



South Lakeland District Council

Schedule 4

The Bay Cultural Compact Consultancy Contract Specification

The Bay Cultural Compact Development Brief

Introduction

Our geographical focus is The Bay – the vast area of Morecambe Bay comprising City, Coast, Countryside – an outstanding natural landscape and environment from Lancaster and Morecambe in the south through South Lakeland to Barrow in the west.

The Bay local authority partners Barrow, Lancaster and South Lakeland councils are seeking a strategic cultural and creative partnership specialist/s to deliver a three stage project that will lead to the creation of The Bay Cultural Compact and business plan for development and investment across the Bay.

Stage 1 Research and engagement

Stage 2 Initiation and Development of the Cultural Compact partnership

Stage 3 Strategic Development of the business plan

The work will focus on The Bay's key themes around culture, creative and visitor economy.

With excellent knowledge of strategic cultural partnership work you will work with the three partner councils to deliver the project: an ambitious research, engagement and development programme that will set the direction for The Bay Cultural Compact for the next five years.

The Bay Cultural Compact is unique. It is a rural pilot partnership model (one of only two in England) that straddles three individual local authorities and is demonstrably diverse with a combination of equally important elements encompassing a large rural landmass, a palatine city, different urban centres, a strong industrial and environmental offer, two universities AONB, SSSI and World Heritage Site.

This distinctive mix of both urban and rural landscape is what unites us and makes our rural Compact model different.

The Bay's cultural potential is significant - embodied in the opportunity offered by the Eden Project North to build an international profile for The Bay, new capital developments of Windermere Jetty, and Wordsworth Grasmere in South Lakeland, Barrow's Creative People and Places, Islands and Bays of Barrow and Furness programmes and the redevelopment of the Lancaster Canal Quarter embracing the Dukes and Ludus.

We have a strong, high quality arts and heritage offer and our collective investment in culture makes The Bay sub region a significant player alongside Manchester and Liverpool in the wider North West. We have one of the biggest clusters of Arts Council England National Portfolio Organisations in the North West.

We have an area rich in cultural assets and creative potential: creative thinkers and innovators, great cultural places and spaces in city, coast and countryside, great artists, cultural organisations and communities.

World class arts and culture and radical thinking has been happening here for a very long time... think Ruskin and the great Romantic poets.

There is a new sense of vitality and opportunity. The Bay organisations such as Deco Publique, Lancaster Arts, Ludus, Art Gene, Signal Films and Media, Lakeland Arts, Grizedale Arts, More Music, The Brewery Arts Centre, The Dukes, Lakeland Arts, Wordsworth Trust and LICA have become significant players regionally, nationally and in some cases internationally.

The development of a Compact model is an opportunity to assert The Bay's role as a cultural and creative powerhouse and identifying culture as a catalyst for transformation and change understanding what each partner brings to the footprint, contributing to the whole, and how culture works in each locality and community across The Bay.

We want to build on our foundations and existing partnerships, take advantage of new opportunities, collaborations and partnerships, to set long term ambitions, to grasp the opportunity and take it forward ...to create a new sense of something.

Background and context

The 2017 Mickledore Report commissioned by the three local authorities of Barrow Lancaster and South Lakeland established that Morecambe Bay is a functional economic area. It stated that there is huge untapped potential to work together to take a united approach to promote and develop The Bay area. It established the basis for working together across boundaries and acknowledged the potential for collaboration on areas of focus; one of which is the strategic growth of the cultural sector and visitor economy. After establishing the Lancaster and South Cumbria Economic partnership with MOU to work together on joint initiatives the three authorities formally established a Lancaster South Cumbria joint local committee in July 2020 as the next stage of the Councils' partnership.

Last year, in 2019, the three authorities expressed an interest in participating in a new national pilot to establish 'Cultural Compacts' highlighted in The UK Cultural Cities Enquiry.

[The UK Cultural Cities Enquiry](#), an independent enquiry into the cultural resources of Britain's cities, recommended that cities consider setting up "Cultural City Compacts" – partnerships across the city's cultural sector and extending out to sectors and stakeholders beyond culture to provide leadership and strategic capacity. In England, both the Arts Council and the Department for Digital, Culture, Media and

Sport (DCMS) worked with the Core Cities Group and the Key Cities Group to identify a number of early adopters.

The compact approach is to co-create and co-deliver a holistic vision for culture in a place and work together with partners to deliver a step change in the sustainability and impact of culture in that locality. It must link the cultural sector to broader aspirations and priorities intersecting with the ambitions of health agencies, business, universities and other sectors.

In addition to the cities selected The Bay Compact was successful in being accepted by DCMS to take part in the pilot.

The Bay Cultural Compact

The Cultural Compact will be a partnership and network that will draw people to a common cause to develop a coherent and cogent case for culture in The Bay that places imaginative transformation at the heart of The Bay's unique offer to the UK.

The Bay is an outstanding cultural landscape which inspires creative people and visitors past and present. Providing culture as a catalyst for change we seek to re-energise our rural and urban economy finding new ways to work, new partnerships to break new ground and be outward looking, experimental and exploratory to see how the distinctiveness of The Bay can deliver a new tidal base of creativity and culture embedded within broader strategic development.

Our goal is for a dynamic and growing, vital and diverse cultural eco-system that underpins the economic development of The Bay. We will do this by utilising our tremendous assets: our people and place. These are our anchors in The Bay.

Through the development of The Bay Cultural Compact collectively we have an opportunity to develop over time our shared distinctive vision for culture's role in Morecambe Bay that aligns with the broader priorities and cultural and economic ambitions of our sub region to drive the place-making agenda, cultural and visitor economy and create the right platform for future creativity, innovation and growth connecting communities across the Bay so that the social and economic development potential of culture and creativity is recognised as part of the significant opportunity to drive the growth of the Bay.

Guiding principles

The three authorities have established some guiding principles for the creation and development of The Bay Cultural Compact that should be considered in response to the brief:-

- The Compact will be rooted in Morecambe Bay; its people, its places and its community.
- The Cultural Compact will be a pilot for a new rural model across the Bay connecting our three localities distinct and different cultural assets to

maximise the economic potential of culture in a rural context in a test programme nationally to learn of the benefits and challenges of this approach

- The Compact will co-create and co-deliver a holistic vision for culture - that The Bay will be the best rural cultural and creative capital of the UK - celebrating our outstanding natural and cultural landscape.
- Providing culture as a catalyst for change we will be outward looking, experimental and exploratory to see how the distinctiveness of Morecambe Bay can deliver a new tidal base of creativity and culture embedded within broader strategic development.
- We aim to focus on one of the LSCER's key themes and offer for growth – Culture, Creative, and Visitor Economy – harnessing and building on the potential of our natural and built environment, the Lake District World Heritage Site, Eden Project North, creative industries, arts and festivals offer and the visitor economy.
- The Cultural Compact will be a framework for development and investment in which the diverse ambitions of the place, individuals, organisations and stakeholders can be realised. A framework for action across the sub region and beyond.
- The Cultural Compact would feed any other strategy or vision work and alignment with local, regional and national strategies and initiatives; that is embedded in a wider economic strategy and to support The Bay Prosperity and Resilience Strategy driving growth together in our sub region.
- Developing a Cultural Compact of The Bay is about **a step change** to establish a new strategic cross sector partnership driven by common ambition to identify key areas for potential economic growth.
- We look to a functioning working partnership that has ownership of The Bay Compact and strategic capacity to enable the key stakeholders to work and innovate together to realise the vision for Morecambe Bay.
- The Compact ethos/philosophy will be one of inclusivity, collaboration and partnership.
- We want to establish and achieve new ways of working through imaginative partnerships that provide strategic oversight, represent sectoral interests, create focus and drive direction, create new kinds of connectivity, provide opportunities for connecting within the Bay, the region, nationally and internationally.

Project Requirements/Criteria

The consultant/s will be required to take an innovative, collaborative, inclusive and long term approach to deliver the project that will lead to the creation of The Bay Cultural Compact and business plan for development and investment across The Bay which includes five high level aims:-

- To accelerate a process of engagement with key strategic stakeholders across a range of sectors, not just cultural and creative industries, to set out a vision for what can be achieved by The Bay Cultural Compact

- To inform a strategic view on incorporating that vision into The Bay Cultural Compact ensuring evidence and best practice is used to inform and align to relevant local, regional and national strategies
- To initiate and develop the Cultural Compact partnership formed with representatives from cross sector strategic organisations primarily from within The Bay (e.g. local authorities, LEPs, education, business, cultural and creative organisations, DMOs, health sector, industry, community and voluntary sector) and including a framework for development and action plan through which the Cultural Compact can evolve
- To determine and establish a good governance and operating model/arrangements for The Bay Cultural Compact
- To work with the Compact to define the vision for The Bay Compact and to focus on the development of a 5 year business and investment plan.

The consultant/s will be expected to:

Stage 1

- Identify, engage and mobilise key strategic organisations in Morecambe Bay from within and outside the cultural sector including (but not exclusively) cultural providers, health organisations, education, universities, tourism, heritage, business and voluntary sector
- Set up 'The Conversation' –a series of engagement conversations to develop thinking on The Bay Compact, starting with the cultural and creative sector, and identified cross sector partners to guide the development of the strategic vision and purpose of The Bay Compact
- Develop a framework for consultation and engagement and deliver a series of on line and digital consultation and engagement events that are inclusive
- Reflect the impact of Covid 19 on the cultural and creative sector in the short medium and long term and how this relates to recovery and business plan development
- Research good governance and operating model/arrangements for The Bay Cultural Compact
- Identify, test and shape models of best practice that emerge

Stage 2

- Initiate, convene and develop The Bay Cultural Compact partnership
- To work with the Compact to define the vision for The Bay Compact
- Develop a draft framework and action plan for the Compact for a five year period with measurable outcomes in consultation with the Compact partnership
- Look at the potential to tie into large-scale academic research.

Stage 3

- Develop a 5 year business and investment plan in consultation with the Compact partnership

The successful applicant will be able to demonstrate:

- A creative and strategic approach
- An inclusive, collaborative, innovative approach
- Knowledge of strategic cultural and creative partnerships on a local regional and national scale
- In depth knowledge of the cultural and creative sectors that operate in both a rural and urban environment
- Ability to develop effective networks and bring together a wide range of partners
- Experience and track record of delivering successful similar projects

Key deliverables

- A focused but robust report to include consultation and engagement findings and conclusions; an assessment of best practice models and innovations and their potential value; key recommendations for consideration (Stage 1)
- Set up and develop The Bay Cultural Compact (Stage 2)
- A draft Framework and Action Plan for a five year period, building on identified opportunities and strengths and including measurable outcomes and benefits (Stage2)
- A draft 5 year business and investment plan (Stage 3)
- Meet with The Bay Cultural Compact Officer group at inception and each key stage of the contract
- Minimum of 3 meetings with The Bay Cultural Compact

Stakeholders

Stakeholder engagement and partnership with public, private and community sector will be crucial and essential to the successful delivery of the project and consultant/s will need to set out their proposed approach to this in the tender submission and to demonstrate inclusive engagement during the period of work.

A list of some organisations that have been identified as key cross sector organisations who may form part of the Cultural Compact and be engaged on the development of the project are at appendix 1.

These stakeholders, cultural and creative organisations, and others to be identified during research will need to be engaged at appropriate points during the project.

The consultant/s will be expected to report to The Bay Cultural Compact Officer group comprising Barrow Borough, Lancaster City and South Lakeland District Councils on a regular basis.

Payment of fees

It is proposed that fees will be paid, following the Authority's approval of each stage of the project. The final payment after satisfactory completion of Stage 3 would be made following

receipt and acceptance of the final business plan to the Authority and endorsed by the Cultural Compact.

The Authority reserves the right to terminate the project at any time without penalty.

The appointed consultant/s will be required to comply with South Lakeland District Council's terms and conditions for contractors

Timetable for delivery

The contract will be for project work completed between from 5 October 2020 to 31st January 2021 for delivery of a three stage project that will lead to the creation of the Morecambe Bay Cultural Compact and business plan for development and investment across the Bay.

Stage 1 Research and engagement of key stakeholders across a range of sectors to set out a vision for what can be achieved by a Cultural Compact for Morecambe Bay

Stage 2 Development of the partnership –inform the strategic view on incorporating that vision into a Cultural Compact and align strategies producing a framework and action plan for the Cultural Compact to evolve over time.

Stage 3 Strategic development of the Cultural Compact business plan

August /September 2020

Tender out by Monday 24 August. Deadline for submission 1.00pm Friday 11 September.

Evaluation of tenders between 14 September and by 18 September.

Notification to consultants on 18 September of invitation to interview /present

Interview/presentations of consultants 25th or 26th September

Consultant Notification of appointment by 29 September

October 2020

Consultant/s Briefing meeting 1st October

Commence Stage 1 'Research and Engagement' phase of project.

Stage 1 start 5th October completion by 31 October 2020.

Start Research and engagement. 'The Conversation'.

November 2020

Commence Stage 2 'Support the initiation and development of the Cultural Compact partnership' phase of project producing the Framework draft and action plan for the development of the Cultural Compact

Stage 2 start 1st November completion by 30 November 2020.

December 2020/January 2021

Commence work on Stage 3 and the strategic development of the Cultural Compact business plan

Stage 3 start 1st December completion by 31st January 2021.

Disclaimer: the dates may be subject to change if required

Selection and management

The decision of appointment of the consultants will be made by officer representatives of The Bay Authorities. Shortlisted candidates will be invited to attend an interview/presentation via Microsoft Teams to discuss their proposed approach to delivering the brief.

The project will be managed by South Lakeland District Council as the lead authority who will be the consultants' main point of contact, and ensure that the funding is used in accordance with the project scope set out in this brief.

The Bay Compact Officer group will support the consultant with regards to technical aspects of the project.

Reporting

Contract management will be provided by South Lakeland District Council.

The commission will start with an inception meeting on the 1st October. Through the programme there will be a monthly progress meeting supported by weekly progress calls and progress reports at periods to be defined.

The consultant/s will also be required to attend and present at/to the Bay Compact Officer Group at each stage and a minimum of 3 times over the duration of the project.

One presentation may also need to be provided to The Bay, Lancaster and South Cumbria Joint Local Committee.

Consultants may also be expected to undertake a virtual workshop event with the Compact Officer Group and The Bay, Lancaster and South Cumbria Joint Local Committee.

Appendix 1 Membership of The Bay Cultural Compact

The Cultural Compact Board will oversee the strategic direction of the Compact and lead and drive delivery of the Morecambe Bay Cultural Compact.

The membership of the Cultural Compact would bring together representatives from cultural and creative organisations, the local authorities, LEPs, universities, colleges, business, practitioners, DMOs, health sector, industry and community representatives and voluntary sector. The full membership of the Cultural Compact would develop over time.

Membership of the Cultural Compact as it develops will be made up of, and reflect the breadth of, appropriate representatives of the private, voluntary and public sectors. Membership will include partners working at a strategic sub regional, regional and national level ensuring that The Bay is able to strengthen its position as part of the regional, national, cultural infrastructure. It is anticipated that a minimum of three cultural and creative organisations would be on The Bay Compact and fully representative of the geography of The Bay area.

The Compact is expected to demonstrate effective collaborative, inclusive leadership on behalf of Morecambe Bay's community, cultural sector, businesses, partnership organisations and stakeholders.

Membership of the full Compact will have to be considered and determined. Membership may include representatives from :

Local Authorities – Barrow Borough Council, Lancaster City Council and South Lakeland District Council

Arts Council England

National Lottery Heritage Fund

Historic England

National Trust

Forestry Commission

County Authorities – Cumbria County Council, Lancashire County Council

LEPs – Cumbria, Lancashire

BIDs – Lancaster, Barrow, Kendal, Ulverston

DMOs – Marketing Lancashire and Cumbria Tourism

Health – NHS Cumbria CCG, NHS Furness CCG Lancashire CCG

Cultural Organisations

Heritage Organisations

Education – FE, HE, Secondary, Lancaster University, University of Cumbria

Industry – Institute of Directors

Community – e.g. CVS, Age UK, Morecambe Bay Partnership, Barrow Coastal Communities Team

Business – e.g. Chambers Commerce, Lake District National Park Authority