

CREATIVE ESTUARY

BRIEF to Coordinate the Cultural Development Fund (CDF) Peer Learning Network

April 2020 - March 2022

CDF – National Context

The aim of the Cultural Development Fund (CDF) is to support towns and cities to develop and implement transformative culture-led economic growth and productivity strategies by investing in place-based cultural initiatives.

Through implementing these culture-led strategies, the Cultural Development Fund aims to support places to:

- use culture and creative activity to unlock economic growth and productivity;
- use culture and creative activity to make places attractive to live in, work and visit;
- strengthen local leadership in culture and/or the creative industries; and enhance creative skills.

The CDF seeks to achieve these aims by supporting projects that make demonstrable, lasting and sustainable changes to places and spaces.

The focus of the activities the fund will support is place-shaping through cultural development. This is characterised by:

- a renewed emphasis on the role of culture and heritage in making places vibrant and attractive to live, work, visit and invest;
- new strategic approaches to accelerating growth in high-performing and innovative sectors;
- a focus on the creation of a rebalanced economy that will deliver prosperity to all, regardless of geography;
- local ownership of locally developed growth initiatives, agreed in partnership with central government.

Please refer to the most recent CDF programme guidance for more detail [here](#)

CDF Peer Learning Network - Overview

The Cultural Development Fund (CDF) peer to peer network exists to support the successful 2019-2022 CDF projects in their delivery of the aims and objectives of the fund, specifically the development of transformative economic growth and productivity strategies. The

network should act as a forum to share best practice and generate knowledge to support the evaluation of the CDF and the link between cultural investment and local growth.

The CDF is a prime opportunity to improve the evidence base around culture's economic impact. Helping to build the evidence base at a national and local level is an important component of this.

DCMS has set out requirements and expectations for evaluation, and CDF projects' commitment to develop their knowledge and sharing their learning can make it a collective endeavour that can benefit the wider cultural sector. The evaluation challenges CDF projects face are complex and interlinked, if CDF projects can share their approaches to evaluation and the detail of what they learn from their experience, projects can keep improving their effectiveness and can also enable those within their wider networks to benefit as well.

DCMS's objectives of the CDF Peer Learning Network

- To develop a network of professionals sharing knowledge and experience to understand best practice in CDF evaluation.
- Create a shared understanding of the CDF and how evaluation can be used to effectively demonstrate the economic impacts of the fund.
- Ensure all projects are able to understand each other's objectives and the contexts in which they are being implemented.
- Work with each other and the national evaluator to ensure that the data that underpins the evaluation is as good as it can be.
- Engage with each other in ongoing reflection on evaluation skills and areas for development including training, guidance and advice.
- To develop collaborative activities to promote and implement good practice in evaluation and help each other develop skills in evaluation.
- Consider how the learning from CDF evaluation can be shared to improve the use of evaluation within the wider sector and to improve understanding of the link between cultural investment and economic growth.

CDF Peer Learning Network

Creative Estuary has been appointed to lead the CDF Peer Learning Network.

The Network held their first meeting in January 2020 facilitated by an external consultant. The purpose of the meeting was to help the CDF Peer Learning Network forge relationships, identify opportunities and create momentum to build on each other's experiences. We discussed the DCMS objectives as set out above and agreed core principles, values and Terms of Reference. These clarify how we will act as a forum to share best practice and generate knowledge to support the evaluation of the CDF investment.

Purpose

Our purpose is to be the national collective that ensures the success of CDF investment. By creating the space to share, nourish, innovate and re-energise for all of our trailblazing

projects we will; influence, communicate, learn, celebrate and drive further investment, securing the legacy of CDF.

Activity

We have started to think about the activity which can help us deliver this. It is likely to include, but is not restricted to the following:

- Gatherings, symposia and events – nationally and regionally
- Learning resources and online platforms
- Study visits and access to experts and research
- Case studies and communications resources which share the story of CDF with target audiences
- Coordinated PR/communication and advocacy activity on behalf of the network
- Support for the delivery of the national CDF evaluation being undertaken by Steer.

CDF Peer Learning Network Coordination

We are now seeking the resource and expertise to coordinate and manage delivery of the CDF Peer Learning Network, involving partners from across the 5 named CDF project areas (Plymouth, Grimsby, Worcester, Wakefield and Thames Estuary) ensuring delivery against the objectives/aims outlined above and including the tasks below.

Key Tasks

- Sustain regular contact with the 5 pilot CDF projects areas.
- Manage a suite of shared resources using online platforms to be agreed (eg Trello, Google Docs) and signpost places to each other as needed.
- Contribute to discussions and post information on the Peer Learning platform (Trello/Linked in Group tbc) that facilitates communications and peer learning.
- Draft a communications plan and agree key messages for the network.
- Support appointment of specialist resource and/or Think Tank to deliver comms and advocacy
- Plan and manage up to 4 full network gatherings each year (to be agreed with the network), including setting agendas, facilitating discussions, ensuring all practical arrangements are in place and writing up key points of learning.
- Plan and manage two symposia to enable the CDF Peer Network to share learning with the wider sector - autumn 2020 and late 2021 (TBC).
- Increase our reach and our learning by exploring and developing links to national programmes such as the AHRC Creative Industries Clusters, [PEC](#) and the Centre for Cultural Value.
- Identify and work closely with partners who share our ambitions around evidence and learning, for example [Paul Hamlyn Foundation](#)
- Take part in quarterly review meetings with Project Director and Project Assistant, Creative Estuary, to report on progress and provide information for quarterly reporting to Arts Council England/DCMS.

- Manage the project budget, ensuring it is updated at all times with the amount spent against budget, working with Project Assistant, Creative Estuary (University of Kent) to monitor expenditure.
- Contribute to the evaluation of the CDF Peer Learning Network.

Respondents should demonstrate evidence of their ability to deliver this work based on previous relevant experience and achievements from similar projects:

- Evidence of building effective working relationships with people in a wide variety of roles and organisations
- Knowledge or experience of evaluation of complex projects
- Commitment to a learning culture within organisations and across partnerships
- Ability to support a variety of learning styles and a network of projects which are at very different stages of development
- A creative approach to problem solving and dynamic response to changes and challenges
- Knowledge of the aims and ambitions of the CDF programme
- Understanding of the goals and delivery approaches being taken by the CDF projects
- Ability to facilitate discussion and sharing across a complex network of projects
- Ability and openness to review and adapt the programme as needed in response to feedback from CDF projects
- Ability to identify themes of common interest and support peer learning processes
- Ability to brief and support conference organisers, researchers and other suppliers
- Project planning and management skills and experience
- IT and admin skills including finance and reporting
- Budget management experience working within finance and procurement policies

Contract

The Contract will be issued and managed by University of Kent on behalf of the CDF Peer Learning Network and will run from April 2020 to 31 March 2022.

The brief can be delivered from anywhere in the country and arrangements will need to be put in place for regular communication with, and support from Project Director Creative Estuary, via phone calls/email and quarterly review meetings scheduled at mutually convenient locations. The Creative Estuary Project Assistant will provide administrative support to the CDF Peer Learning Manager and to support the delivery of the agreed activities.

- The total fee is £24,000 including VAT and all office costs.
- Travel costs will be paid, subject to agreement in advance.
- A separate budget is available for delivery of the symposia and to support agreed communication and advocacy activity
- Budget allocations will be jointly agreed and signed off with Project Director Creative Estuary.
- Administrative support will be available from the Creative Estuary Project Assistant

- University of Kent will contract all other suppliers and manage all financial transactions related to the programme.
- University of Kent reserves the right to undertake financial checks before awarding, or during delivery of the contract
- University Kent requires evidence of Public Liability Insurance (£5m), Professional Indemnity Insurance and, if appropriate, Employer's Liability Insurance (£10m).

How to apply

To apply to deliver the contract for **CDF Peer Learning Network Coordination** please provide the following:

- An outline of the approach you will take to deliver the brief (maximum 4 pages)
- Examples of related experience
- The number of days allocated to delivery of the contract
- Organisational profile with CVs of key personnel (maximum two pages)
- Contact details for two referees

Selection criteria

- Knowledge, skills and experience that demonstrate the best fit with the brief
- Clarity of approach for delivering the contract
- Value for money
- Interview, if required.

If required, interviews will be held on Wednesday 25th March 2020.

Please email your proposal (up to 4 sides of A4) to Emma Wilcox, Creative Estuary Project Director copied to Natalie Parsons by **midday on Monday 23rd March 2020**
e.s.wilcox@kent.ac.uk n.j.parsons@kent.ac.uk

If you have any questions about the brief please contact Emma Wilcox via the email above.

About Creative Estuary

Our ambition is simple: to transform 60 miles of the Thames Estuary across Essex and Kent into one of the most exciting cultural hubs in the world.

Led by a consortium of public sector and cultural organisations, our programme will drive forward the creative and economic evolution of Essex and Kent, and unlock its potential as an international production hub and a collaborative, inspirational space for a new generation of creative talent.

Creative Estuary will establish the region as a sustainable location for international creative industries to develop, offering new space, new infrastructure and new investment opportunities to support culture-led growth. It will support more than 400 new jobs, and deliver new skills, qualifications and apprenticeships for 300 people.

Creative Estuary is part of the Thames Estuary Production Corridor (TEPC) vision project, and in early 2019 the University of Kent was awarded £4.3m on behalf of the partners by the Cultural Development Fund from the Department of Culture, Media and Sport.

The Creative Estuary partnership includes: the South East Local Enterprise Partnership (SELEP), Kent and Essex County Councils, the Greater London Authority, 11 local authority areas represented by Thames Gateway Kent Partnership and Opportunity South Essex, South East Creative Economy Network (SECEN), University of Kent, University of Essex, Locate in Kent and cultural organisations Metal and Cement Fields.

The Department for Digital, Culture, Media and Sport funds the Cultural Development Fund which is administered by Arts Council England. Further information can be found [here](#).

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