



## **Programme Design Consultant – Creative Civic Change**

### **The brief in summary**

We are seeking to recruit an experienced consultant for a 6 month part time consultancy contract. The brief is to work with the funding and delivery partners - the Calouste Gulbenkian Foundation, Big Lottery Fund and Local Trust - to design and deliver the development phase of a new £4m, 3 year programme, called Creative Civic Change.

### **About the programme**

The partners believe that the arts and creativity are a powerful means of enabling communities to improve their local areas. They can help to challenge negative pre-conceptions about areas and create a more positive self-image; fuel regeneration and local economic development, encourage social cohesion, raise aspirations and help communities tackle social issues in a way that is both engaging and de-stigmatising.

Creative Civic Change will support communities to realise *their* visions for improving their areas using the arts and creativity. In this programme communities will be in the lead, with artists, arts organisations, and potentially other civil society organisations, supporting them to achieve their plans and goals (see the annex for a fuller description of the programme).

Our planning assumptions are that:

- 10 areas will be supported through the programme;
- 5 of these will be Big Local (BL) areas and 5 will be areas with similar characteristics (e.g. perceived as deprived based on a number of different indices and generally with little social infrastructure and low cultural capital).

But, the design phase of the programme may challenge these assumptions.

### **About the partners**

*The Big Lottery Fund* uses money raised by National Lottery players to help communities achieve their ambitions. From small, local projects to UK-wide initiatives, the funding brings people together to make a difference to their health, wellbeing and environment. Since June 2004 Big Lottery Fund have awarded £8.5 billion to projects that improve the lives of millions of people.

*The Calouste Gulbenkian Foundation* is one of the largest European foundations. It supports projects across the social, economic, environmental and cultural spectrum. In the UK it is

particularly well known for its support of the arts and culture. Over recent years it has sought to promote participatory performing arts. Its Inquiry into the Civic Role of Arts Organisations is a particular inspiration for this programme. The Creative Civic Change partnership is one element of the work that the Foundation is doing as follow up to its Inquiry report: *Rethinking Relationships*.

*Local Trust* administers the Big Local programme. 150 areas across the country, which are funding 'cold spots' and have high scores on various deprivation indices, are receiving £1m to spend over 10-15 years. Key characteristics of the programme are: local people decide how the money is spent, the areas are hyper-local, appropriate support is provided to build local confidence and skills and areas move at their own pace. Local partnerships decide their own priorities and how best to meet them.

## **Tasks**

- To work with partners to clearly define and communicate the ethos of the programme and its operating principles.
- To develop a detailed project plan and time line for the development phase covering all elements of the work including communications and stakeholder engagement.
- To recruit an expert advisory group to support the programme (issuing invitations, drafting terms of reference etc).
- To develop clear, accessible programme materials including eligibility criteria for participating areas.
- To attract/recruit areas to participate in the programme.
- To develop and deliver a process in which communities take the lead in determining the final form and delivery of the programme (which might include expertly facilitated creative workshops) NB This process should be based on an understanding of cutting edge practice here and abroad.
- To lead on gathering and sharing, in accessible formats, knowledge and learning from the development phase.
- To help plan the programme delivery phase.
- To help recruit a Programme Co-ordinator to manage the delivery phase.
- To help develop programme funding and resources.
- To keep all partners up to date with progress
- To convene the partners, producing agendas and papers for mtgs.

## **Person Specification**

*Necessary -*

A strong commitment to the ethos and main ambition of the programme – to put people in the lead.

A good understanding of how artists and arts organisations can best work in and for communities, develop strong relationships and leave a legacy.

An ability to successfully manage and develop relationships with a wide range of different stakeholders (members of the community in the areas, local authority reps, CEOs of major national organisations, policy makers and politicians etc)

Experience of, and skills in, developing and mobilising national and local partnerships including negotiating differences.

Experience in designing and delivering complex projects.

A capacity to throw out the rule book and innovate.  
Strong analytical skills.  
A learning orientation.

*Desirable –*

Experience of working for and alongside local communities.  
Experience and skills in supporting communities with the process of commissioning artists and arts organisations.  
Experience and skills in raising significant funding for programmes.

**Terms**

A day rate will be paid plus reasonable expenses for travel outside London.  
Local Trust will manage the contract.  
Local Trust has an office near Borough tube, although it is assumed that the candidate will work flexibly, often from home.

The contract is for 6 months to see us through the design phase of the programme. We are assuming that initially the consultant might work up to 3 days a week. But, that once the Programme Co-ordinator has been recruited we will need less of the consultant's time.

**The process**

If you are interested in delivering this contract please email a CV and proposal to [margaret.bolton@localtrust.org.uk](mailto:margaret.bolton@localtrust.org.uk) by no later than 5pm on Wednesday 20<sup>th</sup> June.

Your proposal should be no more than 6 sides of A4 and should answer the following questions:

1. What particular skills, experience and personal attributes would you bring to the project?
2. What considerations should inform the selection of the programme areas?
3. How would you attract/recruit areas to participate in the programme?
4. How would you deliver a programme development process in which communities are genuinely in the lead?

It should give your day rate, specify whether you are registered for VAT and your availability to deliver this brief over the course of the next 6 months.

If you have queries and would like to speak to someone about the brief in advance of submitting a proposal please contact Margaret on the email address above.

MB/31/5/18

## **Annex – Short Programme Description: Creative Civic Change Programme**

This programme will support community-led social, economic and environmental change in local areas harnessing the power of the arts and creativity.

It will support partnerships drawing together communities and creative organisations spanning the social sector and the arts and culture. It will harness the power of the arts and creativity to address specific social issues, engage communities, amplify their voice, celebrate local culture, place-make and support communities to work together.

Our interest is in creative organisations supporting communities to realise their vision for their place. The aspiration of the community might be to improve the physical environment, address loneliness and isolation, engage dis-engaged young people, support local business development, address financial inclusion, any combination of these or entirely different priorities. We want local communities to take the lead and to tell us what their priorities are and to plan, with our support, how they might achieve them. The communities participating will have a strong appetite for deploying the arts and creativity to improve their areas, recognising its power to engage, inspire and mobilise.

The programme responds to a defined need; a gap in knowledge and funding for communities to lead and deliver creative civic change and a dearth of organisations with skills and experience in supporting it. It aims to:

- Enable people to shape the places they live through creative methods
- Give communities and arts and cultural organisations an opportunity to work in partnership
- Test a new way of working and model of delivery
- Give access to resources to support culture and creative led change
- Create resources on community led commissioning of creative projects
- Establish new networks and connections amongst individuals and organisations interested and delivering in this space

Our intention is that the programme should support places that have been overlooked in the past. We propose to work with communities in areas with underutilised community, civic and cultural assets – whether that be people, venues or cultural or historic assets. We aspire to work with areas with the potential and commitment to initiate transformation. We believe that the programme has the potential to revolutionise the identity of a place. Providing a bridge between aspiration and action. Alongside direct funding there will be a substantial parallel programme of mentoring, coaching and peer-to-peer support, networking and guidance. This will seek to develop the capability of communities both within and outside the programme to learn from and adopt creative civic change approaches. We will also seek to work in partnership with others to influence the practice of arts organisations and other funders.

The programme will seek to showcase what can be achieved in areas, often depicted negatively in the media, when creativity and imagination are deployed to make the most of local assets, tangible and intangible. One of the things we hope to achieve through the programme is to link communities with organisations with access to significant economic, social and cultural capital and a willingness to share it, to help make the participating areas much better places to live.