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**ARTS COUNCIL
ENGLAND**

Bridge Organisation

Working with Arts Council England
to connect young people with great
art and culture

Culture Chain Business

Workforce Development: Encouraging Innovative Practice

Consultancy Brief

Background

Festival Bridge is one of ten Bridge organisations working regionally and nationally with investment from Arts Council England and the Department for Education. Our region encompasses Cambridgeshire, Norfolk, Peterborough and Suffolk. Festival Bridge is part of Norfolk & Norwich Festival. The Festival has a long track record of providing high quality cultural education offers to children and young people, and provides the conditions from which Festival Bridge can thrive: an ethos of inclusion coupled with the confidence to allow Festival Bridge to be locally led.

Festival Bridge's mission is to radically improve the cultural education offer by creating, advising and facilitating partnerships and networks in the places in which we work. We provide support, advice and guidance to inspire educators and practitioners, helping them to ensure children's and young people's creative and cultural experiences are the most valuable they can be.

An important element of this mission is to provide support for professionals working in the cultural sector who have a particular focus on children, young people and learning. Through our Culture Chain programme, which focusses on supporting innovation and entrepreneurship in the arts and cultural workforce, we have identified that professionals in learning positions and those leading cultural education focussed organisations may have a range of knowledge, skills and understanding of business practices that can enable growth, but their delivery is heavily dependent on securing subsidy. This leaves little capacity to research markets and explore product development and/or innovation. We believe this puts them at significant risk as the funding landscape continues to contract.

Purpose of the consultancy

We are looking for a consultant who can work with us to develop a programme that increases the skills and confidence of those working in the sector to diversify their organisations' investment. The successful applicant will draw on the expertise, tools, relationships and resources within Festival Bridge, which is uniquely placed to draw on best practice, networks, changes to the education sector and knowledge of leadership practice in both the cultural and education sectors, particularly in our own region but also nationally.

We envisage this development will be in two Phases:

Phase 1: Devise a 3-year programme focussing on innovation and entrepreneurship that will

- support middle managers to develop business skills
- upskill micro-businesses to develop their business model

The aim of the programme will be to build participants' confidence in and knowledge of business methods, especially supporting them to develop practical and realistic ways to move away from reliance on subsidy, including, where appropriate, ways to present to and convince senior leadership teams and/or trustees of the benefits of innovation and change for the sustainability of their organisations. It is expected that the training programme will be delivered to people employed or managing constituted organisations, but the consultancy should include exploring the possibility of extending this approach with portfolio workers (freelancers or sole traders). The Phase 1 programme plan should include a transparent and open system for selection of participants and we will be offering this opportunity free of charge.

Output for this phase will be a proposed programme including:

- Logic model
- Delivery model
- Budget
- An evaluation model

The expectation is that the Phase 1 contract will be completed by 30th June 2019.

Progressing to Phase 2 will depend on the outcomes of Phase 1. Phase 2, which is subject to a separate contract, will involve the pilot delivery of a 3 year training programme with 5 professionals per year who have a clear business need and the capacity to develop it. Through the pilot, template materials will be developed and refined to enable future delivery of the model beyond the pilot. The pilot will also be subject to a rigorous evaluation.

Additional information

From previous activity we have identified that real world models/case studies explored through visits to other organisations have been particularly useful in inspiring and helping recipients think differently about their business models. We will expect consultants' applications to demonstrate that they have the connections to enable this to be part of the offer.

Fee

The fee for Phase 1 of this consultancy is £5000

A further £15,000 will be available for delivery of Phase 2, to be contracted separately depending on the outcome of Phase 1.

Application guidelines:

A statement of no more than 4 pages of A4 outlining

- your approach to Phase 1 of this brief
- your experience and suitability for this consultancy, including for the potential delivery of Phase 2
- two referees from clients that you have worked with recently on similar projects.

Please send your application by email to **bridge@nnfestival.org.uk**

Deadline for applications is **5pm on Thursday 28th February 2019.**

Interviews will be held on Thursday 7th March 2019 at the Norfolk & Norwich Festival office in Norwich.

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