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|---------------------------------|--|-------------------|----|
| Title                           | Volunteer Co-ordination: Torbay's Great Place Scheme   |                   |    |
| Project                         | Great Place Scheme Cultural Volunteering   | Project reference | C2 |
| Theme                           | Engaging Audiences   |                   |    |
| Commissioner                    | Torbay Culture (part of TDA)   |                   |    |
| Contract period                 | From July 2018 for 12 months, with the potential to extend to 31 <sup>st</sup> March 2020  |                   |    |
| <b>Deadline for submissions</b> | <b>12:00 noon, Friday 22<sup>nd</sup> June 2018</b>  |                   |    |
| Client contact details          | Kate Farmery (Executive Director), Torbay Culture, TDA, 3rd Floor Tor Hill House, Union Street, Torquay TQ2 5QW<br>E: <a href="mailto:culture@tda.uk.net">culture@tda.uk.net</a> W: <a href="http://torbayculture.org">torbayculture.org</a> |                   |    |

## 1. Background

Torbay adopted a new ten year cultural strategy in 2015 ([www.torbayculture.org/cultural-strategy](http://www.torbayculture.org/cultural-strategy)) and partners across the Bay are working with Torbay Culture 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](http://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 core ideas – golden threads – through our work, building on our vision 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 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 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. Furthermore, everything we do must have a focus on sustainability and long-term impact.

We have some of the lowest levels of cultural engagement in England (The Audience Agency 2016), but are ranked 243 out of 325 for heritage potential (RSA Heritage Index 2016). We are working hard to grow the number and range of people participating in and attending arts, culture and heritage in Torbay. We are gaining insight into our audiences and the barriers to engagement, helping to celebrate and develop the offer as something for everyone, and ensuring that everybody is invited. We need to increase 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 building 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). Endorsement of local arts, culture and heritage by other Torbay residents is therefore crucial to gaining the attention of those inclined to feel this way. Informed by our 2015 review of volunteering in Torbay (available on the Torbay Culture website at [www.torbayculture.org/s/Cultural-Volunteering-Strategy-Web-pages-9dkl.pdf](http://www.torbayculture.org/s/Cultural-Volunteering-Strategy-Web-pages-9dkl.pdf)) and inspired by 2016's Global Geopark Conference ambassadors scheme and large-scale schemes such as the London 2012 Olympics, we know we will build the strongest advocacy by developing a network of cultural volunteers. In addition, of course, an established pool of cultural volunteers will provide a go-to resource for events and festivals, venues and practitioners, to ensure that their work is delivered in sustainable and resilient ways. Many of our partner organisations are already

working with volunteers, including Torbay Community Development Trust (see in particular their new timebank initiative <https://ageingwelltorbay.com/how-to-get-involved/timebanking/>), Torbay's museums through the Arts Council England Resilience-funded 'Growing Museums' project and Torbay Coast and Countryside Trust. We need to ensure that whatever is developed therefore adds value and coherence to the overall Torbay volunteering 'scene'.

## 2. Commission brief

### 2.1 Key outputs and activities

We are seeking a freelance individual, organisation or consortium with strong skills and experience in volunteer management to grow our cultural volunteering offer and co-ordinate the volunteers. Learning from the volunteering study, Geopark ambassadors, and national examples of best practice, the task is to build on the 'test and learn' volunteering programme run by Torbay Culture in September 2017 to develop a cultural volunteering scheme. The scheme will enable local people to contribute to the vibrancy and sustainability of the cultural sector by volunteering. We would like our volunteers to:

- Be strong, positive advocates for Torbay's arts, culture and heritage, in person and/or online such as through their own social media presence or established platforms like *The Shorely* ([www.theshorely.com](http://www.theshorely.com))
- Be engaged, passionate, open and welcoming
- Feel valued, important members of Torbay's cultural community, having an almost celebrity status at the events they volunteer at
- Represent the diversity of Torbay
- Support cultural events (festivals, exhibitions, performances, etc.) and venues including roles such as stewarding, delivering visitor surveys, ticketing, interpretation etc.

Outputs for the volunteer co-ordination contract include:

- A light-touch framework for the ongoing recruitment, induction and development of local people to act as volunteers and advocates for culture in Torbay (target to retain 90 active individuals but increase diversity, in particular attracting a wider age range of volunteers)
- Creation of basic identity and name for the scheme, building on the learning from the 'test and learn' phase, with support from our marketing partners Wonder Associates if necessary
- Management of the framework and pool of volunteers/advocates, including managing volunteer communication and information to GDPR standards
- Management of volunteer expenses in collaboration with TDA admin/finance support
- Identification of cultural volunteering opportunities and promotion of them to the volunteers, including opportunities to advocate online e.g. through contributing to *The Shorely*
- Generic training & development activities to ensure our volunteers are ready to provide a well-informed, confident service and feel a valued part of a community
- Liaison with organisations/events to ensure a clear process for how Torbay Culture's volunteers are deployed to them and that they are responsible for managing the volunteers at their venue/event and that they provide training specific to the role/their organisation/event
- Shareable resources, including generic training materials, to support the volunteers and for cultural organisations who wish to use our volunteers (see [www.exeterculturalpartnership.org.uk/volunteers-toolkit/introduction/](http://www.exeterculturalpartnership.org.uk/volunteers-toolkit/introduction/) for inspiration), to be made available online on the Torbay Culture website
- Evaluation of the scheme at the end of the first year including setting own targets and measures in agreement with Torbay Culture and feeding into the wider evaluation of the Great Place Scheme
- A model for sustainable ongoing delivery of the scheme beyond June/July 2019.

The contractor will be required to refer to and be informed by complementary volunteering networks within Torbay, including those outlined above. It may be appropriate for the contractor to lead a steering group of partners to ensure the success of this scheme.

## 2.2 Objectives and outcomes

The outcomes we are seeking through this work are:

- An increase in quality, networked cultural volunteering opportunities
- A well-trained pool of positive, informed advocates who can communicate knowledgeably, proactively and enthusiastically about Torbay's overall cultural offer
- More people who live in Torbay are able to advocate for arts, culture and heritage in Torbay through being a cultural volunteer, and feel proud to live in Torbay
- Residents and visitors are able to find out about quality arts and culture in Torbay more easily, through local ambassadors.
- Torbay's cultural sector has a go-to volunteering resource for events, festival, venues, etc., to ensure that their work is delivered in sustainable and resilient ways
- Torbay has a cultural volunteering scheme that is sustainable beyond the end of Great Place Scheme funding (March 2020).

As part of HLF/Arts Council's evaluation of their Great Place Scheme investment across the country, this project will contribute to the following outcomes:

- 2: Communities have greater input & influence in decision-making in the cultural sector. Communities feel validated and listened to. New ideas generated by communities are tested and implemented. Assets of Community Value are listed. Community Right to Bid Applications are made. Any other mechanisms for community involvement in decision-making.
- 5: People have a greater sense of collective efficacy. More people feel that by working together, they can bring about change in their local neighbourhood.
- 7: Arts events, activities, sites and facilities are enhanced. Events and activities are higher quality/more innovative. Events and activities have greater reach.
- 8: Heritage events, activities, sites and facilities are enhanced. Events and activities are higher quality/ more innovative. Events and activities have a higher reach. Heritage is in better condition.
- 9.1: More people, and a wider range of people engage with arts and heritage. People have enjoyable cultural experiences.
- 10.1: Stronger, better networked cultural sector. Local networks between culture, heritage and creative industries organisations are better developed.
- 11.1: Stronger, more connected and happier communities. Local pride is increased.
- 11.2: Stronger, more connected and happier communities. People feel a greater sense of belonging to a place.

## 2.3 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 and Great Place Scheme

The contract will be managed by the Executive Director of Torbay Culture, supported by the Great Place Project Manager. As a Great Place Scheme project, the Cultural Volunteers work is overseen by the Great Place Scheme Working Party and the Torbay Culture board retains ultimate accountability.

The appointed contractor will work closely with other members of the Great Place project team, including the Project Manager, Creative Director and other project leads, to ensure we are working together to the same end, to report on progress and to evaluate and communicate its impact.

#### 3.2 Delivery partners

In delivering the programme, the appointed contractor will be expected to work closely with Torbay Culture’s delivery partners including:

- Torbay’s cultural venues, events and festivals teams
- TDA
- Torbay Culture and Arts Network (TCAN) and its members
- Wonder Associates (marketing and audience development consultants for the Great Place Scheme)

#### 3.3 Stakeholders

In addition to the delivery partners, the following have a stake in the Cultural Volunteering project:

- Residents of Torbay
- Visitors to Torbay
- Cultural venue/event/festival audiences, participants and visitors
- Staff at cultural organisations
- Torbay Council
- Other volunteering schemes in Torbay
- Great Place Scheme funders, Heritage Lottery Fund (HLF) and Arts Council England (ACE).

### 4. Outline project timeline

| Activity                         | Description  | Dates (estimated)   |
|----------------------------------|--|---|
| Contract start date              | TDA will provide a letter of agreement to reflect both the brief and the approach detailed by the applicant during the submission process, to be signed by client and contractor | July 2018   |
| Kick-off meeting                 | Contractor attends inception meeting with programme team. Final approach and delivery dates agreed; contractor produces project plan.  | July 2018   |
| Project development and delivery | Project development and delivery according to agreed project plan.   | July 2018 for 12 months, with the potential for extension to March 2020 |

|                                      |  |                        |
|--------------------------------------|--|------------------------|
| Great Place Scheme year 1 evaluation | Contribute to Great Place Scheme year 1 evaluation; use learning to adjust forward plans.    | September 2018         |
| Volunteer Scheme year 1 evaluation   | Evaluate year 1 of volunteer scheme and contribute to forward plans for a sustainable model. | June/July 2019         |
| Contract review                      | Formal review of contract and agreement regarding any extension.                             | June/July 2019         |
| Potential extension of contract      | Further support to develop volunteer scheme if necessary.                                    | July 2019 – March 2020 |

### 5. Fee and contractual requirements

Our maximum budget for the volunteer coordination contract, including delivery of the project for 12 months to June/July 2019, contractor expenses and VAT, is £12,000, with the potential for extension until the end of March 2020 if deemed necessary. Additional funding is available for the production of materials, collateral and branding. The agreed fee would be paid at intervals according to the agreed project plan and on receipt of an invoice. There is a small additional budget for volunteer expenses. We expect the contractor to be proactive in seeking any additional funding required in order to deliver the programme, including funding to allow the work to continue beyond the Great Place Scheme (i.e. beyond March 2020).

The contractor is required to have relevant insurances in place including Public Liability Insurance to the value of £5,000,000 and, if appropriate, Employers' Liability Insurance as required by law. The contractor is required to be GDPR compliant.

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 be able to meet all of the criteria of this brief and be approved in writing by TDA.

### 6. Submission and selection process

#### 6.1 Submission requirements

To apply, please submit the following by email to [culture@tda.uk.com](mailto:culture@tda.uk.com):

- 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 sole trader, limited company, partnership, etc.
- A written statement, maximum 2 sides of A4, detailing your approach to delivering the brief (including how this will lead to the desired outcomes), relevant experience that demonstrates your ability to meet the brief and details of your capacity to meet the brief (including estimated time commitment to meet the brief and confirmation of your availability including to deliver on any peak periods of cultural activity).
- CVs of the key individuals to be involved
- A written quotation outlining costs and proposed budget for delivery of the brief
- Confirmation of insurances held
- Confirmation of GDPR compliance and any relevant data protection policies

## 6.2 Selection process and timetable

| Activity   | Description   | Dates  |
|--|---|--|
| Brief issued   |   | Wednesday 30 <sup>th</sup> May 2018  |
| Closing date for submissions – please note email address | Applications to be sent by email to <a href="mailto:culture@tda.uk.net">culture@tda.uk.net</a><br>Please state “Volunteer Co-ordination application” in the title of the email. | 12:00 noon,<br>Friday 22 <sup>nd</sup> June 2018                                     |
| Shortlisting   | Submissions will be evaluated against the brief and shortlisted by a panel  | Shortlisted contractors will be contacted by close of play on 27 <sup>th</sup> June. |
| Interview  | Shortlisted applicants are invited to interview by the selection panel (panel members TBC) in Torbay.   | Interviews will take place on Monday 2 <sup>nd</sup> July.                           |
| Contract award   |   | By Friday 6 <sup>th</sup> July.  |

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