Dear Applicant

Common Ground: Partnership Consultant

Thank you for your interest in this role at Norfolk & Norwich Festival. Common Ground is an exciting new project funded by the National Lottery Heritage Fund. It will inspire and equip young people to celebrate their cultural and natural heritage. In partnership with Norfolk and Suffolk Wildlife Trusts, National Trust, SHARE Museums East and The Prince’s Trust, Norfolk and Norwich Festival Trust have consulted, designed, tested and refined a youth engagement model to increase and sustain young people’s engagement in heritage.

Over 3 years Common Ground will inspire new forms of heritage interpretation, enabling young people to generate and present unconventional ideas about heritage. By the end of 2022 we will have engaged creatively and digitally with more than 3,000 young people and their families, delivered 100 community and heritage-based activities, trained 500 people and supported 1,500 young people to co-create and promote new heritage experiences with artists and designers. With new confidence, insight, evidence and tools, our legacy will empower our partnership, and organisations nationally, to work together, take risks and diversify and sustain youth engagement.

Common Ground is an important project for the Norfolk & Norwich Festival. As we build on the dynamic festival programme in Norwich and around Norfolk, the work of Festival Bridge and Norfolk Open Studios we are looking to extend our reach and influence year-round across East England through transformational projects and initiatives such as Common Ground.

Norfolk & Norwich Festival welcomes applicants from a wide mix of people because we want to employ people from a diverse range of backgrounds. I’m really interested in hearing from people who possess transferable skills but might not have worked in the professional arts sector before. This includes people who identify as disabled and people from diverse cultural backgrounds (BAME – Black, Asian and Minority Ethnic). Our current office is in a grade II* listed building in an historic part of Norwich and there is no lift access. We are currently searching for a new office space that will enable us to achieve our ambition to be fully accessible both to our audiences and our workforce. If you are interested in working for us and have the skills and experience we seek, I encourage you to apply.

All the information you need about the post and the application procedure is provided in the accompanying documents. If you have any questions about the post feel free to email me via Gemma Layton, Office Manager on gemma@nnfestival.org.uk. The deadline for applications is noon on Monday 25th November 2019. Interviews are planned for Thursday 12th December 2019.

I hope you will be interested in the exciting opportunity this position offers. I look forward to receiving your application.

Yours sincerely,

Michael Corley
Head of Bridge
NORFOLK & NORWICH FESTIVAL

Invitation to tender: Partnerships Consultant, Common Ground

Background

Norfolk & Norwich Festival

Norfolk & Norwich Festival takes place in Norwich and around Norfolk for 17 days each May. The Festival programme is multi-artform, contemporary, international and audience-centred. The Festival is distinctive because we collaborate with artists – from down the road and around the world – to explore the unique physical and cultural identities of our place and to make art which is meaningful to the lives of our audiences.

Festival Bridge

Festival Bridge is one of the ten national Bridge organisations with investment from Arts Council England and the Department of Education. Our mission is to ensure children and young people across Cambridgeshire, Norfolk, Peterborough and Suffolk know that arts and culture belong to them. Festival Bridge is part of Norfolk & Norwich Festival.

Common Ground – inspired by innovation, we build young heritage audiences

Common Ground will change heritage interpretation and participation by collaborating with young people living in deprived communities. In partnership with Norfolk and Suffolk Wildlife Trusts, National Trust, SHARE Museums East and The Prince’s Trust, Norfolk and Norwich Festival Trust have consulted, designed, tested and refined a youth engagement model to increase and sustain young people’s engagement in heritage.

Over 3 years we will deliver 100 activities to train 500 staff, volunteers and young people, and creatively engage more than 3,000 young people and their families in workshops, visits and digitally. Young people will:

- Co-create new heritage experiences with artists in coastal, rural and urban communities;
- Direct change as heritage leaders, deliver projects as trainees and take part as digital volunteers and creative participants.

With new confidence, insight, evidence and tools, our legacy will empower our partnership, staff and organisations nationally, to work together, take risks and diversify and sustain youth engagement. Common Ground is supported by the National Lottery Heritage Fund.

Duration of the contract

The contract period is from January 2020 to January 2023. The purpose of this role is to provide consultancy and advice on partnership development for the Project Board and Place Based Projects, including providing expert guidance on the youth engagement direction of the programme. Main areas of responsibility and speciality include organisational change and project quality, sustainability, including supporting fundraising, advocacy and stakeholder engagement.
Procurement and project timeline

The timeline for the project is detailed below. The dates are subject to change.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
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<tbody>
<tr>
<td>Issue tender</td>
<td>30 October 2019</td>
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<tr>
<td>Deadline for submitting proposals</td>
<td>12 noon, 25 November 2019</td>
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<tr>
<td>Interviews</td>
<td>Tuesday 10th December 2019</td>
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<tr>
<td>Contract commencement</td>
<td>1 January 2020</td>
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<tr>
<td>Kick-off meeting</td>
<td>January 2020</td>
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<tr>
<td>Interim report</td>
<td>January 2021</td>
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<tr>
<td>Resource toolkit</td>
<td>June 2022</td>
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Specification

Common Ground – aims, objectives, activities and outcomes

Common Ground is an enquiry driven collaboration between heritage, youth and arts organisations in the East of England which asks:

*How might we inspire young people to celebrate local heritage?*

Common Ground Projects explore pathways for young people to access heritage through the arts and creativity and in doing so will

- Support partners to collaborate for impact
- Empower young people
- Design new young customer experiences
- Show innovative heritage interpretation
- Engage communities in local heritage

Aims

- Increase and sustain young people’s engagement with heritage
- Develop and diversify audiences for local heritage

Strategic Objectives

1. **Facilitate young people’s leadership and creative capacity**: Improve young people’s sense of empowerment by establishing the structures and systems to support peer-led activity and creative thinking.
2. **Sustain young people’s engagement and participation**: Increase the number of young people from disadvantaged backgrounds engaging and reporting positive outcomes.
3. **Strengthen heritage based networks and collaborative practices**: Improve the quality of partnership working, building capacity and capability to collaborate for collective impact.
4. **Develop new audiences for heritage**: Through the arts, creativity and digital media.

We want Common Ground to contribute to improving young people’s confidence, developing their skills and experience by engaging with heritage, taking part in training, volunteering and traineeships. We want heritage staff and volunteers to understand their potential new young audiences, and the potential young people have to co-create new experiences that could
engage more young people. We want to improve how heritage is interpreted and shared, contributing to individual's understanding about heritage, sense of belonging, empowerment and their wellbeing. We also want to know as much as we can about how and why Common Ground works, for continuous improvement, to help partner organisations change and to inform future practice and make the project sustainable.

We will do this by co-creating new heritage experiences with, by and for young people, increasing youth and community engagement by delivering innovative heritage interpretation locally through targeted, open and digital offers.

1. **Common Ground Community**: Consulting and engaging young people who live in targeted wards, are not in education, employment or training or face other barriers
2. **Place Based Projects**: Collaborative projects co-designed and delivered by heritage staff and volunteers, artists and young people
3. **Common Ground Skills**: Professional development for staff and volunteers and training for young people
4. **Dissemination and Legacy**: National Unconference and Resource Library, national networks

**Requirements**

On behalf of the Project Board, Norfolk and Norwich Festival Trust wishes to commission a partnerships consultant to provide:

a. Expert guidance to ensure the Common Ground programme is commissioning, co-creating and delivering a participation programme in partnership with partners, heritage settings, young people and local communities.

b. Design and implementation of a legacy plan, directing and supporting fundraising, advocacy and stakeholder engagement activities to strengthen strategic partnerships, buy-in and legacy activities.

The role requires an individual or company with a range of skills, knowledge and experience in: strategic partnership development, business and programme planning, children and young people’s participation in creative learning, cultural education, heritage interpretation, and innovation approaches such as co-creation, action research and ‘design thinking’. You will be working with the Common Ground Programme Team and Project Board, working with the heritage sector in 5 identified areas in the East of England, helping to shape an innovation programme for young people, heritage and the heritage sector across the region, and strengthen its legacy.

Your main responsibility will be to support the Project Board to develop and change their organisations with regard to youth-oriented marketing, programming and interpretation.

The successful applicant will be responsible for:

1. Supporting the commissioning of identified participation projects in local areas working with the Project Manager, Project Board and Youth Advisory Board
2. Supporting Place Based Project partners to develop their project proposals, delivering one to one meetings and facilitating collaborative planning sessions
3. Supporting the development of a robust framework to promote youth voice and co-creation to inform local projects and future programmes
4. Producing a learning resource for the sector such as a toolkit and case studies to help improve the use participation to shape new customer experiences
5. Delivering a legacy plan which maximises the opportunity for organisational change whilst developing strong partnerships with stakeholders and future funders and investors

**Approach**

We would like bidders to propose an approach that is sensitive to the diversity of the partnership and the requirements of a complex multi-stakeholder programme, providing the skills and experience necessary to complete the project described above and outputs outlined below. We expect there to be consultation with the Project Board and Youth Advisory Board and a close and flexible working relationship with the Project Manager at Norfolk and Norwich Festival Trust.

**Outputs**

- Co-facilitation of 10 collaborative planning days
- Legacy plan and implementation
- Resource toolkit
- Advice and guidance for the Project Board
- Interim reports to the Project Board

**Pricing/Budget/Management**

The budget available for this project is **£20,213** exclusive of VAT. The budget is inclusive of travel and other expenses.

Norfolk and Norwich Festival Trust will pay on receipt of each deliverable agreed in the contract. In performing the services required under this contract the supplier will report to the Project Manager. Please specify in your proposal the named individual who will be responsible for managing this contract.

**Evaluation and pricing criteria**

Your proposal should respond to all the criteria below (maximum 4 sides A4 plus supporting information and budget). Quality and price criteria will be used to evaluate the quality of the tender proposals, as set out below:

1. Set out your proposed approach, explaining how you will meet the requirements outlined above and your understanding of consultancy in this context
2. Demonstrate your experience and skills in successfully delivering similar partnerships support activity
3. Provide copies of CVs for the delivery individual/team and two references for relevant previous projects
4. Include a detailed budget, complete with a schedule of charges (estimated number of days). The total fixed price will be inclusive of VAT, travel expenses and all costs to be incurred.

**Return of tender**

You must complete and submit your tender response/proposal electronically to gemma@nnfestival.org.uk by 12 noon on 25 November 2019.

If you would like to discuss this tender please contact Michael Corley on 07969 843566.