

# FESTIVAL BRIDGE

## Model for Partnership Investment 2015-18

Festival Bridge will allocate £100,000 per year to Partnership Investment. This enables us to make 4 investments per year; a total of 12 over the period of our current funding agreement.

As described in the Festival Bridge programme plan 2015-18, we intend to make the following investments over the three years:

- 6 Festival Bridge area investments
- 6 Regional or National investments

Investments must meet the following Arts Council England defined criteria:

- To include innovative models of demand led activity
- To be focused on areas of least engagement, informed by intelligence and/or in response to **exceptional** investment opportunities
- Outcomes framework built into investment agreement
- Co-investors must be strategic partners and not the delivery partners
- Minimum of £25k per investment
- Minimum 100% cash match
- Cultural organisations will be supported to develop sustainable outcome focused relationships with new strategic partners

### Specific requirements:

- Framework will include increased cultural opportunities for CYP including Artsmark & Arts Award targets.
- Use of logic model approach to determine resources, outcomes & impacts
- Legacy Planning
- Proactive sharing of learning/dissemination embedded

Festival Bridge investments look to secure the minimum match of £1 for each £1 invested. Central to all investments will be the potential for future growth.

Festival Bridge ambition is that the global total from Festival Bridge investments will ensure a ratio of at least £2 for every £1 Festival Bridge has invested.

## Festival Bridge Area Investments

### 1) Cultural Education Partnerships

Building on the Festival Bridge successful 'Bridge Led Intervention' model of forming Local Cultural Education Partnerships we intend to continue using Partnership Investment to galvanise newly formed CEPs. This guarantee of investment enables and encourages the CEP to develop relationships with other investors and to formalise the investment model for their ambitions.

Festival Bridge's work in Cambridge, Fenland, Great Yarmouth, Lowestoft and Peterborough demonstrates the impact this approach can have in establishing commitment to the ambitions of a CEP.

The strengths of this approach enable a truly local investment model to emerge, building on existing opportunities and thus providing the greatest potential for sustainability. This is best exemplified in Peterborough where a schools subscription model is being developed by and with schools.

Festival Bridge intends to use 4 local investments towards the following planned LCEP activities:

- My Cambridge (15/16)
- A City of Literature for Children and Young People (15/16)
- A Rural and Coastal CEP model (two investments one per year in 16/17 & 17/18)

Risks of the CEP Approach:

Although based on previous work, this model has the following risks:

- Ability to Secure Match: to date this model has been deployed in priority places that are also the priority for other investors. As we broaden the CEP model to areas perceived to have less 'need', investment may be harder to realise
- Capacity: this model requires an agency to lead and manage the investment. In the four existing Festival Bridge CEP areas, four models for financial management have emerged to meet local circumstances. It is possible that no local model will emerge that is agreeable to partners

These risks will be continually monitored through the development of the CEPs in each area with mitigating actions developed to meet local circumstances.

## **2) Innovation Investments:**

In addition to work through CEP frameworks, Festival Bridge has developed two partnerships devised to activate specific models of investment into Cultural Education and will provide models for other areas.

These investments will take place in 15/16 and are as follows:

- Suffolk Community Foundation to target individual donors through the creation of a defined Cultural Education strand in a new endowment fund. (15/16)
- Arts & Minds have been working with Festival Bridge towards engagement in Commissioning opportunities for children and young people's mental health services. Partnership investment has been secured from strategic partners to develop this programme further. The investment will involve the emerging national network Arts on Prescription providers with the potential to deliver a national partnership investment (15/16)

## **Risks of the Innovation Models:**

These models have been developed over the past year and with partnership investment in both highly likely to be secured by December 2015. The mitigation here is simply that should partnership investment not be secured, the investment will be channelled into the CEP model.

## **Regional And National Partnerships**

Through dialogue with the Bridge network and ACE colleagues Festival Bridge intend to scope and secure 6 partnership investment opportunities across the South East area or national collaborations.

Due to the lead in time required to secure Partnership Investment of this scale these are not budgeted until 16/17 and 17/18. We intend to deliver 3 investments in each of these years.

At the time of writing, themes for these programmes have yet to be identified, however Festival Bridge has agreed to work in collaboration with our South East Bridge colleagues on two areas of work: Outdoor Arts (linked to our rural and coastal programme) and Diversity which we would expect to form the basis of at least two of the investments.

## **Risk of the Regional and National Partnerships Model:**

The following are key challenges with this strand:

- Complexity of Scale: whereas local partnership investment will be managed by Festival Bridge through local partnerships, these inevitably require a broader collaboration and thus increased risk
- Scale of Investment – A South East regional collaboration will require match of at least £75k (£150k of total spend) and a national investment would require presumably at least half of Bridge's being involved, meaning investments of £125k-£250k for activity at least of £250k-£500k. These partnerships will also require a larger scale of partnership investment and the sources of which have yet to be identified
- Local Impact – this approach, to a degree flips the Festival Bridge locality led approach and could result in building frameworks with less local relevance and potentially then impact

The key mitigating factor for the above risks is the strength and expertise of the Bridge network and ACE colleagues in delivering regional and national collaborations. Close attention will be paid to the development of leads towards this strand.

## **Evaluation**

This strategy will be monitored through the broader Festival Bridge quarterly evaluation and monitoring processes.

The following targets will be monitored:

- 3 year action plan in place by end of May 2015 (this document)
- Action plan published on Festival Bridge website in June 2015
- 6 regional investments made by 2018
- 6 SE or national investments made by 2018
- Minimum of 2 investments made in each financial year
- Minimum ratio of £1 to £1 secured at end of each financial year
- Ambition of £2 of each £1 achieved by 6 months following final investment