****The Impact of Partnership Investment

Brief

**Prepared for:** Freelance Consultant

**Prepared by:** Emily Bowman and Hannaa Hamdache

**Date:** 13.10.2021

1. Introduction

We are seeking to appoint a freelance consultant to carry out a detailed evaluation of the impact of our Cultural Life Fund and develop a Partnership Framework to support future place-based partnerships.

* 1. The aim of the report
* To review the reach and impact of the Cultural Life Fund – funded through Partnership Investment, drawing on partnership reports, ACE evaluations for context, data from the Collective Outcomes Tool and evaluation sessions with funded partnerships.
* To review delivery and impact against programme aims.
* To present insight into the growth, development, challenges and changes of the partnerships invested in.
* To offer a series of recommendations for the future development of the existing partnerships.
* Create a partnership framework to support the development of future place-based partnerships.

1. Deliverables

* Submission of a proposal outlining timeline, approach and budget which fulfil the aims set out above.
* Completion and presentation of a written report by January 2022.
* Completion and presentation of Partnership Framework using learning from the evaluation process by January 2022.

1. About The Mighty Creatives

Here at The Mighty Creatives we are dedicated to transforming the lives of children and young people through arts, culture and creativity. Our mission is simple: we listen to and fight for all the creative voices of children and young people, particularly those of the most excluded and disadvantaged. We believe that every child and young person should have access to and progression from exciting and inspiring cultural opportunities – whatever their background.

3.1 Our mission is driven by six strategic objectives

* Improving access to arts, culture and creativity.
* Raising aspirations of children and young people.
* Empowering children and young people to make positive social change.
* Advocating for the power of arts, culture and creativity.
* Increasing investment in children and young people’s arts, culture and creativity.
* Sustaining the charity’s organisational resilience to meet our vision.

To achieve our strategic objectives, we deliver the following programmes:

* **Cultural Education:** supporting arts and cultural education for all children and young people.
* **Creative Communities:** supporting social and artistic placemaking through the creativity of children and young people.
* **Creative Mentoring:** working with young people in need who struggle to engage in education – or who are at risk of exclusion or disaffection.
* **Creative Futures:** supporting young people to kick-start their creative careers with the support required to lead creative enterprises and more broadly enter the jobs market.

1. Background

The Mighty Creatives is contracted by Arts Council England to deliver a range of services as part of a network of organisations known as ‘bridges’. The Mighty Creatives is the ‘bridge’ organisation for the East Midlands. Within this range of services delivered for bridge are the development of:

* Artsmark.
* Arts Award
* Partnership Investment
* Local Cultural Education Partnerships

The Mighty Creatives are undertaking work to understand, evaluate and celebrate the impact that we and our partners have made in the period 2018-2022. The scope of this brief is to explore the impact of partnership investment and Local Cultural Education Partnerships during this period.

During the period 2018-2022, we developed a partnership investment mechanism, called the Cultural Life Fund (CLF). A total of £860,000 was to be invested with a 100% match from external sources. More on this can be found in the supporting information.

1. Stakeholders

The Mighty Creatives operates in a competitive marketplace, with a complex and diverse stakeholder-base. The charity’s core stakeholder groups have been identified as:

* Children and young people (CYP)
* Education settings/Cultural sector organisations
* Supporters/Funders

This piece will focus specifically on our Cultural Education Partnerships which are made up of a combination of the above mentioned stakeholders. We would be keen to see all stakeholders represented in this work. The Partnerships are:

* Captivate – Mansfield and Ashfield
* ChalleNGe – Nottingham City
* Derby Cultural Campus – Derby City
* Black Shale – Amber Valley and Bolsover
* Chesterfield CEP – Chesterfield and the surrounding area
* The City Classroom – Leicester/shire
* Lincolnshire CEP – Lincolnshire
* UNLOCK – Northampton/shire

1. Skills, Knowledge and Experience Requirements

The successful contractor should demonstrate in your expression of interest:

|  |  |
| --- | --- |
| **Knowledge of the Arts and Cultural Sector** | You should evidence your skills, knowledge, experience of the arts & cultural sector, particularly of the issues relating to children and young people and cultural education. |
| **Project Management** | You should evidence your project management skills, knowledge, and experience. |
| **Evaluation** | You should evidence your skills, knowledge, and experience of evaluating large scale and complex projects and programmes. |
| **Strategic Advocacy** | You should evidence your skills, knowledge, and experience of contributing to strategic advocacy projects and programmes. |
| **Communication** | You should evidence your skills, knowledge, and experience of developing and maintaining effective communication with stakeholders. |
| **Teamworking** | You should evidence your skills, knowledge, and experience of working in a team. |
| **Problem Solving** | You should evidence your skills, knowledge and experience of problem solving to ensure smooth delivery of projects and programmes. |

1. Anticipated Tasks

Below is an anticipated list of tasks, but please provide a breakdown of your own approach.

|  |  |
| --- | --- |
| Type | Detail |
| Initial meeting(s) with TMC | Undertake initial briefing meeting(s) with The Mighty Creatives to share information and confirm plan of research. |
| Desk research | Use written resources supplied by The Mighty Creatives to review impact against listed objectives. |
|  | Explore how LCEPs/ other bridges and external stakeholders have reported their own impact. |
| Primary research | Develop a plan of primary research including formats, participants and focus of research. |
|  | Liaise with The Mighty Creatives to agree questions, formats, participants and focus of research for research exercises.  Other work is being undertaken by TMC to understand the fullest picture of impact and we will liaise with the successful contractor to eliminate duplication. |
|  | Deliver primary research within an agreed schedule. |
| Report writing | Write up of report detailing findings and recommendations. |
|  | Present finding in agreed format. |
| Development and write up of the Partnership Framework | From collected learning and recommendations through the process develop a Partnership Framework to support new partnerships. |
|  | Work with communications team to design the Framework into a user-friendly resource. |
|  | Present to team & sign off. |

1. Contract terms

This opportunity is offered as a freelance opportunity and you will therefore be responsible for your own tax and national insurance. If work is carried out with children or young people you will provide a copy of your safeguarding policy and DBS certificate along with two references.

The work will be undertaken in accordance with The Mighty Creatives standard contract terms and conditions and any additional agreed conditions specifically required for the delivery of this work.

1. Other requirements

Your own IT equipment and internet access are required. You will be expected to operate from your own location, and in a way that is Covid-19 safe, observing any restrictions that may be in place at the time of undertaking the work.

1. Timescale

We would like the data collection and analysis to take place during November-December with the final report and Framework being completed by the end of January 2022.

1. Budget

The Mighty Creatives has a budget of £4,000 for the completion of the Impact Report and a further £3,500 for the Partnership Framework (totaling £7,500 inclusive of VAT). Please provide a budget with the proposal for no more than the total.

Responding to this opportunity

Please submit a proposal outlining timeline, approach and budget which fulfil the aims set out in this document. Please include details of your experience to deliver similar pieces of work. This should be no more than four sides of A4 in 12-point text. A picture containing table

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**This should be sent to recruitment@themightycreatives.com by 16:30 on Monday 22nd November 2021.**

Please include the following information:

1. **Personal details**

* Contact name & Organisation name (if applicable)
* Telephone number
* Email
* Postal address
* Evidence of safeguarding measures and required insurance relevant to delivery.
* VAT Registration details (if applicable)

1. **References**

Please provide the following contact details for two referees:

* Name, Company and Position
* Address
* Email
* Telephone/ Mobile

As part of our commitment to equal opportunities and diversity of our workforce, we would also request that you complete and return the **Equal Opportunities Form** provided with this tender.

**Commissioner:**

**The Mighty Creatives**

Address: LCB Depot 31, Rutland Street, Leicester LE1 1RE

Company No. 6652046

Charity No. 1129006

Website: [www.themightycreatives.com](http://www.themightycreatives.com)

Supporting Information

The Mighty Creatives

The Mighty Creatives was established in 2009 and is a registered charity dedicated to transforming the lives of **children and young people** of the East Midlands through **arts, culture and creativity**. Our mission is simple: we listen to and fight for all the **creative voices** of children and young people, particularly those of the most excluded and disadvantaged. We believe that every child and young person should have **access to and progression from** exciting and inspiring cultural opportunities – whatever their background.

Disadvantage goes beyond just economic deprivation. When it comes to arts, culture and creativity, children and young people are missing crucial opportunities to engage with inspiring activities, create imaginative art, and progress into successful futures. The Mighty Creatives help to empower children and young people, using creativity to combat disadvantage, helping to ensure every voice is heard.

We are renowned for leading strategic partnerships, engaging stakeholders, designing and managing programmes of work, undertaking research and evaluation directly and as a commissioner. Our skilled and knowledgeable staff and trustees:

* Have considerable expertise and experience in the fields of education, culture, youth engagement and empowerment.
* Manage a robust and financially sound organisation.
* Build excellent regional and national partnerships.
* Deliver tried and tested, scalable programmes that contribute to positive and lasting transformation for children and young people.

We have provided cultural and creative opportunities across the region:

* Investing more than £17m since 2009, delivering over 50 programmes of activity which have been driven by the needs and voices of children and young people.
* Reaching over 400,000 children and young people through the services and projects we offer.

Our vision is of a world where all children and young people will harness the power of arts, creativity and culture in order to transform themselves, their communities and their futures.

Over the last twelve years children and young people have played a pivotal role in the charity, helping to co-design and produce strategic initiatives and partnership activity that have transformed children and young people’s lives. Listening and acting upon the creative voices of children and young people is at the heart of our mission, particularly those of the most excluded and disadvantaged. This is our unique selling point and is woven through our products and services to ensure that children and young people will:

* + Develop the self-esteem and confidence to be themselves.
  + Take risks to challenge, innovate and test the world.
  + See themselves as active producers of culture, not just as passive consumers.
  + Develop leadership skills.
  + Influence their communities.
  + Take their place on a world stage.

Our mission is driven by six strategic objectives:

* + Improving access to arts, culture and creativity.
  + Raising aspirations of children and young people.
  + Empowering children and young people to make positive social change.
  + Advocating for the power of arts, culture and creativity.
  + Increasing investment in children and young people’s arts, culture and creativity.
  + Sustaining the charity’s organisational resilience to meet our vision.

We will work strategically and collaboratively to achieve these objectives. Our Theory of Change[[1]](#footnote-2) provides a summary of the changes that will occur as a result of achieving those objectives and provides the context for our partnerships with our funders and stakeholders.

We are governed by a board of trustees; trustees are also the directors of the limited company. Led by Felicity Woolf, Chair of Trustees and Vivek Malhotra, Deputy Chair and Chair of Finance, our trustees are diverse and have extensive experience and expertise in the arts and cultural sector, education, local authorities and private sector and bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy, innovation, cultural educational practice, artist development, collective impact modelling, heritage, theatre and product development. They also reflect the geographical diversity of the region that we serve and are committed to supporting us to deliver on and grow our ambition.

The Cultural Life Fund

The Cultural Life Fund was created to respond to the Education Challenge created by Arts Council England in 2015[[2]](#footnote-3). The Cultural Education Challenge asked arts and cultural organisations, educational institutions and local authorities to come together to drive a joined-up art and cultural offer locally, to share resources and bring about a more coherent and visible delivery of cultural education through Local Cultural Education Partnerships. The Cultural Life Fund was an £862k investment pot, distributed over 4 years, and was designed to support the challenge.

We started this work in 2015 and reviewed it in line with the latest funding round in 2018. For the purposes of this report, we would like you to focus on this round of investment 2018-2022.

The aim of the Cultural Life Fund

* To improve, increase and sustain cultural education in schools and communities for children and young people living and learning in the East Midlands, starting with priority areas as identified by Arts Council England.
* To improve creative and cultural outcomes for children and young people.
* Take steps to develop and sustain partnerships, supporting Cultural Education Partnerships[[3]](#footnote-4).

Our commitment

* We committed to investing approximately £862k by 2022, targeting investments through Cultural Education.
* Partnerships were to include cross-area investments and national investments.
* We committed to continuing to support the alignment of resources and the reach of Cultural Education Partnerships.
* We committed to supporting the development of each partnership with monitoring and evaluation advice, support with relationship management and partnership development.

Application Criteria – as outlined in our Role Descriptors from ACE in 2018[[4]](#footnote-5)

1. Applicants must either be a Cultural Education Partnership, working towards becoming a Cultural Education Partnership or an exceptional, strategic partnership which is aligned with Cultural Education Partnership priorities.
2. Minimum award of £25,000 with a recommended maximum of £60,000.
3. Multi-year investment period (i.e. more than 12 months).
4. Working in an East Midlands priority area.
5. 100% cash match, from non-Arts Council England sources.
6. Contribution to the following Arts Council England Goal 5 priorities:

* Artsmark and the Artsmark Partnership Programme
* Arts Award
* Digital

1. Contribution to addressing local socio-economic priorities which may include:

* Early years and early intervention.
* Children and young people learning English as an additional language.
* Children and young people with special educational needs and disability.
* Disadvantaged children, including: children and young people in care and care leavers, pupils eligible for free school meals.

1. Clearly show how the application will deliver against TMC’s Partnership Investment Plan <https://www.themightycreatives.com/about-us/news/2018-07-30-our-investment-plan>

Priority Areas

* Amber Valley Mansfield and Ashfield
* Bassetlaw Newark and Sherwood
* Bolsover - North East Derbyshire
* Chesterfield
* North West Leicestershire
* Corby Nottingham
* Derby
* Kettering
* Leicester
* Skegness, Boston and South Holland
* South Derbyshire
* Wellingborough
* West Lindsey

At the start of the investment round there were 8 existing Cultural Education Partnerships that had been developed between 2016-2018 in the following locations:

* + Amber Valley & Bolsover
  + Ashfield and Mansfield
  + Chesterfield
  + Corby and Northamptonshire
  + Derby
  + Leicester
  + Nottingham
  + Skegness, Boston and South Holland

Our investment to date

We were asked to commit 25% of our budget to Partnership Investment (PI) across the life of our grant. This equated to £862,000.

We focused on using our PI to support to development and sustainability of our Local Cultural Education Partnerships and the work we had already started with Derbyshire Virtual School and our START programme originally funded through Children and The Arts.

The Mighty Creatives invested in the following:

* + Derbyshire Virtual School for creative mentoring.
  + Platform Thirty1 for Black Shale Local Cultural Education Partnership.
  + Inspire: Culture, Learning, Libraries for Captivate Local Cultural Education Partnership.
  + Nottingham Trent University for Challenge Local Cultural Education Partnership.
  + Community Growth CIC for Chesterfield Local Cultural Education Partnership.
  + Derby Theatre (Derby University) for Derby Local Cultural Education Partnership, also known as Cultural Campus.
  + Magna Vitae for Lincolnshire Coast Local Cultural Education Partnership.
  + Royal & Derngate Theatre for Unlock Local Cultural Education Partnership.
  + The Spark Arts for Children for The City Classroom Local Cultural Education Partnership.
  + START Partnership: Nonsuch, South Holland Centre, Attenborough Arts Centre, Deda.

Further details of these investments will be made available to the successful contractor.

Each investment was issued on completion of an application to ensure we were hitting the relevant criteria outlined by ACE and had clear objectives to measure the work against. We asked all partnership to create a Theory of Change[[5]](#footnote-6) and complete our Collective Outcomes Tool to support us to understand the change each partnership wanted to see and be able to demonstrate the collective impact of the fund. This was successful for some partnerships but not for others, leaving us with a partial picture of collective impact.

Collective Outcomes Tool

What is it?

* A simple, quantitative data tool – in the form of an excel spreadsheet / forms - for art and cultural organisations working with schools. ​
* Data is used to produce impact statements about cultural education activity across the East Midlands, demonstrating breadth of activity and impact.
* With an aim to answer the following question: *Are we achieving our mission and overcoming inequality of opportunity for CYPs cultural education?​*

The Collective Outcomes Tool has been designed to illustrate the impact we are having collectively as arts and cultural organisations working with schools. The data collected to date illustrates how arts and cultural organisations are working in partnership with schools across the East Midlands to overcome the inequality of opportunity which many children and young people face when accessing a high-quality cultural education offer.

Designed to be one method of demonstrating the impact which our work collectively has across the region, the Collective Outcomes Tool is intended to build upon and support other research and evaluation methods. The data illustrates the statistical impact of our work and where relevant includes regional and national data sets in order to draw comparisons. Our ambition as an organisation is to improve local access to high quality cultural education, reaching more children and young people.

1. Please see Table A [↑](#footnote-ref-2)
2. <https://www.artscouncil.org.uk/news/our-cultural-education-challenge-gives-great-art-all-young-people> [↑](#footnote-ref-3)
3. <https://www.artscouncil.org.uk/children-and-young-people/working-partnership> [↑](#footnote-ref-4)
4. <https://www.artscouncil.org.uk/sites/default/files/download-file/Bridge_monitoring_prompts_310821_0.pdf> [↑](#footnote-ref-5)
5. <https://www.thersa.org/reports/evidence-handbook> [↑](#footnote-ref-6)