



INVITATION TO TENDER

Brief for a Place-Based Arts & Culture Strategy for Exeter

4 June 2018

Summary

Exeter Culture is entering a new and exciting phase. It has secured funding to oversee the commissioning and delivery of the first distinctive place-based Arts and Cultural Strategy for Exeter. Exeter Culture was previously called Exeter Cultural Partnership. Under its new Director, Lara Goodband, new Chair Nikki Sved and newly recruited Steering Group, its current website <http://www.exeterculturalpartnership.org.uk/> is in the process of being redesigned with the new name, Exeter Culture.

Exeter Culture is dedicated to bringing together people from across a broad range of cultural activities to create the right climate in which creative energies can thrive. We believe creative activity is a form of conversation. By joining existing ideas together in new ways, we find different solutions to challenges.

Exeter Culture has high ambitions for the city. We aim to champion a breadth of cultural opportunities by celebrating the unique qualities of place and fostering opportunities for creativity.

The new Cultural Strategy will improve the resilience and develop the ambition of Exeter's arts and cultural sector by creating new connections to other sectors and key themes that define the city's future. For the first time, a transformational collaboration between the stakeholders University of Exeter, Exeter City Council, Business Improvement District and Exeter College supports these artistic and cultural ambitions, ensuring they are integrated within the city's broader strategic planning (such as the 2040 Exeter Vision). Cultural advocacy will be jointly owned and shared by the sector. Key stakeholders will maximise artistic and cultural impacts whilst supporting, championing and adding benefit to Exeter's Arts Council National Portfolio Organisations and other cultural organisations. Exeter Culture and its stakeholders are ambitious to attract and retain creative talent, leading to a rich and growing creative ecosystem that embeds arts and culture in all aspects of life and is resolutely international and diverse in outlook.

Six needs have been identified by Exeter's arts and cultural sector that inform this tender:

- 1) the desire to secure a Cultural Strategy for the city that will inform planning and investment for the next 5 years and a vision for the next 10 years

- 2) capturing the value of arts and culture in Exeter for the city's diverse beneficiaries and stakeholders and to use this information to embed culture in city strategies and planning
- 3) scoping the potential for creative businesses to grow and ensuring that Exeter is an attractive location for creative start-ups
- 4) connecting leading edge research with the city's cultural sector
- 5) amplifying the voice of the arts and cultural sector nationally and internationally
- 6) securing a strong position to build competitive large-scale cultural investment bids.

By facilitating coordinated and collaborative working and proactively cultivating the arts and cultural landscape of Exeter, Exeter Culture can ensure that the value of stakeholder and sector investments (including Arts Council England's investments in the city) are maximized and value is added. Exeter Culture and its stakeholders will become strategic advocates for the intrinsic and extrinsic value of Exeter's distinct cultural offer.

Funding from Arts Council England, Exeter City Council, University of Exeter, Exeter College and Exeter Business Improvement District presents a step change and demonstrates the value of art and culture to all sectors in Exeter.

Exeter Culture is looking for consultants with extensive experience in arts and cultural strategy design and consultation to produce a new place-based Cultural Strategy for Exeter. This Cultural Strategy will be developed against the wider strategic context of existing approved strategies in the City Council and other partners to ensure long-term legacy and delivery. The strategy will be signed off by Exeter City Council.

The Cultural Strategy for Exeter should:

- outline the current state of creative and cultural provision and delivery in Exeter
- reflect the needs of people who live and work in the city and its existing infrastructure where space is at a premium
- consider Exeter's regional, national and international role and aim to develop its reputation as a cultural destination
- describe a vision for arts and culture in the city for the next 5 to 10 years
- identify the priority objectives resulting from this vision
- identify how the city will deliver this vision and these key objectives with the buy in of the necessary partners and specific KPIs
- identify three possible options with milestones and funding for key projects to take forward immediately. These projects will take account of

partners' and practitioners' ability to deliver before March 2020, funding, space and opportunity available as well as ability to build on existing activity in the city.

It is expected that the Strategy will provide the catalyst for a sustainable cultural programme and the development of appropriate cultural infrastructure (physical and human) to support the objectives and vision identified in this strategy and as a result of consultation.

The strategy document should include the following:

- An overview of the current state of culture in Exeter. This overview will focus on artistic programming, existing cultural organisations, cultural buildings and facilities, festivals, audiences, training and education, and funding. This section will be supported by relevant data.
- The outcomes of community consultation work
- The role of the City Council, the University, Exeter College, NPOs and funding bodies as well as Exeter BID and commercial organisations in supporting cultural developments currently and their future priorities.
- Reference to existing strategies within the University and City Council such as the new Arts and Culture Strategy at the University and the regional and city based economic development strategies.
- The regional, national and international strategic context for arts and culture.
- A powerful shared vision for the future of culture in the city.
- An agreed set of deliverable priorities for the next 5 years and a vision for the next 10 years.
- The potential sources of income and funding support that will be required to finance any identified cultural projects.
- This plan must be inclusive of a Delivery Plan which identifies how the outcomes from the consultation can be realised including potential for alternative delivery models and the role for digital technology.

Process

Consultants should identify the process and timetable for producing the strategy. We expect a combination of methodologies including a mix of desk research, telephone consultation, meetings with key partners and open consultation, as well as data analysis. We are also open to creative or unusual methods of collecting data. The tender should outline suggested methodologies most suitable for the project, project objectives and the timeframe.

We plan to commission a separate creative participation project that will form part of the community consultation/cultural strategy research which the consultants can draw on. Please demonstrate previous experience of working with creative practitioners/artists in this way.

The timetable is tight so the consultants should make clear their availability and the timeline should be realistic.

The document

Exeter Culture want an easy-to-read, practical document that can be shared across the city from community groups to politicians and stakeholders. It should be a creative and accessible presentation of useful learning and findings and could be a combination of blog posts, podcasts, infographic, or video. Most importantly, it should be immediately accessible to a broad range of readers. The costs for production of the document must be included in the budget.

The company/individual selected must demonstrate:

- Extensive experience in research and evaluation in the arts and creative sector and evidence of delivering sustainable strategies that have achieved their vision.
- A good understanding of the challenges of the arts and creative sector outside London and major cities, preferably in smaller cities.
- Knowledge of international arts and culture strategies and good practice that is relevant to Exeter.
- Experience in creative ways of consultation, data collection and dissemination.
- Knowledge of current UK cultural policy and its possible future shape.

Timetable

- Out to tender week beginning 4 June 2018
- Deadline for tender 9 July
- Shortlist by 13 July
- Interviews Tuesday 31 July
- Contract starts mid August
- Complete draft strategy end Nov/early Dec
- Final Strategy presented mid Jan 2019

Tender

Please submit a full tender response to the above brief, no longer than 6 pages of A4. At a minimum this tender should include:

- Overview of proposed methodology for the Strategy and ensuring the outcome/findings are shared.
- Itemised budget breakdown to include items such as travel and VAT if applicable.
- Proposed project timeline and milestones.
- Composition of the proposed project team including CVs, relevant qualifications and any other relevant information. This should clearly identify the specific inputs and roles of each team member quantifying hours/days & cost.
- An example of an appropriate Cultural Strategy produced in the last 3 years.

Cost

A breakdown of all costs must be included. These costs should clearly indicate a rate per day and the number of days required to complete the assignment broken down against the objectives set out in the scope of works. Costs should be inclusive of all anticipated expenses.

Interested applicants should note that an overall maximum budget of £20,000 inclusive of VAT has been set for this assignment and award of the tender will be based on an evaluation taking into account the cost of the proposal along with the technical capability, previous experience and proposed methodology for the work. An indicative budget of the cost for presenting the final strategy should also be included.

Contact details

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