

Arts programme

INVITATION TO TENDER

Summary

Suitably qualified applicants are invited to tender to research and write a practical publication to advise arts organisations on a wide variety of resources they could seek and deploy to run creative activities for people with mental health problems.

Up to a maximum of £10,000 (including VAT where applicable) is available to research and write the report. The Baring Foundation will undertake the publication process and bear the costs involved. Tenders must reach us by 12 noon on 31 October 2025.

About the Baring Foundation

The Baring Foundation is an independent grant maker with a focus on human rights and inclusion. Two of our programmes (including the Arts programme) cover the UK and third programme funds in Sub-Saharan Africa.

The Foundation has funded the arts since our inception in 1969 and today a third of our funding goes to the arts. This is almost always to participatory arts organisations. Since 2020 we have funded creative opportunities for people with mental health problems and this will continue until at least the end of this decade. Alongside our arts grants we regularly publish reports which tend to focus on an area of good practice in participatory arts with and by people with mental health problems. Some reports we write ourselves and some we commission. [There are many examples of these on our website.](#)

Why we are commissioning this report

The arts organisations we fund to work with people with mental health problems all state that to a greater or lesser degree they are struggling to match need with demand. Many see sources of income disappearing or reducing and even wonder if their organisations are sustainable. Our resources are very limited indeed. We tend to give over £1 million per year and much of this is matched to give a value around £2 million. However, we see this as a drop in the ocean. We are also aware of organisations in this field who are innovating and diversifying income and resources in creative ways.

What the report will cover

This report should document and share interesting and successful practice and serve as a source of advice and inspiration for participatory arts organisations working in the field of

arts and mental health who want to explore and develop different income streams and resources.

We wish to use a broad definition of resources such as finance of many types, and non-financial resources such as in-kind or voluntary support. Examples might include: arts funders; health funders; other funders; impact investing and loans; individual payments including cross subsidiary; secondments; merchandise, arts and crafts sales; service sales such as training and ticket income. Surprise us with examples we haven't thought of.

The final report should highlight actual examples to inspire arts organisations rather than purely speculative sources of income.

We want the report to be easy to read and as practical as possible. We think it likely that the report would be 5,000 to 10,000 words in length.

Eligibility to tender

We welcome tenders from any suitably qualified individual/s or organisations. We are looking for a contractor who is good at research and analysis and can write clear, engaging reports that are accessible. We are not looking for an academic or highly technical piece of work.

We expect that the successful candidate will be familiar with arts and health, especially creative mental health, and knowledgeable about resource mobilisation and fundraising.

Payment

We will make available **a maximum of £10,000 including VAT and expenses.**

This will be paid half in advance and half on satisfactory completion of the report.

The Baring Foundation will make all arrangements for publication once the report is completed.

Timeline

Deadline for tenders	12 noon, Friday 31 October 2025
Decision by and applicants notified by	Tuesday 18 November 2025
First draft submitted to the Foundation by:	Friday 13 February 2026
Feedback from the Foundation by:	Friday 20 February 2026
Final draft submitted to the Foundation by:	Friday 6 March 2026
Report published	May 2026

Process for tendering

Tenders should be sent to baring.foundation@ing.com with the subject line 'Creatively Minded and Resourceful tender – name of applicant' by **12 noon on Friday 31 October 2025**.

Your proposal should be 2,000 words or less and include/address the following.

- Name of lead author/s and recipient of funding for commission;
- A brief summary of the skills and experience that qualify you for this research;
- Your proposed approach to this research. This should include:
 - the methodology you plan to use;
 - how you plan to engage arts organisations in the field in this research;
 - a typology for considering the income resources you describe;
 - an indicative list of contents; and
 - consideration of how you will ensure this report will be used by its intended audience.
- An indicative budget, including day rate(s).

Your proposal should be accompanied by:

- the CVs of all the researchers involved in this piece of work;
- two relevant references;
- at least one relevant publication which will allow us to judge your style.

Your application will be judged holistically by your answers to these questions and the material you supply.

We may not need to conduct interviews to make a decision but if we do these will be held on **17 November** on Microsoft Teams.

If you have any enquiries about this invitation to tender, please contact David Cutler on david.cutler@ing.com

The Baring Foundation, September 2025.