



Together we can

Surrey
Cultural
Partnership

Consultancy/Freelance Opportunity: Arts Culture & Heritage Social Impact Investment Fund

Summary

Surrey Cultural Partnership (SCP) and the Community Foundation for Surrey (CFSurrey) are **looking for a consultant/freelancer to work with us as we enter the exciting Phase 2 of launching an ambitious new fund to support Arts, Culture & Heritage organisations in our county to deliver social impact.**

The dedicated fund for Arts, Culture and Heritage in Surrey will specifically:

- Focus on the most disadvantaged in Surrey and how they might benefit from the transformative power of arts, heritage and culture, through participation and engagement.
- Support arts, heritage and culture organisations to develop their capacity to deliver programmes which will bring particular benefits to specific needs in the county such as mental health and wellbeing, place-making and social cohesion.
- Support arts, heritage and culture organisations to be able to form partnerships with VCSE (Voluntary, Community and Social Enterprise Organisations) and other stakeholders in order to co-deliver programmes to address specific needs and issues in our communities.
- Support arts, heritage and culture organisations to improve their representation of all members of our community, as employees, volunteers, participants, artists and audience members.

The post is funded by the Arts Council England, and the New Philanthropy for Arts & Culture (NPAC) organisation have also been highly supportive of the initiative. See Appendix for more information about Surrey Cultural Partnership (SCP), the Community Foundation for Surrey (CFSurrey), NPAC and the Surrey Lieutenancy.

The project lead will be working in collaboration with some of the many arts, culture and heritage organisations in Surrey, and with Surrey Cultural Partnership (SCP) and CFSurrey to establish, lead and project manage a group of volunteers and paid staff who will set in motion and continue the work of raising funds to establish this new fund. The project will aim to secure some initial funding, but crucially to set things up so that the fund can continue to grow and develop into a significant 'forever fund' that will continue to support this work for years to come.

We are looking for someone ideally with immediate availability (but happy to have discussions about start time for the right applicant) to help us get the programme off the ground with a view to awarding our first grant funding early in 2025. Your work will put the detailed plans in place that will ensure successful implementation of this ground-breaking new programme in Surrey and as such it is a great opportunity to leave a legacy for the county.

This project follows on from a Phase 1 project funded by The Borrows Charitable Trust, the Wates Foundation and Farnham Maltings, which reviewed Arts, Culture &

Heritage funding and activities in Surrey, scoped potential funding available from charitable trusts, and identified potential High Net Worth individual donors. This Phase 2 work will build on that, with the support of CFSurrey who have an active prospecting programme to encourage new philanthropy in the county in all forms.

Ultimately if this ambitious programme is successful over the next 5 years, it will mean that those most in need in our county will have their lives positively transformed by Arts, Culture & Heritage and we will have a thriving sector that is fully representative of, and engaged with all the communities that we serve.

If you're interested in being considered for the consultancy, you'll need to send us your CV and a cover letter or email outlining how you see yourself working with us. Please send this via email to recruitment@cfsurrey.org.uk.

This brief outlines the key elements of the opportunity:

The purpose – an overview of how the work fits with our team and our plans;

The products – examples of the type of outputs we would need;

The person – some thoughts on the skills and experience you will bring to the role; and

The process – how we will be making the appointment.

The Brief

The purpose

Phase 1 work has identified that there is a considerable disparity between funding provided by national funders into other areas of the SE, and that provided to Arts, Culture & Heritage organisation in Surrey. The Phase 1 report provides an excellent tool to help to articulate a case for support.

In addition, the Phase 1 work produced a document outlining the argument for establishing a new fund which can be adapted into a 'case for support' and also developed an initial 'prospects' list which the consultant for this phase will be expected to build on and develop into a 'plan of action' for Phase 2 of this work.

We are looking for someone with significant experience in implementing successful major fundraising programmes; working with philanthropists, mobilising influential volunteers to reach out to individual prospective donors, organizing events, and communicating a powerful case for support.

Based on the development of a successful argument for the need to establish a fund as a focus for gaining new investment in Arts, Culture & Heritage in Surrey for the benefit of the wider community (*see attached*), the role will establish a structure that will enable ongoing fundraising and will secure funds and pledges to launch the fund later this year.

CFSurrey staff will work closely with you, providing additional support and insight based on our engagement with the community and voluntary sector, knowledge of statutory provision across the county, and based on our existing relationship with our donors. Our highly experienced development team can provide additional resource in event organisation and implementation, and our CRM system can be used to help manage prospective donor information in a secure manner. Our highly experienced

grants team can support on designing the funding application and review process in due course.

SCP will provide information, connections, and signpost evidence for the development of a cogent case for support for Arts and Culture in Surrey. SCP will offer its convening skills for consultation and making 'asks'.

The products – what do we need you to do?

Deliverables:

Set up a structure and process that will enable ongoing fundraising for this fund, utilizing the contacts, personnel and resources of CFSurrey, SCP and others.

Secure income/pledges/commitment of a minimum £50k to launch the fund.

Develop a road-map, working with CFSurrey and SCP, that will lead to the development, over a 5 year period, of a significant fund (£250k plus) which will be able to provide a long-term funding stream for Arts, Culture & Heritage organisations in Surrey to enable them to undertake real social impact.

- Attend monthly informal catch-up meetings with the Project board which consists of representatives of CFSurrey and SCP membership organisations.
 - Work with project Board to agree and put in place progress update reports, which can be used to produce a report for Arts Council England on expenditure for this Phase 2 work as well as being useful to create reports to founder donors of the fund in due course.
 - Work with the project Board to ensure that the development of the new fund is in line with the SCP Strategy priorities for the sector in Surrey.
- Manage data in line with data protection and cyber security legislation [NB CFSurrey CRM system can be used to hold personal data on prospective donors in a secure environment].

The work to develop and grow this fund will need to continue for many years so that it can make a significant impact in the county for years to come. Your role will be to help us put the foundations in place for success.

The person

We are looking to commission a consultant with extensive experience in fundraising, researching, and building relationships with high-net-worth individuals and taking a strategic approach to development. The role requires an excellent communicator and proven experience in raising large sums of money.

We are looking for someone who can interact with people working in and donating to the voluntary and public sector and who can help us to ignite a passion around the beneficial social impact of Arts, Heritage and Culture in Surrey with a clear understanding of the role of developing a compelling narrative to engage a county-wide partnership and support.

We're hopeful that our work together will lead to positive change for the county and communities we love – so your ability to distil information in a way that people can act on will also be important for our work together.

We are also looking for someone with good project management skills – who can help us to put the 'flesh' on the 'bones' of our Big Idea. You're likely to have an understanding of how to deliver clear outputs and outcomes, including the ability to

develop project budgets and success criteria. As organisations we are committed to working in ways that celebrate our county’s diversity and to enabling people from all communities to be part of our work.

The practicalities

The role is offered as a consultancy/freelance opportunity.

As this is a consultancy/freelance opportunity, there is no requirement for you to work from CFSurrey offices in Woking, and we can conduct our meetings with you via Zoom or Teams. However, there is likely to be benefit in having face-to-face meetings/site visits in Surrey. You are also more than welcome to come and work in our offices if you prefer to do so – at present we are all in the office on Mondays, and then the space is available as people require it for the rest of the week.

We will guarantee a minimum number of days that we will commission from you on an annual basis and will agree additional days during the year with you based on your capacity and the needs of the project.

For 2024 we are seeking to commission a minimum contract value of £15,000 – as part of the application process we would like to discuss with how you would allocate days. Initially we think that days will need to be worked quite heavily during Jan-May period in order to move forward the development of the programme, after which time we would be moving into ‘delivery mode’ on a far more ad hoc basis, but we are happy to hear your thoughts on how best to proceed.

We have set out below a proposed timescale, but recognise that all aspects of the work will need to be flexed as we proceed and identify new opportunities and challenges:

Arts Culture & Heritage Social Impact Investment Fund – provisional timeline

Jan - March 2024	Feb-March 2024	19-26 March 2024	April- May 2024	Sept-Dec 2024	Jan-March 2025
<ul style="list-style-type: none"> • Draft case for support • Put in place major donor fundraising team – will need to draw on CFSurrey Trustees/VPs, SCP members and other volunteers in addition to consultant, as ‘introducers’. Will be supported by CFSurrey staff. 	<ul style="list-style-type: none"> • Develop detailed prospect pool and cultivation plan – likely to require 1 to 1 meetings, small intimate events in addition to larger events over the first 12-18 months. 	<ul style="list-style-type: none"> • Arts for Impact Big Give – CFSurrey will publicise Surrey participants and encourage support • 8th March CFSurrey Family Foundations network meeting Watts Gallery – announce new fund? • Meetings with key prospects 	<ul style="list-style-type: none"> • Potential event for Big Give new donors to come together and celebrate? This could also involve prospects we have identified for new fund. • Any event would need key 1 to 1 stewardship plan for each attendee to secure donations post-event. 	<ul style="list-style-type: none"> • Larger donor event – showcase arts and culture projects which have life-changing impact? • 50-75% of attendees should be high likelihood donors at 4-5 figures level 	<ul style="list-style-type: none"> • First small ‘proof of concept’ grants awards

The process

If you’re interested in being considered for the consultancy role, you’ll need to send us your CV and a cover letter or email outlining how you see yourself working with us. Please send this via email to recruitment@cfsurrey.org.uk by **Monday 12th February**

Our team will then review proposals received and invite selected people to meet with us (via Zoom/Teams or in person) **on 20th and 21st February**, with a view to making an appointment as soon as possible after that. If you are currently unable to be available in this timeframe – but feel that this is a project that you would really like to be involved in and have the ideal skills and background for – please let us know. We would much rather have the very best person for this really important role.

If you have any queries about this role, please send them to us on the email address above and one of the team will get back to you as soon as possible.

Finally, thank you for your interest in working with Surrey Cultural Partnership and the Community Foundation for Surrey. We think this is a really exciting opportunity to make a step-change difference in the way Arts, Culture and Heritage organisations are supported in our county. It’s also a ground-breaking new way for us of delivering grant funding and could lead to all sorts of exciting developments in the future on some of the other big challenges that face our communities. We look forward to hearing from you!

Outline Timeframe for this work – subject to changes as challenges and opportunities arise!

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Annex - About Us

The Community Foundation for Surrey <https://www.cfsurrey.org.uk/>

Our Vision: We believe in a stronger fairer Surrey enabling everyone to support organisations who are making a positive difference to our communities so that no one is left behind.

The Community Foundation for Surrey (CFS) is an independent charitable foundation that champions philanthropic giving in Surrey, and brings together local Donors with voluntary organisations, addressing the many challenges within our communities. We work with individuals, families, businesses, and charitable trusts who want to make a real and lasting difference within Surrey, by connecting them with charitable projects that are providing vital support to local people across the county.

Local Donors can establish a new Fund with the Foundation, or contribute to one of our collective funds, supporting a growing programme of grant-making. We are proud to manage more than 89 active funds and provide meaningful support to over 400 community projects each year.

Since our inception in 2005, we have awarded over £22 million to Surrey communities. We are part of a national network of 47 accredited Community Foundations. We work together with local people and partners to award funding to Surrey charitable organisations providing solutions to support those who are facing some of society's most pressing issues, producing lasting change. We support the formation of long-term relationships enabling donors and the organisations they support to address some of the most complex and pressing needs of our communities.

Surrey Cultural Partnership

In 2020 a group from the Surrey Lieutenancy convened a county-wide symposium to identify ways to support creativity and the cultural industries in Surrey. From this initial meeting, a group of people drawn from the arts sector, local authorities, education, and business came together with an ambition to champion and articulate Surrey as a vibrant cultural county. Whilst remaining an un-constituted body, the group, known as Surrey Cultural Partnership, has secured funding from a range of private and statutory bodies to sustain an initial two-year development period. During this time the ambition is to achieve three things:

1. Have a common cultural purpose and strategy for Surrey
2. Connect people and organisations across the county and across sectors
3. Develop the means to attract new investment into Culture for Surrey.

Through providing frameworks, strategies and advice, SCP seeks to increase the positive impact of Arts and Culture on participation, equity, community cohesion, well-being, identity, and the local economy in Surrey. SCP is very grateful for the support from The Borrows Charitable Trust, Surrey County Council, Farnham Maltings, Andrew Wates and the Arts Council.

Surrey Lieutenancy <https://www.surreylieutenancy.org/>

The role and mission of the Surrey Lieutenancy is to serve the Sovereign and connect the communities of the county. This brings the Lieutenancy two core responsibilities:

– To uphold the dignity and position of the Crown by assisting and representing it in all aspects of the life of Surrey.

– To support the values the Crown represents by celebrating, inspiring and promoting the vibrancy of county life.

The Lieutenancy is very supportive of both the Surrey Cultural Partnership and the Community Foundation for Surrey and can certainly be relied on to support our work to set up this new fund.

New Philanthropy for Arts & Culture Big Give Match Funding Campaign - “Arts for Impact” – this initiative is not a formal partner in the current project, but is highly supportive of what we are doing and keen to help.

Background: NPAC has been working with The Big Give to establish a pilot week-long match funding campaign on The Big Give platform to support a portfolio of arts and culture charities working to achieve societal impact from across the UK in March 2024.

Expected impact: The Big Give has a 15 year track record of running match funding campaigns on its platform, raising £242m for good causes to date. Expected impact for arts & culture organisations in the following areas:

- Resilience: More people give and people give more when their donations are matched.
- Skills: Participating charities would be provided with a free package of support to maximise the match funding opportunity e.g. fundraising training, coaching, templates, resources, active learning of digital fundraising.
- Profile: By bringing charities together in a collective campaign, we can create more collective noise and attract new supporters to the arts sector.

The pilot will seek to establish a proof of concept to scale the campaign in future years.

Match funding: The Big Give and NPAC have secured funders and philanthropists to act as ‘Champions’ by contributing match funding to the campaign. The Reed Foundation have contributed £500,000 of funding which NPAC have matched with £500,000 from other funders. Arts organisations have applied (Dec 2023) for an allocation to match fund new donations they raise.

Charities will be informed in early 2023 if they have been selected to participate. We anticipate some Surrey charities taking part – and we know from NPAC and Big Give that they have identified some new donors in Surrey.

The fund is aiming to support work which is having a transformational social impact for the people engaging with the charity. This may include (but is not limited to) improved health and wellbeing, improved education, improved mental health, social cohesion and welfare. Charities will be asked to demonstrate the social impact of their work in the application, and to set out how they would propose to use any funds allocated to them from the NPAC/Big Give Matched fund.

Charities will be awarded up to £25,000 in match funding. Allocations will be made based on the applicant charities’ estimate of their ability to raise funds.

Key dates:

- Application window: 30th October - 15th December

- Offer deadline: 22nd January
- Campaign: 20th - 27th March