

# Turner Contemporary



## **Turner Contemporary Bloomberg Digital Accelerator Project Management Brief January 2023 – EXTENDED DEADLINE**

Turner Contemporary invites proposals from an individual, company or agency to lead and deliver the Bloomberg Digital Accelerator Project. This will include procurement and implementation of Customer Relationship Management (CRM) and ticketing systems. The ideal contractor(s) will have demonstrable experience and track record in successfully devising, creating and leading digital projects, procurement and implementation of digital systems, project management, including budgets, integrations, and managing third-party suppliers and contractors. In addition, the contractor(s) will foster collaboration by creating and delivering Change Management Plans to ensure acceptance and uptake across the organisation.

Work will take place over a 20-month period starting as soon as possible in 2023.

### Introduction

- About Turner Contemporary
- Vision, Mission, Values
- Strategic Priorities 2023-26
- Programme 2023-26
- Operating Model
- Bloomberg Digital Accelerator Programme

### Digital Project Manager Brief

- Overview
- Outputs

# Turner Contemporary

## General Points

- Resources
- Submission of Outputs
- Timeline
- Copyright
- Tender Process
- Budget
- Deadline for Tender Submissions

## Introduction

### About Turner Contemporary

Turner Contemporary is one of the UK's leading art galleries and has been the catalyst for the renewal and regeneration in Margate and across Thanet. The gallery plays a vital role in placemaking, driving revenue and encouraging new businesses to take up residence in this transformed town. Ranking now in the top three Kent destinations, Margate has grasped the opportunities delivered by the gallery's presence alongside its year-round free exhibitions and learning programme.

In addition to showcasing world class art, the gallery is committed to its civic responsibilities - to ensuring that our work is relevant and representative of diverse audiences, particularly those in the immediate vicinity. Under the new Directorship of Clarrie Wallis, the gallery is focusing on targeting crucial resources for young people and for underserved and underrepresented communities together with raising awareness of pressing ecological questions. We collaborate with a wide range of partners who greatly contribute to our sense of community and belonging – connecting people and place through art.

### Vision

Art Inspiring Change

### Mission

Inspiring artistic, social, and sustainable change by connecting art, people, and place in Kent and around the world.

### Values

- *Enquiring* - we champion the energy and ideas of the wider artistic community and the importance of creative learning
- *Welcoming* - we consciously channel Equity, Diversity, and Inclusion in everything we do
- *Caring* – we embrace our role of civic responsibility and are a good neighbour and employer
- *Partnering* – we actively seek to be a positive partner, locally and nationally
- *Examining* – we use data and evidence to inform decisions and our practice; we advocate environmental sustainability through our programme and our actions
- *Promoting*– we understand culture as integral to health and wellbeing and as vital to place

# Turner Contemporary

## Strategic Priorities 2023-26

### **Excellence**

- We will continue to support artistic risk-taking and innovation and ensure that our artistic and learning programmes are ambitious, innovative, and relevant.

### **Turner Contemporary as a community hub holding civic value**

- In line with NPO objectives we are also looking to shift the programme to increase audience from 2022/23 baseline of 190,000 to 240,000 23/24 (50K increase) Diversity and locality increase to 8% Margate, 11% Thanet, 10% first time visits to any gallery, 15% disabled, 20% BME, 33% under 35.
- While Margate is one of the most creative centres in the UK, we recognise that the economy of Thanet is fragile with poor levels of education and the highest rate of youth unemployment in the southeast. Our gallery is visitor-focused, inclusive, and accessible to all, 36% of visitors in the last five years have come from lowest 40 % of socio-economic demographics demonstrating Turner Contemporary's value in effecting impact and drawing visitors from across Margate communities.
- New initiatives include extending the gallery's reach with a particular focus on raising aspirations for children and young people, health, and wellbeing. We are working with Save the Children to make a new children's art library, the first project of its kind in Thanet.
- Turner Contemporary is working with our local community to play our part in mitigating the impact of the cost-of-living crisis to support wider wellbeing and help level up our young people with a safe warm space to work. This winter we have become a Warm Bank as a part of the national programme and database for spaces for the public to access during gallery hours. As part of this offer there is a homework club, offering support to families needing safe and warm spaces for additional education.
- Developing Margate as a centre of excellence for creative learning with a range of local educational and cultural partners, including Arts Education Exchange, People Dem Collective, Pride, and Open School East, which link public programmes to building a sense of community and belonging and increasing audience participation and appreciation.

### **Turner Contemporary as an agent for change & sustainability**

- We have adopted a new Environmental Strategy written in line with the Sustainable Development Goals set out by the United Nations and 2023 the gallery will introduce a new environmental programming strand focusing on the local coastal community and our relationship to the sea. that aligns with Kent County Council's Plan B and Plan C.
- Encouraging sustainable travel, the Creative Isle Community Rail Partnership offers a voice for the community through art and creativity enabling local groups to animate railway stations and trains and working with artists to create community gardens in disused land around stations.
- A major new project with the artist Anya Gallaccio will focus on climate, pollinators, and place, making the locality the heart of environmental change and working with 2000 school children to widen climate awareness.

# Turner Contemporary

- Working with Kent County Council we carefully consider the infrastructure and management of the gallery building, reviewing constantly ways to be more energy efficient and future-proofing the impact of seaside dwelling.
- We will transform our business model to support our vision.

## **Programme 2023-26**

The following plans seek to articulate our priorities for the coming three years, but they can also be seen as a significant step towards embedding Turner Contemporary's aims for the next decade.

*Championing overlooked voices:* amplifying marginalised voices through our programme, including by working with artists at different stages of their careers. Provide internationally significant artists with opportunities at a critical point in their career. Increase representation of women artists, LGBTQIA+ artists, artists from racial and ethnic minorities and those with disabilities.

For example, the *O Dreamland:* co-produced project that provides employment and skills development for young people and culminates in a major exhibition at the gallery in autumn 2023. A group of young Emerging Producers (EPs) aged 18 – 25 have been working alongside the artist Mark Leckey to research, develop and deliver an immersive exhibition inspired by Margate's amusement park, Dreamland.

## **Learning and Participation**

*Core Learning and Participation Offer:* a core, year-round offer includes visitor tours, British Sign Language tours, school tours, Portfolio – an annual art competition, Art Rebels – weekly workshops for families, work placements/internships/career pathways, exhibition-focused workshops and activities, First Fridays – a monthly evening public programme.

*Targeted initiatives:* these projects build on and extend our core offer to target groups who are least engaged currently. Examples include Children's Art Library, Early Years sessions, Winter Offer, Looked After Children Programme, Children's Leadership Projects, Lacuna – an Art Educators' Network, and the Creative Isle Community Rail Partnership – engaging communities around Thanet's seven railway stations.

## **Organisation-Wide Initiatives**

*Climate emergency, ecology, and our community:* new Environmental Strategy embedding long-term change in TC and reduce our environmental impact. A new Art and Environment programme will bring together leading artists together with audiences and local communities to discuss and debate pressing ecological concerns through art. Focusing on Kent's heritage coast, we will draw on our unique relationship with the sea to amplify broader concerns for climate emergencies. Locally, we will work with groups such as Rise Up Clean Up, Thanet Biodiversity, Kent Coast Volunteering (Thanet Hub) and Windmill Community Gardens. County-wide partners will include Visit Kent and the National Trust. Further afield we will partner with Common Seas & Ocean Space in Venice.

*Equity, Diversity and Inclusion Roadmap and Strategy:* better representation of marginalised voices and improved inclusion and diversity. New framework for resetting how we tackle inequality agreed. Roadmap in place to define internal activity, drive equality in recruitment and training, and offer well-being, empowerment and learning opportunities internally. Targets and timescales being set to increase diversity of our Board, workforce, audiences, and participants. Plans will be delivered from April 2023 and regularly reviewed against

# Turner Contemporary

SMART objectives, addressing development/ empowerment, representation/equity, and engagement in programming/curating/interpretation.

*Transforming our Welcome:* improve our welcome, both digitally and in-person. Digital infrastructure upgrades, on-site digital guides, new CRM, and ticketing systems. New holistic audience development plan and segmentation model. Improvements to on-site welcome, including welcome desk, space to dwell, improved signage, and messaging.

## **Digital Initiatives**

The following are some of our planned digital initiatives over the coming three-year period.

*Infrastructure upgrades:* CRM, ticketing, free Wi-Fi, HR, venue management, integrations.

*Website:* refresh of existing site to better reflect our work and our impact to date, as well as to communicate our new vision, strategy and plans.

*Visitor Guides:* Bloomberg Connects digital guides, including text, images, audio, and video content accessible through smart phones and on-site devices available to borrow.

*Online Archive:* showcase of our past flagship exhibitions and projects.

*Resources:* build on our existing digital resources to support people engaging online in exploration, study, and personal interest.

*Efficiency:* restructuring our core digital operations to improve efficiency, e.g., digital document management and retention.

## **Operating Model**

Turner Contemporary is a charity registered with the Charity Commission for England and Wales (registration number 1129974). The charity's governing documents are its Memorandum and Articles of Association, which formed the basis of our incorporation in 2008.

Trading activities are carried out through a wholly owned subsidiary, Turner Contemporary Enterprises Limited. It is a private company limited by shares and registered in England and Wales (Company number 07402604). This company operates the gallery's shop, café and trading activities such as venue hires.

The gallery currently receives public investment from Kent County Council and is also part of Arts Council England's National Portfolio 2023-26. In the last financial year (FYE 31 March 2022), income sources were as follows:

- Arts Council England: 29%
- Kent County Council: 32%
- Development 18%
- Enterprises 14%
- Investments 2%
- Other 5%

We are currently renegotiating our funding agreements with both ACE and KCC. With the wider economic climate, there is real risk that total public investment may fall, so we are considering ways to increase existing sources of come and develop new ones.

# Turner Contemporary

The governing body of Turner Contemporary is its Board, which comprises 13 Trustees. Matthew Slotover, co-founder of Frieze, will take over as Chair in January 2023. The gallery staff team is led by Director, Clarrie Wallis, who works closely with the Strategic Leadership Team, which includes 6 heads of teams and managers.

## **Bloomberg Digital Accelerator Programme**

This project was developed with the support of Bloomberg Philanthropies' Digital Accelerator for Arts and Culture. Launched in 2021, supports leadership development and infrastructure investment that builds audiences, increases fundraising, drives revenue, delivers dynamic programming, and helps us work more efficiently and effectively in support of strategic objectives. The programme supports development of best practices to share across a network of not-for-profit cultural organisations.

## **Bloomberg Digital Accelerator Project Management Brief**

### **Overview**

With support from Bloomberg Philanthropies, Turner Contemporary is improving its data management and connection with audiences, including local communities and under-represented ones, through a CRM and ticketing system. In the course of this project, it will better align digital systems with business processes, which will in turn improve efficiency. Our overall goal is to increase digital engagement through our website, social media channels and on-site, as well as increase donations.

### **Outputs**

The contractor(s) will:

- Manage and deliver the Bloomberg Digital Accelerator by devising, developing and maintaining project plans, timelines and work streams
- Manage relationships with specialist procurement advisers and consultants as appropriate to plan and deliver projects
- Create, implement and effectively manage Change Management Plans for each project, ensuring requirements gathering, regular communications, and feedback mechanisms
- Track actions and ensure they are completed and internal project interdependencies, including funding, scheduling and staff capacity, are clear and agreed
- Develop, plan and deliver user stories and system requirements gathering, allied business processes review, implementation, data migration, integrations, User Acceptance Testing, training, usage guidelines and supporting documentation
- Develop and deliver tender processes for digital system procurement and manage contracts with third-party suppliers, in line with Turner Contemporary's Procurement Policy and Guidelines
- Identify and implement project milestones/KPIs and work with Bloomberg Tech Fellow to prepare progress reports and updates
- Work with Finance colleagues and the Bloomberg Tech Fellow to track project finances and assess and mitigate project risks

### **General Points**

#### **Resources**

The following resources will be available to the successful consultant(s) to support their work:

- Free room hire to conduct consultations or meetings on site at Turner Contemporary
- Access to knowledge and skills of the gallery's staff
- Administrative support for the organisation of events and activities

# Turner Contemporary

Supporting documents available upon request prior to tender:

- Bloomberg Digital Accelerator Project Presentation
- Turner Contemporary Annual Report and Accounts 2021/22

## Timeline

2023

20 January	Extended deadline for tender submission
26 January – 17 February	Interviews and appointment of consultant(s)
20 February	Start date
February 2023 – November 2024	Contract period

## Copyright

Copyright of the plans and any material quoted in it will be assigned free of charge to, and remain with, Turner Contemporary, which will retain the right to reproduce and distribute the reports as necessary to support the project and its work generally.

## Tender Process

Tender Submissions should include the following:

- Methodology and timescale: proposed approach work and programme of work
- Production: proposed approach to or format of training, written materials and any other physical outputs
- Proposed team: details and relevant experience of the individual/team who will be involved in delivering the contract including the number of days and daily rates of each individual
- Budget: A breakdown of costs to include:
  - Total cost for professional services including VAT
  - Total number of days required to undertake the work and each section of the work
  - Estimated costs allowed for travel, accommodation and other subsistence, if relevant
  - Estimated costs for any other expenses such as printing
  - Total cost for all work and expenses including VAT
  - VAT Status
- Relevant Experience: Details of past work within this sector and within the scope of this work. A minimum of 10 years' relevant experience is expected
- Professional references from two similar projects relevant to the nature and scope of this brief

## Budget

A maximum budget of £65,000 plus VAT, where applicable, is available. Tenders should propose a breakdown of fees, travel, subsistence, accommodation and any other expenses for the contract.

As part of Methodology and Timescale, the tender should also provide details of milestones that they feel are appropriate and achievable. Payments will be made on completion of these milestones.

## Tender Submissions

Tenders should be returned by the extended deadline of 5pm on Friday 20 January 2023 to:  
Sanjivan Kohli, Head of Development      Email: [skohli@turnercontemporary.org](mailto:skohli@turnercontemporary.org)

# Turner Contemporary

Those shortlisted will be invited for interview online on Thursday 26 January 2023.

For further information on the project in advance of submitting, please contact Sanjivan Kohli on [skohli@turnercontemporary.org](mailto:skohli@turnercontemporary.org) or 07850 205 712.