

GUIDANCE NOTES: TVCA CULTURAL INDUSTRIES NETWORK DEVELOPMENT & SECTOR SKILLS SUPPORT CHALLENGE FUND

Section 1: Basic Information

Please tell us about you, your organisation

	Question	Guidance notes
ABOUT YOU		
Q1	Name *required	Please give your full name.
Q2	Job Title/Role *required	Please give your job title / role in your business / organisation.
Q3	Contact Telephone No. *required	Please provide contact telephone number: Mobile or Landline
Q4	Contact Email Address *required	Please provide your email address – we will use this as the main form of contact in relation to your application.
Q5	Secondary Contact Telephone no. *required	Please provide contact telephone number: Mobile or Landline
Q6	Secondary Contact Email address *required	Please provide your email address.
Q7	Consent to receive Creative Place Newsletter	Please select yes or no. If you select yes, your email address and contact information will be put on the Creative Place newsletter database, and you will receive regular emails to keep up to date and connected with our work supporting the creative and culture industries, as well as the latest news and information on relevant programmes, projects, events, funding & training, and support from TVCA (Tees Valley Combined Authority) and our partners, including industry socials. The data held within the Creative Place Database is processed in accordance with TVCA’s Privacy Policy which can be viewed here .

Q8	I agree to TVCA representatives contacting me to administer the TVCA Network and Sector Skills Support Challenge Fund. I consent to TVCA collecting, storing, using, and sharing the personal data I have provided TVCA to allow TVCA to keep in touch. *required	Please click to consent to TVCA representatives contacting you using the details you have supplied above. This will enable us to communicate with you about the progress of your application.
Q9	I agree to Tees Valley Business contacting me about any other support or opportunities offered by Tees Valley Business that may be relevant. I consent to Tees Valley Business collecting, storing, using, and sharing the personal data I have provided to allow Tees Valley Business to keep in touch.	Please click to consent to Tees Valley Business representatives contacting you using the details you have supplied above to give you further details of relevant support offered by Tees Valley Business.

ABOUT YOUR ORGANISATION (Please answer for the lead organisation if applying as a consortium)

Q10	Organisation Name *required	Please give full organisation name.
Q11	Organisation Registered Address *required	Please give the registered address for your organisation.
Q12	Organisation Trading Address	Please give the trading address for your organisation if different from above registered address.
Q13	Is the organisation based in the Tees Valley? (Trading address) *required	Please select Yes or No.
Q14	If yes, which Tees Valley Borough are you based?	Please confirm which Tees Valley Local Authority your organisation is based i.e., Darlington, Hartlepool, Middlesbrough, Redcar and Cleveland or Stockton on Tees.
Q15	Business/Organisation Type (tick all that apply). *required	Please provide your organisation type and tick all that apply. Registered Company, Registered Charity, CIC, CIO, Partnership, Trust, Other. If other, please provide detail.
Q16	Charity No. (if applicable)	Please provide your charity number if you are a registered charity.

Q17	Companies House Registration Number (if applicable)	Please provide your Companies House registration number
Q18	SIC Code	Please input your SIC code(s) if known. SIC code - Standard Industrial Classification is intended to help classify businesses according to the type of their economic activity. One or more SIC codes can be attributed to a business. SIC codes identify what a business does.
Q19	VAT no.	Please input VAT number if applicable.
Q20	Date the organisation was established. *required	Please provide the date your business/organisation was established.
Q21	Organisation website address and social media links. *required	Please provide us with any business website and social media links.
Q22	Please provide a soundbite for your organisation. *required	Provide a high level, clear and concise overview / summary of your organisation or consortia. The soundbite may be used as a summary for use in publicity if successful in your application to this Challenge Fund. Therefore, please do not include any commercially sensitive information (N.B. Character limit of 900).
Q23	If applying as a consortium, please list all consortium partners.	

SECTION 2: YOUR PROJECT PROPOSAL

Q24	Project Title *required	What is the name of your project?
Q25	Project Summary *required	Please provide a short overview of your project (N.B. Character limit of 900). This should give us a good sense of what the project's about, why it is needed, who it is designed to support and the difference it will make.
Q26	Which areas does your project focus on? *required	Please tick all that apply: <ul style="list-style-type: none"> • Mid-career progression and leadership development • New and early career support, training and talent pipeline development • Developing sector leaders

		<ul style="list-style-type: none"> • Support for cultural industries freelancers • Governance development • Sub-sector needs of: music, festivals, visual arts
Q27	Which investment pathway is your project applying for? *required	Please select from Test & Explore, Mobilise or Scale Up , referring to the supporting information on the investment pathways and requirements in terms of project length, match funding levels and phase of your programme/project. This will take you to next stage in the application form relevant to the pathway you selected.

INVESTMENT PATHWAY: TEST & EXPLORE		
About Your Project		
TE1	What do you want to test and explore? *required	Please describe and detail your R&D activity and how it meets, or will meet in the future (once proof of concept is established), the challenge fund objectives to develop strong networks within and across the cultural industries; and / or strengthens cultural industries sector skills. (N.B. Character limit of 2000).
TE1b	Please complete the Methodology/Delivery Plan. *required	<p>Please complete the Methodology/Delivery Plan table using the template provided. The Methodology/Delivery Plan should support your narrative answer TE1 above and should tell us clearly what you're going to do, how and why..</p> <p>Please ensure that your activities and milestones are SMART -</p> <ul style="list-style-type: none"> • <u>Specific</u>: The goal should be very precise with no room for misinterpretation. • <u>Measurable</u>: The goal should be quantifiable, and progress should be easy to track. • <u>Achievable</u>: The goal should be attainable — not outlandish or unrealistic. • <u>Relevant</u>: The goal should contribute to your broader, overarching goals. • <u>Time-bound</u>: The goal should have a defined start and end date. <p>For examples, please see the Methodology/Delivery template.</p> <p>Please consider how your outcomes align with the intended overall outcomes of the programme. (Your project may not directly deliver these outcomes in the Test & Explore phase, but will be working towards them.) Your project must demonstrate potential to deliver at <u>least 2 of the outcomes listed below</u> within your Methodology/Delivery Plan.</p>

		<ul style="list-style-type: none"> • Evidence of new, strengthened and visible networks within and across the cultural industries that are positively impacting the sector. • Established / formalised practices of knowledge transfer / exchange and skills sharing have been developed and embedded. • Identifiable, high-quality pathways for CPD and skills development are evident and being taken up. • Evidence of new partnerships created. • New consortium / partnership-led programmes developed and / or bids submitted to external funders. • Accredited learning undertaken and/or evidence of impact of new skills gained. • Proven attraction or retention of school leavers / graduates to / in the Tees Valley. • External funds have been leveraged. • Increased representation from participants / attendees/ learners / entrants of diverse backgrounds. • Increased innovation and new approaches to enterprise, evidence of new start-ups/new products developed, new entrants to sector are thriving. • Evidence of improved capacity of individuals, organisations and collectives. <p>Please note that you will be asked to upload the Budget and Methodology/Delivery Plan at the end of the online application.</p>
TE2	Why is your project needed? *required	What evidence or experience do you have that demonstrates this work is needed? Please refer to any studies, data, insights that have informed your proposal. (N.B. Character limit of 2000).
TE3	Why is your organisation/consortium best placed to test and explore this concept? *required	What experience does your organisation have in this area of work? What are the specialist insights / expertise that you bring? If you are bidding as a consortium, why have you decided to work together? Have you worked together before? (N.B. Character limit of 2000).
TE4	What is new, different or innovative about your concept/approach? *required	Please explain how your approach is different to anything else that may currently exist / or have previously been delivered in the region. For example: <ul style="list-style-type: none"> • Does the opportunity not currently exist in the Tees Valley? • Are you intending to challenge a concept that has previously only had limited impact? • Will you be working with people who are not currently engaged / effectively represented in the industry? • Will you be developing new techniques / methodologies? • Will you be collaborating with new partners? (N.B. Character limit of 2000).

TE5	Who is this for? *required	Who are your future target audiences / participants / beneficiaries? Who will be involved in testing your approach? Have you already consulted with your target audience and/or relevant stakeholders to understand their needs, barriers etc? If so, how? If no, please detail how you will do this as part of testing your concept. (N.B. Character limit of 1000).
TE6	How will your project contribute to diversifying the workforce? *required	How will you ensure that your project is inclusive and accessible? How will you ensure diverse representation amongst your participants? (N.B. Character limit of 2000).
TE7	How will you document and evaluate success? *required	Please describe your evaluation methodology and how you plan to share the outcomes of your project. (N.B. Character limit of 2000).
TE8	What is your medium to long-term ambition for the project? *required	If, through this process of R&D, you develop a proven concept for network / skills development, what do you envisage the next steps in the project/programme's development / delivery to be in order to effectively respond to the needs you have identified? (N.B. Character limit of 1000).
Project Management		
TE9	Who will lead, manage and deliver the project? *required	Provide details of your team, their role in the project and their relevant experience, skills and networks. Who will lead the project? What governance structures are in place to monitor the project? Who is responsible for financial management? How will your delivery team reflect the audiences/participants you are targeting/working with? (N.B. Character limit of 2000).
TE10	Who will you work and partner with to achieve your project outcomes? If you are not based in the Tees Valley, you must demonstrate partnership working with Tees Valley based organisations. *required	Beyond your core team, please outline any key partners that will be involved in the delivery and success of your project and the role they will play. Are there any new partnerships you need to put in place to ensure success of the project? If yes, how will you go about forging these partnerships? If you intend to procure / contract any external services please describe these here, including how providers will be identified and chosen. (N.B. Character limit of 2000).
TE11	What are the key risks and challenges in achieving the outcomes of your project? *required	Please detail key risks and challenges in achieving the outcomes of the project and what you will put in place to try to mitigate/overcome these risks and challenges. Are there any interdependencies in achieving your outcomes - i.e. is the deliverability of your project reliant on the circumstances of anyone / anything else? (N.B. Character limit of 1500).

TE12	Where will your project activity take place? *required	Please list specific venues, if applicable, and whether there are any online elements. If you do not have specific venues, please indicate likely locations/towns/areas you will deliver your project in. (N.B. Character limit of 1000).
TE13	When will your project start? *required	Insert date XX/XX/XXXX
TE14	When will your project finish? *required	Insert date XX/XX/XXXX

INVESTMENT PATHWAY: MOBILSE		
About your project		
M1	Please provide a more detailed description of your project. *required	Building on your project 'soundbite' above, please provide more information as to the nature of your project and how it meets the challenge fund objectives to develop strong networks within and across the cultural industries; and / or strengthens cultural industries sector skills. (N.B. Character limit of 2500).
M1b	Please complete the Methodology/Delivery Plan. *required	<p>Please complete the Methodology/Delivery Plan table using the template provided. The Methodology/Delivery Plan should support your narrative answer M1 above and should tell us clearly what you're going to do, how and why. If you are delivering a multi-year project, please provide a detailed Methodology/Delivery Plan for Y1 and indicative activities and outcomes for Y2-3.</p> <p>Please ensure that your activities and milestones are SMART -</p> <ul style="list-style-type: none"> • <u>Specific</u>: The goal should be very precise with no room for misinterpretation. • <u>Measurable</u>: The goal should be quantifiable, and progress should be easy to track. • <u>Achievable</u>: The goal should be attainable — not outlandish or unrealistic. • <u>Relevant</u>: The goal should contribute to your broader, overarching goals. • <u>Time-bound</u>: The goal should have a defined start and end date. <p>For examples, please see Methodology/Delivery Plan template</p> <p>Please consider how your outcomes align with the overall outcomes of the programme. There must be evidence to show you will deliver at <u>least 2 of the outcomes</u> below within your Methodology/Delivery Plan.</p> <ul style="list-style-type: none"> • Evidence of new, strengthened and visible networks within and across the cultural industries that are positively impacting the sector. • Established / formalised practices of knowledge transfer / exchange and skills sharing have been developed and embedded. • Identifiable, high-quality pathways for CPD and skills development are evident and being taken up. • Evidence of new partnerships created.

		<ul style="list-style-type: none"> • New consortium / partnership-led programmes developed and / or bids submitted to external funders. • Accredited learning undertaken and/or evidence of impact of new skills gained. • Proven attraction or retention of school leavers / graduates to / in the Tees Valley. • External funds have been leveraged. • Increased representation from participants / attendees / learners / entrants of diverse backgrounds. • Increased innovation and new approaches to enterprise, evidence of new start-ups/new products developed, new entrants to sector are thriving. • Evidence of improved capacity of individuals, organisations and collectives. <p>Please note that you will be asked to upload the Budget and Methodology/Delivery Plan at the end of the online application.</p>
M2	Why is your project needed? *required	What are the specific challenges / gaps in sector skills development / sector networks that your project responds to? Why is your project the most effective responsive to these challenges / gaps? (N.B. Character limit of 2000).
M3	Why is your organisation/consortium best placed to deliver this project? *required	What experience does your organisation have in this area of work? What are the specialist insights / expertise that you bring? How/where/when have you tested and developed this way of working? What are the results/outcomes/successes to date? Please refer to any studies, data, insights that you have undertaken to support your answers. If you are bidding as a consortium, why have you decided to work together? Have you worked together before? (N.B. Character limit of 2000).
M4	Who is this for? *required	Who are your target audiences / participants / beneficiaries? Have you consulted with your target audience and/or relevant stakeholders to understand their needs, barriers etc? If so, how? (N.B. Character limit of 1000).
M5	How will you reach your target audience/participant? *required	Please detail how you plan to reach and engage your target audience, detailing recruitment plans, marketing, any partnerships you have / need to make to ensure you reach your target audience. (N.B. Character limit of 2000).
M6	How will your project contribute to diversifying the workforce? *required	How will you ensure that your project is inclusive and accessible? How will you ensure diverse representation amongst your participants? (N.B. Character limit of 2000).

Project Management		
M7	Who will lead, manage and deliver the project? *required	Provide details of your delivery team, their role in the project and their relevant experience, skills and networks. Who will lead the project? What governance structures are in place to monitor the project? Who is responsible for financial management? How will your delivery team reflect the audiences/participants you are targeting/working with? (N.B. Character limit of 2000).
M8	Who will you work and partner with to achieve your project outcomes? *required	Beyond your core team, please outline any key partners that will be involved in the delivery and success of your project and the role they will play. Are there any new partnerships you need to put in place to ensure success of the project? If yes, how will you go about forging these partnerships? (N.B. Character limit of 2000).
M9	When will your project start? *required	Insert date XX/XX/XXXX
M10	When will your project finish? *required	Insert date XX/XX/XXXX
M11	Where will your project activity take place? *required	Please list specific venues, if applicable, and whether there are any online elements. If you do not have specific venues, please indicate likely locations/towns/areas you will deliver your project in. (N.B. Character limit of 1000).
M12	What are the key risks and challenges in achieving the outcomes of your project? *required	Please detail key risks and challenges in achieving the outcomes of the project and what you will put in place to try to mitigate / overcome these risks and challenges. Are there any interdependencies in achieving your outcomes i.e. is the deliverability of your project reliant on the circumstances of anyone / anything else? (N.B. Character limit of 1500).
Legacy		
M13	How will you evaluate the success of your project? *required	Please describe your evaluation methodology and how you plan to share the outcomes of your programme. (N.B. Character limit of 2000).
M14	What is the legacy of your project or how will it be sustained after completion of this stage? *required	How will the project become sustainable beyond TVCA's investment (for up to 3 years dependent on need)? OR what will be left behind when the project is completed? Consider how knowledge and skills that have been developed can be passed on. What will be the results of those networks or connections that have been forged or skills gained? (N.B. Character limit of 2000).

INVESTMENT PATHWAY: SCALE UP		
About your project		
S1	Please provide a more detailed description of your project. *required	Building on your project 'soundbite' above, please provide more information as to the nature of your project, how it has been delivered to-date and how scaling it up will meet the challenge fund objectives to develop strong networks within and across the cultural industries; and / or strengthens cultural industries sector skills. (N.B. Character limit of 3000).
S1b	Please complete the Methodology/Delivery Plan. *required	<p>Please complete the Methodology/Delivery Plan table using the template provided. The Methodology/Delivery Plan should support your narrative answer to S1 above. If you are delivering a multi-year project, please provide a detailed Methodology/Delivery Plan for Y1 and indicative activities and outcomes for Y2-3.</p> <p>Please ensure that your activities and milestones are SMART -</p> <ul style="list-style-type: none"> • Specific: The goal should be very precise with no room for misinterpretation. • Measurable: The goal should be quantifiable, and progress should be easy to track. • Achievable: The goal should be attainable — not outlandish or unrealistic. • Relevant: The goal should contribute to your broader, overarching goals. • Time-bound: The goal should have a defined start and end date. <p>For examples, please see Methodology/Delivery Plan template</p> <p>Please consider how your outcomes align with the overall outcomes of the programme. There must be evidence to show you will deliver <u>at least 2 of the outcomes</u> below within your Methodology/Delivery Plan.</p> <ul style="list-style-type: none"> • Evidence of new, strengthened and visible networks within and across the cultural industries that are positively impacting the sector. • Established / formalised practices of knowledge transfer / exchange and skills sharing have been developed and embedded. • Identifiable, high-quality pathways for CPD and skills development are evident and being taken up. • Evidence of new partnerships created.

		<ul style="list-style-type: none"> • New consortium / partnership-led programmes developed and / or bids submitted to external funders. • Accredited learning undertaken and/or evidence of impact of new skills gained. • Proven attraction or retention of school leavers / graduates to / in the Tees Valley. • External funds have been leveraged. • Increased representation from participants / attendees / learners / entrants of diverse backgrounds. • Increased innovation and new approaches to enterprise, evidence of new start-ups/new products developed, new entrants to sector are thriving. • Evidence of improved capacity of individuals, organisations and collectives. <p>Please note that you will be asked to upload the Budget and Methodology/Delivery Plan at the end of the online application.</p>
S2	Why is your project needed? *required	What are the specific challenges / gaps in sector skills development / sector networks that your project responds to? Why will scaling-up your existing project be the most effective responsive to addressing these challenges / gaps in Tees Valley? (N.B. Character limit of 2000).
S3	Why is your organisation/consortium best placed to deliver this project? *required	What experience does your organisation have in this area of work? What are the specialist insights / expertise that you bring? What are the results /outcomes / successes to date of your existing project? Please refer to any studies, data, insights that you have undertaken to support your answers. If you are bidding as a consortium, is this an existing relationship or a new way of working with the specific intention of scaling up? (N.B. Character limit of 2000).
S4	Who is this for? *required	Who are your target audiences / participants / beneficiaries? Who will you engage that you haven't previously been able to? Have you consulted with your target audience and/or relevant stakeholders to understand their needs, barriers etc? If so, how? (N.B. Character limit of 1000).
S5	How will you reach your target audience/participant? *required	Please detail how you plan to reach and engage your target audience, detailing recruitment plans, marketing, any partnerships you have / need to make to ensure you reach your target audience. (N.B. Character limit of 2000).
S6	How will your project contribute to diversifying the workforce? *required	How will you ensure that your project is inclusive and accessible? How will you ensure diverse representation amongst your participants?

		(N.B. Character limit of 2000).
Project Management		
S7	Who will lead, manage and deliver the project? *required	Provide details of your delivery team, their role in the project and their relevant experience, skills and networks. Who will lead the project? What governance structures are in place to monitor the project? Who is responsible for financial management? How will your delivery team reflect the audiences/participants you are targeting/working with? (N.B. Character limit of 2000).
S8	Please outline beyond your core team who you will work with to deliver this project. If you are not based in the Tees Valley, you must demonstrate partnership working with Tees Valley based organisations. *required	Beyond your core team please outline any key partners that will be involved in the delivery and success of your project and the role they will play. Are there any new partnerships you need to put in place to ensure success of the project? If yes, how will you go about forging these partnerships? (N.B. Character limit of 2000).
S9	When will your project start? *required	Insert date XX/XX/XXXX
S10	When will your project finish? *required	Insert date XX/XX/XXXX
S11	Where will your project activity take place? *required	Please list specific venues, if applicable, and whether there are any online elements. If you do not have specific venues, please indicate likely locations/towns/areas you will deliver your project in. (N.B. Character limit of 1000).
S12	What are the key risks and challenges in achieving the outcomes of your project? *required	Please detail key risks and challenges in achieving the outcomes of the project and what you will put in place to try to mitigate / overcome these risks and challenges. Are there any interdependencies in achieving your outcomes i.e. is the deliverability of your project reliant on the circumstances of anyone / anything else? (N.B. Character limit of 2000).
Legacy		
S13	How will you evaluate the success of your project? *required	Please describe your evaluation methodology and how you plan to share the outcomes of your programme. (N.B. Character limit of 2000).
S14	What is the legacy of your project or how will it be sustained after completion of this stage? *required	How will the project become sustainable beyond TVCA's investment (for up to 3 years depending on need)? OR what will be left behind when the project is completed? Consider how knowledge and skills that have been developed can be passed on. What will be the results of those networks or connections that have been forged or skills gained? (N.B. Character limit of 2000).

S15	How will your project scale-up make a significant step change in and contribute to sector growth and cluster development? *required	What will be different due to your intervention on a micro and macro level? How will your interventions create a positive strategic shift in Tees Valley and contribute to cluster development? How will you know this has happened? (N.B. Character limit of 2000).
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Section 3: Financial Due Diligence

No.	Question	Guidance note
DUE DILIGENCE		
DD1	<p>Please consent to TVCA undertaking financial due diligence checks using the information provided in this form.</p> <p>*required</p>	<p>Please tick to consent. TVCA will need undertake financial due diligence on eligible organisations that pass initial assessment on the organisation and its officers and will provide the TVCA Creative Place Team with a risk assessment to inform the final decision. These due diligence checks will be commensurate and dependant on size and type of organisation. We may need to ask you for additional information at this stage.</p> <p>This may include:</p> <ul style="list-style-type: none"> • Authenticating the personal identities of persons with significant control and carrying out a financial/fraud risk assessment. • Carrying out a general risk assessment of the organisation using Experian and Companies House records. • Carrying out a financial viability assessment of each organisation using their accounts together with Experian and Companies House records. • Carrying out a reputational risk assessment of each applicant. • Validating grantees' bank accounts using Experian and/or CreditSafe. <p>This may also require additional evidence/information such as:</p> <ul style="list-style-type: none"> • Evidence of existing bank account • Audited Accounts (to prove you have been trading for at least 2 years) • Details of any person who has control of the business including the completion of a 'fit and proper person' declaration • Subsidy control declaration (previously known as state aid). <p>Please note that if you have previously undergone financial due diligence with TVCA, we may be able to use some of the previous checks as evidence in this process.</p>

Section 4: Finance / Budget

Please indicate the amount you wish to request from TVCA and use the spreadsheet template to provide a detailed breakdown of your project income and expenditure ***Upload your completed Budget Forecast and Methodology/Delivery Plan, latest audited accounts and one optional piece of additional information at the end of the online form.***

	Question	Guidance notes
F1	Please indicate the total amount you wish to request from TVCA. *required	<p>Please indicate level of grant requested from TVCA.</p> <p>For Test and Explore Investment Pathway there are no match funding requirements. Likely maximum grant £10K</p> <p>For Mobilise Investment Pathway TVCA investment is likely to not exceed 50% of total budget. Likely maximum grant £150K</p> <p>For Scale Up Investment Pathway TVCA investment is likely to not exceed 50% of total budget. Likely maximum grant £500K</p>
F2	What match funding do you have in place? *required	<p>Please outline the match funding you have in place and detail whether this is secured or not. In kind support can be used as match funding up to a maximum of 15% of total match required.</p> <p><i>E.g., if total project cost is £100K and you are requesting £50K from TVCA Network and Sector Skills Development Challenge Fund, in kind support could form up to £7500 of the match requirement i.e., 15% of £50K.</i></p> <p>(N.B. Character limit of 2000).</p>
	Expenditure *required	Please provide detailed expenditure including daily rates of project staff using the budget template spreadsheet provided. If your project runs over multiple years, please breakdown by year.
	Income *required	Please list all sources of income and select secured or unsecured and indicate likely date known using the budget template spreadsheet provided. If your project runs over multiple years, please breakdown by year.