, company registration number (where applicable) and company legal form. Please state clearly whether a limited company, partnership, sole trader trading under own or another name, etc.

Please note that tenders will be judged primarily on quality, price being a secondary (though important) consideration.

6.2 Selection process and timetable

Activity	Description	Dates
Brief issued		Wednesday 3 January 2017
Registration of interest	Parties interested in applying for this contract should register their interest by emailing enquiries@tedcltd.com by this date. Please state "Creative Direction tender registration" in the title of the email.	10:00am Tuesday 23 January 2018
Deadline for questions	Questions about this tender opportunity will be accepted <u>until this date</u> and <u>by email only</u> . Please send questions to enquiries@tedcltd.com and state "Creative Direction tender questions" in the title of the email.	10:00am Tuesday 23 January 2018
Deadline for answers	Answers to all questions will be supplied by Torbay Culture/TDA on this date. All questions and answers will be circulated anonymously to all those who have registered their interest in the opportunity.	Wednesday 24 January 2018
Closing date for submissions – please note email address	Applications to be sent by email to tenders@tedcltd.com Please state "Creative Direction tender documents" in the title of the email.	Deadline 10:00am Monday 29 January 2018
Shortlisting	Submissions will be evaluated against the brief and shortlisted by a panel	29-31 January 2018. Shortlisted applicants

		notified by 2 February 2018.
Presentations	Shortlisted applicants are invited to present to the selection panel (panel members TBC) in Torbay and respond to questions from the panel.	Friday 9 February 2018
Contract award		Friday 16 February 2018

These dates are given as a guide only and may be subject to change by Torbay Culture/TDA.