

THE CATHEDRAL QUARTER ARTS FESTIVAL

**INVITATION TO TENDER:
CONTRACT FOR INCOME
GENERATION AND FUNDRAISING**

1. SUMMARY

The Cathedral Quarter Arts Festival wishes to appoint a strategic partner consultant to provide income generation advice and develop fundraising income from a range of sources.

Reporting to the Festival Director, and working with the Board, the appointee will deliver a sustainable income generation strategy from new business development opportunities, public grant sources, trusts and foundations, commercial sponsorships and sponsorship in kind, and donations and pledges.

2. BACKGROUND

Vision	To be one of the most successful arts festivals on these islands; championing innovation, creativity and accessibility to create truly unique experiences.
Mission	To deliver flagship festivals, using the Cathedral Quarter and the city of Belfast as the backdrop; supporting the arts, showcasing the best of local, international and emerging artistic talent, and balancing programming excellence with audience participation.
Strategic Objectives	<ul style="list-style-type: none">• Champion the arts.• Attract new and diverse audiences.• Creative unique and inspiring experiences.• Operate a sustainable business model.• Identify and develop new partnerships.• Develop our people and culture.

About us

We are a registered charity comprising of two multi-disciplinary arts festivals that take place in the Cathedral Quarter and wider city centre areas of Belfast; the Cathedral Quarter Arts Festival taking place every May, and the Out to Lunch Festival, taking place every January.

Our festivals champion local, international and emerging artistic talent and give platforms to the next generation of artists. They offer audiences authentic, unique and memorable experiences that celebrate Northern Ireland's cultural heritage. Through an affordable pricing policy, creative programming and marketing, and a central, accessible and politically neutral location and standpoint, we occupy a unique niche which is leading edge and enjoys cross-community support.

The first Cathedral Quarter Arts Festival took place in May 2000 to an audience of 5,500. Today, it is one of Belfast's largest arts festivals taking place for 11 days, with the strongest box office.

From humble beginnings, Out to Lunch Festival has transformed the cultural landscape of Belfast in January and is now a three and a half week festival offering lunchtime and evening shows featuring comedy, theatre, literature and music.

Over our 20-year history, we have delivered over 1,100 shows to a loyal and diverse audience base of 450,000. In FY 2018.19 we delivered 150 shows in 50 different venues to an audience of 45,000, with the May Festival attracting audiences of 32,000, and the Out to Lunch Festival attracting audiences on 13,000.

We are proud of the way we creatively engage with the fabric of the city of Belfast. We routinely create venues out of old, unused historical buildings, conduct architectural walking, food or street art tours, highlight Belfast's industrial and maritime history, and introduce new audiences to local landmarks. In the eyes of many, we are seen as the most artistically progressive.

Although we are a mainstream arts festival, we consciously target younger, less traditional arts attendees. Through engagement with the arts in a way that is social, celebratory, enjoyable and inclusive we believe that we have a significant role to play in re-imagining Belfast as a shared city. We have a commitment to a socially progressive agenda and firmly believe the arts can promote values of tolerance, equality and respect.

The 20th edition of the Cathedral Quarter Arts Festival took place in May 2019 and featured our most ambitious programme to date with renowned artists such as Rufus Wainwright, Spiritualized, Echo and the Bunnymen, Nina Conti and Jerry Sadowitz. Box office income reached a record £218,000 (an increase of 35%) and the programme was met with widespread critical and public acclaim.

With public investment in the arts poised to decline ever further however, the challenge for the Cathedral Quarter Arts Festival is to continue to grow and increase self-generated income while retaining the artistic integrity with which we are associated. For more information, please visit www.cqaf.com

Financial resources

The Cathedral Quarter Arts Festival generates just over 50% of its income from core and programme funding from the Arts Council of Northern Ireland, Tourism Northern Ireland, Belfast City Council, Department for Communities and British Council. The balance is provided through box office income and commercial sponsorships.

Following a challenging year in FY 2018.19 due to reductions to public sector investment, 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 Arts Council and Belfast City Council's Resilience Programme, we are seeking a strategic partner to research, develop and deliver our income generation and fundraising strategy, working with the Festival Director and Board.

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

3.1 Objectives

- Assist the Festival Director of meeting additional/new income and fundraising targets of at least £40,000 per annum.
- 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 and fundraising forecast, and include associated risks.
- Build and manage a pipeline of income generation and fundraising opportunities, bids and applications that will increase the Cathedral Quarter Arts Festival's current funding drawn from public sector grants and self-generated income.
- Identify, manage and build strong relationships on behalf of the Cathedral Quarter Arts Festival with current and prospective funders including trusts, foundations, public grant supporters and the private sector.
- Manage all budget management and forecasting, and financial reporting requirements on behalf of the Cathedral Quarter Arts Festival, from new income sources.

3.2 Responsibilities

We are open to receiving submissions from individuals and consortiums.

The consultant(s) will be responsible for all the areas outlined within this tender brief. Reporting to the Festival Director, they will be expected to work in close liaison with the Chair and Board, staff and volunteers, as well as stakeholders and current funders.

The consultant(s) will also be expected to:

- Act as an ambassador for the Cathedral Quarter Arts Festival.
- Attend regular meetings with the Festival Director, Chair and Board.
- Discuss progress against plan and forward work schedules at Board meetings.

3.3 Duration

The duration of the project will for a period of six months, commencing from the date of appointment.

4. PROJECT BUDGET

The budget for the project is £20,000 inclusive 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 Festival Director. 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 Sean Kelly, Festival Director at sean@cqaf.com by **17.00 on Friday 23 August 2019**.

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.
- The processes, activities and key milestones required to address the objectives set out under Project Scope, and a rationale for why these have been recommended.
- Details of the consultant(s) that will work on the project, including the person who will act as the main client contact.
- Consultant(s) credentials using 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 £20,000 inclusive of VAT, and an indication of the approach to invoicing.
- Timetable for delivery covering key milestones for strategy development, strategy implementation, funder relationships and income and expenditure forecasts.
- 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 six months.
- **Pricing structure**, working to the maximum budget of £20,000 inclusive of VAT.

The Cathedral Quarter Arts Festival 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:

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