



## **FREELANCE OPPORTUNITY: INCOME GENERATION AND FUNDRAISING**

### **1. SUMMARY**

Blackburn with Darwen Venues (King George's Hall and Darwen Library Theatre) wishes to appoint a strategic partner consultant to support the diversification of income streams including a fundraising strategy.

Reporting to the Programming and Marketing Manager, the appointee will develop a sustainable income generation and fundraising strategy from new business development opportunities, public grant sources, trusts and foundations, commercial sponsorships and sponsorship in kind, and donations and pledges.

### **2. BACKGROUND**

#### **About Us**

BwD Venues is home to two venues within the Borough, King George's Hall and Darwen Library Theatre. We exist to give the community safe spaces to meet together, celebrate, learn and be entertained.

We believe that:

- *Live art forms unite audiences through shared experiences that we can see, hear, question, understand and enjoy*
- *Our spaces should be accessible for the community to use to meet their needs and artistic aspirations*
- *We play a vital role in developing the cultural and economic life of Blackburn with Darwen and Pennine Lancashire*
- *Art and entertainment have the capacity to enhance personal well-being and social cohesion*
- *Our spaces should be a welcoming and safe space for all people to engage with diverse experiences*

King George's Hall was built as a public hall, opened in 1921, as has been at the heart of the Blackburn community ever since. The building retains many original features thanks to the sympathetic renovation programme carried out in 1994, and today King George's Hall tastefully combines the grandeur of its theatre tradition, with the modern technology and facilities that today's productions require.

Darwen Library and Theatre was opening in May 1908 by Andrew Carnegie and the Theatre received a National Lottery Millennium Grant that enabled its conversion to an independent venue in 2000.

In normal times, we deliver around 500 events each year across both sites, welcoming audiences in excess of 100,000 each year. Our diverse programming covers music, comedy, theatre, cinema, family events, classical music, opera, spoken word, boxing, award dinners and weddings to name but a few.

With ever-growing uncertainty and public investment in the arts, the challenge for BwD Venues is to continue to grow and increase self-generated income so that we can develop our artistic and outreach work within an area of low engagement and participation. For more information, please visit [www.bwdvenues.com](http://www.bwdvenues.com)

### **Financial resources**

Operated by Blackburn with Darwen Borough Council and the BwD Venues portfolio normally generates over 90% of its income from box office income, secondary spend and venue hires. In the past ten years, we have received two ACE project grants for audience development for our orchestral residency and audience engagement work and, most recently, has been generously supported through the Culture Recovery Fund.

After the significant demise of the night time economy in our town centres over the past decade, our most immediate focus had been to deliver a commercial programme not reliant on club event bar income. Having secured this position, development plans were halted with the pandemic. As we seek to reopen, we are focused on developing and implementing an income generation and fundraising strategy that will build the long-term sustainability and resilience of the organisation.

## **3. PROJECT SCOPE**

With funding from the Culture Recovery Fund, we are seeking a strategic partner to research and develop our income generation and fundraising strategy.

This will include but is not limited to; new business development opportunities, commercial sponsorships and sponsorship in kind, individual donations and pledges, public grant sources and trusts and foundations.

Alongside the expected delight at being able to return to something like normality in the not too distant future, King George's Hall also celebrates its centenary in October 2021. We envisage a period of celebration and reflection to be an ideal opportunity to garner support for what these venues bring to their local communities.

### **3.1 Objectives**

- Assist the Programming and Marketing Manager to develop additional/new income and fundraising targets.
- Develop an income generation strategy that will diversify and maximise income sources and create a long-term and sustainable income generation and fundraising programme. This will cover a three-year income generation forecast, with a clear timeline and associated risks.
- Create an ambitious fundraising strategy that considers a range of potential fundraising streams and potential relationships including, but not restricted to: trusts and foundations; individual giving; business partnerships and corporate sponsorship; events fundraising; online initiatives and memberships. The succinct strategy document will involve include a clear timeline for the next three years with clear and achievable targets, outcomes and associated risks.
- Create a list of key trusts and grants that BwD Venues should target for the programming of events and activities to develop community heritage events, educational projects, and arts and cultural events. For each grant provide details of available size of grant, funding deadlines, award notice period and outline the key applicant requirements.

- Prepare a route map that can be followed to secure a NLHF Heritage Grant to support a refurbishment of King George's Hall within the next five years, indicating the stages and work required so that the team can allocated suitable resources to complete this work as well as make approaches to other funders.
- Collect data, including participant feedback where appropriate, throughout the commission to inform a project evaluation report at the conclusion of the project.

### 3.2 Responsibilities

We are open to receiving submissions from individuals and consortiums.

The Consultant will work to help BwD Venues become more resilient by developing a comprehensive Income Generation and Fundraising Strategy, outlining how more diverse income streams - both commercial and philanthropic – can be utilised in order to secure the levels of income required. This will help the longer term sustainability of BwD Venues and enable them to achieve more non-commercial outcomes around artistic excellence and outreach.

The consultant(s) will also expected to:

- Act as an ambassador for the BwD Venues.
- Attend regular meetings with the Programming and Marketing Manager and Venues Operations Manager and provide progress updates against an agreed work plan.

### 3.3 Duration

The duration of the project will for a period of two months (May - June 2021), commencing from the date of appointment. The funding for this position must be used by June 2021 only applications from parties who can deliver the project within the timeframe will be considered.

## 4. PROJECT BUDGET

The budget for the project is £10,000 exclusive of VAT.

This includes all reasonable subsistence, travelling and other expenses incurred by the consultant(s).

Following appointment, the consultant(s) will agree a payment schedule with the Programming and Marketing Manager. This will be based on the delivery of agreed milestones and the provision of monthly timesheets of work.

## 5. PROPOSAL RESPONSE

Responses to this brief should be submitted as a written proposal by email to Rebecca Weaver, Programming and Marketing Manager at [rebecca.weaver@blackburn.gov.uk](mailto:rebecca.weaver@blackburn.gov.uk) by **17.00 on Friday 7 May 2021.**

Online interviews will take place week commencing 10 May 2021 and we would expect to interview project leads.

The work should ideally begin the week commencing 17 May 2021.

Proposals will be evaluated against the objectives set out under Project Scope, combined with cost effectiveness and a track record for delivering results. All proposals should detail the following:

- The methodology for addressing the objectives set out under Project Scope.
- Proposed methodology to address the objectives set out under Project Scope, and a rationale for why these have been recommended.
- Timetable for delivery covering key milestones for strategy development, strategy implementation, funder relationships and income and expenditure forecasts.
- How the Consultant intends to work given the current Covid-19 lockdown
- Details of relevant experience of working in comparable areas
- CV of the Consultant(s) including two short relevant case studies that outline how the respondent has delivered similar work in the past. We would like to speak to previous clients.
- A full cost breakdown for the project, not exceeding the maximum budget of £10,000 exclusive of VAT, and an indication of the approach to invoicing.
- Terms of business.

## 6. CONTRACT AWARD CRITERIA

The contract award will be based on the following criteria:

- **Quality** of experience of consultant(s), their understanding of income generation and fundraising methodologies and strategies, their understanding of fundraising in a cultural and charitable environment, and previous project experience.
- **Methodology** for undertaking the project, and developing and delivering an effective income generation and fundraising strategy.
- **Delivery** timetable of key milestones outlined in the proposal, not exceeding the maximum contract term of two months.
- **Pricing structure**, working to the maximum budget of £10,000 exclusive of VAT

BwD Venues does not bind itself to accept the lowest tender, or any tender.

## 7. CONTACT

For more information about this tender brief, or any enquiries about proposal responses, please contact:

Rebecca Weaver  
Programming and Marketing Manager, BwD Venues  
c/o King George's Hall  
Northgate  
Blackburn  
BB2 1AA

Tel: 01254 503222

Email: [rebecca.weaver@blackburn.gov.uk](mailto:rebecca.weaver@blackburn.gov.uk)