



APPENDIX 1 - SPECIFICATION FOR ARTISTIC LEADER FOR THE ARTS BY THE SEA FESTIVAL

Destination & Culture

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1. Introduction and Background

- 1.1. The Arts by the Sea festival was launched in 2011, is managed and produced by BCP Council as its flagship cultural event and is jointly funded by BCP Council and Arts Council England.
- 1.2. Arts by the Sea is a multi-genre, outdoor arts festival which traditionally takes place in the autumn 'shoulder season' after the school summer holidays. Core festival activity takes place from Friday to Sunday during the last weekend of September/ first weekend of October with festival content generally running from 12:00 noon to 23:00. Often, additional activity (fixed installations or activity delivered by cultural partners) will take place in the week prior to or week after the main festival event. The majority of activity takes place in Bournemouth town centre. The festival typically attracts 120,000+ footfall over the festival period each year.
- 1.3. The festival is managed by BCP Council's Cultural Development Manager, supported by BCP Council's Cultural Development and Events teams, with Artistic Lead and Marketing services being provided externally by third parties.
- 1.4. Arts by the Sea is an Arts Council England (ACE) National Portfolio Organisation (NPO) funded event. BCP Council reapplied for NPO funding for the Arts by the Sea festival in May 2022. If successful, funding will be secured to deliver the festival for the next NPO funding period which is between 2023/24 – 2025/26. This will cover annual festivals in 2023, 2024 and 2025. The outcome of the NPO funding application is expected in autumn 2022.
- 1.5. Arts by the Sea is a strategic delivery mechanism for the cultural and community objectives in BCP Council's **Big Plan** and the BCP Cultural Compact's **Cultural Strategy** (in development) in their aims to strengthen a coherent, inclusive and collaborative local cultural infrastructure, support talent development and make the region an international centre of cultural excellence.
- 1.6. Arts by the Sea responds to Arts Council England's *Let's Create* Strategy, and delivers on its four **Investment Principles**, 1. Ambition & Quality, 2. Environmental Responsibility, 3. Dynamism, 4. Inclusivity & Relevance, and against two of its three **Outcomes**, 1. Cultural Communities, 2. Creative People.
- 1.7. Arts by the Sea's **Mission** is to provide an exciting, accessible, inclusive, diverse celebration of art across many forms, rooted in our location, reflecting our communities through a celebration of art, culture, people & place.
- 1.8. Arts by the Sea's **Ambition** is to:
 - deliver an inspiring and large-scale annual showcase event in Bournemouth, while expanding festival activity throughout the year and across the conurbation into Christchurch and Poole, bringing more cultural and creative opportunities to more people.

- provide more opportunities for talent development, boosting our economy and supporting the local creative sector.
- work with our diverse communities celebrating their culture and creativity and providing more people with inspirational experiences.
- contribute to placemaking, breathing life into our public spaces, responding to how our audience use them and inspiring people to see them differently, celebrating and showcasing our location and the natural environment.

1.9. Arts by the Sea's **Priorities** are:

- **Accessibility, inclusivity, diversity** - showcasing artistic content which is relevant and accessible to our communities and celebrates diversity within our artists and our places.
- **Environmental responsibility** – doing our very best to reduce our impact and protect our environment and encouraging others to do the same by leading in calling for change.
- **Quality & excellence** – showcasing the very best quality inspirational work to our audience.
- **Talent development** – providing opportunities for artists at all stages of their career, always including local artists and providing opportunities for career development.
- **Community engagement** – focussing on the under-served and least engaged, particularly in areas of socio-economic deprivation.
- **Creative opportunities for all** – providing opportunities for people to engage more deeply in creativity, focussing on children, young people and families.
- **Widening reach** – growing our influence from Bournemouth into the wider region, delivering programming and engagement activity in Christchurch and Poole.
- **Placemaking** – animating our public spaces, inspiring people to see them differently, showcasing our location and natural environment

1.10. Arts by the Sea works in partnership with a range of organisations:

- Within **BCP Council**: Culture, Sustainability, Communities, Parks, Libraries, Seafront, Events, Equalities.
- **Education** partners: Schools, Bournemouth & Poole College, Kaplan International College, Bournemouth University, Arts University Bournemouth.
- **Cultural and Community** partners: Dorset Festivals Consortium (Inside Out Dorset and bSide festivals), The Cultural Education Hub, Pavilion Dance South West, Activate Performing Arts, Nutkhut, Bournemouth Symphony Orchestra, Lighthouse Poole, Russell-Cotes Arts Gallery & Museum, Poole Museum, Wave & Soundstorm Music Education Agency, West Howe Community Enterprises.
- **Networks**: Arts by the Sea is currently a member of the Without Walls Touring Network Partnership, the Mela Partnership and Outdoor Arts UK, which all provide valuable programming subsidies, partnerships, collaborations, contacts and training opportunities.
- **Commercial** partners, sponsors and charities: Bournemouth Town Centre BID, Poole BID, Christchurch BID, Yellow Buses, RNLI, Dorset Wildlife Trust.
- **Associated Event** partners: The Old Firestation, Sixty Million Postcards, We Broke Free, Absolute Music, Bourne Free.

2. Scope

- 2.1. The Council is looking to appoint an Artistic Leader who will develop a strong artistic vision for each festival, programme a broad selection of high-quality activity which delivers on a range of artistic outputs, work with cultural partners and the festival team to ensure successful delivery of each event which will meet the objectives of the funders for the Arts by the Sea Festival 2023, 2024 and 2025 (hereinafter “The Supplier”).
- 2.2. The Supplier should have a proven track record in exceptional artistic leadership of cultural events and festivals.
- 2.3. The Supplier will be provided with the relevant documentation to enable them to create their artistic plans including the 2022 NPO application and Funding Agreement, latest Arts by the Sea Business Plan, BCP Council’s Big Plan and Arts Council England’s Let’s Create Strategy.
- 2.4. The length of the contract will be for three years. The start date of the contract will be the 1 December 2022.

3. General Requirements

- 3.1. The Supplier will be expected to provide a named individual as Artistic Leader and this person can be based in any location. The Supplier is expected to provide a locally-based Programming Coordinator who will provide local knowledge and expertise, and to offer them training, mentoring and developmental opportunities, upskilling the local Bournemouth, Christchurch and Poole creative sector.
- 3.2. The Supplier is expected to create a strong and focussed artistic vision for each individual festival, ensuring that Arts by the Sea builds its brand to achieve national and international recognition.
- 3.3. The Supplier will be expected to have experience working on Arts Council England funded projects and will also be expected to have experience of working in the field of outdoor arts.
- 3.4. The Supplier is expected to provide an ambitious long-term vision that can be taken into the next cycle of Arts Council England National Portfolio funding. The Supplier will play a key role in the drafting of the next NPO application.
- 3.5. The Supplier is expected to develop an annual theme, curate the artistic programme, liaise with and book artists, work with the Events team on festival logistics and the Marketing team on promotion, manage the artistic programme budget, report to the Festival Director and Board, work with a variety of partners in the development of artistic projects, attend the festival and act as artist liaison.

- 3.6. The Supplier is expected to deliver on the objectives and actions agreed with Arts Council England in the festival's NPO Application and Funding Agreement (with reference to their Let's Create Strategy) and BCP Council (with reference to their Big Plan).
- 3.7. The Supplier is expected to work with the Festival Director to articulate the artistic programme and creative elements of other plans in the annual Business Plan. They are expected to work with the festival team on collecting and interpreting data for annual reporting.
- 3.8. The Supplier is expected to develop partnerships and projects delivering on the festival's priorities and the activities specified in the NPO Application and Funding Agreement. These will include local partnerships, community projects, co-presentations and co-commissions with cultural partners and joint working with national networks and partners.
- 3.9. The Supplier is invited to indicate how they may contribute to future fundraising activity for Arts by the Sea.
- 3.10. The Supplier is expected to follow sustainable business practices, particularly those which help reduce carbon emissions and support freelancers working in the creative industries. It is expected the Supplier will consider sustainability in the creative programming they book, considering elements like artist travel, waste, energy and water use when selecting artists and performances.

4. Essential Requirements

- 4.1. The Supplier will be required to develop an annual artistic concept/ theme and curate a cohesive and artistically extraordinary programme for each annual Arts by the Sea festival, which clearly delivers on Festival Pathways and agreed activities (see Detailed Requirements – Activity Plan, below).
- 4.2. The Supplier will be required to negotiate contracts and prices with artists and agree all timings and locations of performances, maximising the festival programme budget and maximising use of spaces available in Bournemouth (and potentially Christchurch and Poole).
- 4.3. The Supplier will act as artist liaison during the festival.
- 4.4. The Supplier will be required to work with the festival team during the festival to troubleshoot and ensure a safe and successful event.
- 4.5. The Supplier will manage the festival's Programme Budget, working closely with the Council's Events team to ensure the Technical Budget provides for all artistic requirements.
- 4.6. The Supplier must provide detailed updates on the budget to the Festival Director when requested, highlighting any issues as soon as they arise.

- 4.7. The Supplier will work with the Festival Director to articulate clear Mission, Ambition, Priorities, Festival Pathways and a detailed Programme Plan in the annual Business Plan, and provide input on other elements when required (eg Audience Development Plan).
- 4.8. The Supplier will lead the quarterly Creative Partners Steering Group meetings, providing a programme presentation when necessary, aiming to foster external partnerships, generate ideas, highlight opportunities, and seek critical friend and peer review feedback on the choice of artistic work.
- 4.9. The Supplier will attend Board Meetings.
- 4.10. The Supplier will build partnerships, collaborations and relationships with local and national artists, and with local, national and international organisations, networks and festivals, in order to deliver on the festival's Activity Plan and with whom collaboration may be valuable.
- 4.11. The Supplier is required to liaise with BCP Council departments where appropriate (including but not limited to Events, Parks, Communities, Libraries, Seafront) to assist with devising and delivering festival activity, providing all information on technical and logistical requirements to whomever requires it.
- 4.12. The Supplier will work closely with the festival's marketing team to provide marketing contacts for artists, marketing content (copy and images) ensure programming information is correct and presented to its best advantage to engage audiences and encourage people to attend.
- 4.13. The Supplier must undertake mandatory equalities training where required.
- 4.14. The Supplier will work with the Festival Director to create a long-term Vision for development of the festival and assist in articulating this Vision in the next application for Arts Council England National Portfolio Organisation funding.
- 4.15. The Supplier must maintain a continual focus and commitment to Equality, Diversity, Inclusion & Accessibility and Environmental Sustainability in everything they do. They will be expected to address actions identified in the festival's Equality Impact Assessment through the artistic programme, including: integrating youth voice into the programme and developing young talent, ensuring performances are suitable for people with access needs (eg speech free, sensory) and are physically accessible, ethnic diversity within the programme is improved through collaborations with ethnically-led organisations and artists, showcasing non-traditional artforms to reach different audiences, investing in female-led light art to address gender imbalance in this field and creating more opportunities for people in areas of socio-economic deprivation.

5. Desirable Requirements

- 5.1. The Supplier should where possible deliver each annual festival drawing on the resources, skills and experience of Council teams to maximum effect, in order to deliver a vibrant, safe, accessible and well attended festival with a national profile.

- 5.2. The Supplier should maintain an awareness of the overall festival budget and have an understanding of how each department is performing against budget.
- 5.3. The Supplier should keep up to date with funder policies and strategies (eg Arts Council England's Let's Create and BCP Council's Big Plan), ensuring the choice of artistic programme delivers on priorities and objectives.
- 5.4. The Supplier should attend team meetings, site visits and other meetings where necessary.
- 5.5. The Supplier should when required provide input into the marketing plan and strategy to ensure best delivery of festival marketing including social media, press and PR and targeted marketing for audience development.
- 5.6. The Supplier should assist in setting quantitative and qualitative impact targets for various programme elements, monitor and collect data on progress as agreed with the Festival Director and the festival's Board.
- 5.7. The Supplier should provide data and information as required for the festival's Board, Business Plan, annual Impact Report, quarterly and annual reporting to Arts Council England.
- 5.8. The Supplier should undertake annual reviews/ appraisals for their team members to identify skills gaps and feed into individual training plans which are recorded in the Business Plan.
- 5.9. The Supplier should where possible identify and highlight additional sources/ opportunities for funding, providing input and advice on sponsor projects and funding applications.
- 5.10. The Supplier should develop elements of the festival likely to be attractive to external sponsors and work with them to deliver projects which benefit both parties.
- 5.11. The Supplier should work with other festivals, networks, and organisations to explore efficiencies and joint projects including co-commissioning and co-presentation.
- 5.12. The Supplier is encouraged to provide artistic input into additional projects outside the main Arts by the Sea event as required (and for an additional fee to be agreed with the Festival Director), for instance pop-up events in Christchurch and Poole which deliver on Arts by the Sea's expansion ambitions.

6. Activity Plan – Essential Requirements

- 6.1. The Supplier will be required to curate, design and manage an inspirational and inclusive artistic programme for the annual Arts by the Sea festival. Each year the programme should include:

- One large-scale boundary-pushing piece of work which raises the profile of Arts by the Sea across national audiences,
- One co-commission or co-presentation discussed (presented if possible) with a cultural partner.
- One large-scale commission or site-specific piece of work.
- One Artist in Residence scheme which focusses around creating site-specific work which gives a unique perspective on the festival's location within the landscape and architecture of Bournemouth, Christchurch & Poole.
- One commission offered to a South West artist (mid-scale or above).
- One to two large-scale headline pieces.
- A diverse and accessible music programme.
- A range of diverse and accessible performances including theatre, street theatre and dance.
- A tailored support scheme for BCP artists which could include training, mentoring or in-house support from the festival team, depending on need.
- Annually book one female outdoor light installation artist for the festival programme, tackling gender inequalities in this field.
- Discuss (and present if possible) one outdoor light art co-commission or co-presentation with a cultural partner or network.

6.2. The Supplier will be required to lead an annual Associate Artist scheme, partnering with an artist working in an overlooked or under-represented artform, providing a platform for new/ rarely showcased art in the region, aiming to attract new and diverse audiences. Each year the Supplier should:

- Commission one Associate Artist through an Open Call process.
- Present their work over (minimum) 2 days at the festival.
- Provide mentoring to support development of this strand of the programme

6.3. The Supplier will be required to devise an annual participatory event as part of the festival programme aimed at providing participation opportunities for people across Bournemouth, Christchurch and Poole. As part of this event:

- Offer pre-festival workshop activity (3+ workshops in, for example, dance, performance costume-making, prop-making) aiming to reach 10+ people per workshop.
- Integrate the participatory event into the main festival programme, offering places for 30+ participants from across Bournemouth, Christchurch and Poole (focusing on participation from ethnically-led and disability-led community groups and participants from areas of socio-economic deprivation, as well as BCP residents).

6.4. The Supplier will be required to, working with Bournemouth & Poole College's Creative Industries tutors and their Youth Advisory Board, collaboratively design student-led projects and integrate them into the festival in an annual student takeover strand. This should:

- Engage 30 students per year in performance/ production activities (eg music, performing arts, media) as part of the festival programme.
- Provide work-experience, volunteer or shadowing opportunities with the festival team and/or during the festival.
- The Supplier should attend at least two sessions with the Bournemouth & Poole College Youth Advisory Board throughout the year to gather student ideas and use them to influence the choice of festival programming, integrating activity into the takeover strand where possible.
- Partake in a feedback session with students post-festival.

6.5. The Supplier will be required to, working with Inside Out Dorset and bSide festivals, devise and deliver a New Producers scheme to support emerging talent. This should:

- Recruit a cohort of 15-20 early career producers from Dorset (targeted at under-represented groups and individuals).
- Deliver 12 training and development sessions on producing creative events providing 48 hours training for each participant).
- Deliver 2 networking sessions per cohort.
- Deliver 15-20 festival and event placements per cohort (across all three festivals)
- Fund 3-5 New Producer creative events chosen from ideas pitched from the participants within the cohort.
- Offer 6 x 1:1 mentoring sessions between the festival partnership and each New Producer creative event.

7. Activity Plan – Desirable Requirements

7.1. The Supplier should collaborate with festival team members to ensure programming for the West Howe Community Party reflects the main festival theme and style.

- The West Howe Community Party is an Outreach event which brings the festival out to an area of deprivation with an audience recognised as under-served in creative activity.
- The event includes interactive creative workshops and performances, local emerging artists, Arts Award, and programme content suitable for an SEN audience. Ideally the event also includes participatory activity for local community groups.
- The Supplier is not required to programme this event, but it is expected they will offer advice and programming guidance to ensure this event feels integrated into the Arts by the Sea offering.

7.2. The Supplier should collaborate with festival team members to devise engaging and fulfilling Volunteer opportunities, providing relevant programme information for training purposes and providing shadowing opportunities where possible.

7.3. The Supplier should collaborate with festival team members to integrate Arts Award activities into the festival programme.

- Arts Award Discover will be promoted in schools and libraries pre-festival and delivered at the festival through creative participatory workshops based on a children's book and a Family Trail.
- The Supplier should integrate the workshops into the festival programme and locate them in a suitable place, assisting with the creation of a Family Trail highlighting programming suitable for a family audience

8. Performance Management

8.1. Performance will be managed using the below Key Performance Indicators:

Measurement	Target
Positive feedback from ACE Relationship Manager at the Annual Progress Review meeting (first quarter of the year) in relation to the artistic programme (no issues identified with progress against agreed programming targets and success measures, moderate or minor Risk Rating in relation to artistic programme).	Moderate or Minor Risk Rating. No issues identified.
Positive (good or very good) feedback from the annual Audience Survey (October) in relation to the artistic programme	90%
Percentage of audience (in the Audience Survey) rate themselves 8, 9, 10 likely to recommend the festival to others	80%
Percentage of audience (in the Audience Survey) strongly agree or agree that the festival is welcoming for the whole community and encourages participation in community life	80%
Number of positive peer review on the artistic programme from the Creative Partners Steering Group.	1 or more
Number of cultural, educational, and local business partners worked with to devise and deliver innovative and inspirational projects/ programme content	3 or more

9. Milestones

9.1. **Milestone 1** – Festival Preparation – Development and Articulation of the Festival Theme – December. The outputs required to be delivered for this milestone are:

- Minimum 250 words articulating the festival theme in finalised wording ready to be shared with partners and the public.

9.2. **Milestone 2** – Festival Preparation – Input into Festival Business Plan prior to submission to Arts Council England (artistic vision, partnership planning, audience development, development of outputs) – December. The outputs required to be delivered for this milestone are:

- Programming timeline created.
- Trello board created and populated with suggested artists in keeping with the theme.

- Rough Programme Plan created and aligned with the Outcomes in the Activity Plan. Transferred into Business Plan by deadline for submission to ACE.
- Audience Development Plan in the Business Plan completed with programme content information aligned against each Audience Development Goal (by deadline for submission to ACE).
- Creative partnerships established and projects or outputs identified - confirmed with Partnership Agreements in place.
- SMART Action Plan targets and outputs agreed with Festival Director and inputted into Business Plan (by deadline for submission to ACE).

9.3. Milestone 3 – Festival Preparation – Programme Plan confirmed with Artists Booked and Ready for Contracting – April. The outputs required to be delivered for this milestone are:

- Programme Plan of chosen artists complete, presented to and signed off by Creative Partners Steering Group and Board.
- All deals negotiated with artists and booking details finalised. Booking information uploaded into the Trello ready for contracting.

9.4. Milestone 4 – Festival Preparation – Preparation of Site Plan and Schedule of Performances – May. The outputs required to be delivered for this milestone are:

- Site visits with artists and review of tech specs complete. Discussions with BCP Council's Events team regarding siting of performances complete.
- Following on from above, geographical site plan and schedule of performances times provided – ready for inputting into brochure (to be printed July).

9.5. Milestone 5 – Festival Preparation – Editing and Sign Off (with Festival Director) of Festival Brochure – June. The outputs required to be delivered for this milestone are:

- Each draft of brochure provided by marketing team to be reviewed and final draft signed off by Festival Director and Creative Lead ready for printing.
- What's On Guide on festival website reviewed and signed off by Festival Director and Creative Lead prior to public release.

9.6. Milestone 6 – Festival Delivery – Artist Liaison, Troubleshooting and Decision Making (with Festival Director and Events team) – September/ October. The outputs required to be delivered for this milestone are:

- Creative Lead and team attendance on site during the festival.
- Host open meeting for artists interested in the Artist in Residence scheme.

9.7. Milestone 7 – Festival Evaluation – Debriefs with Artists, Collection of Data and Feedback for Impact Report – November. The outputs required to be delivered for this milestone are:

- Attendance at/ participation in Team Debrief.
- Provision of data requested by BCP Council Senior Business Support Officer.

- Debriefs held with Artist in Residence and Associate Artist and feedback supplied to BCP Council Senior Business Support Officer.
- Manager application process for next Artist in Residence scheme and select artist.

10. Payments

- 10.1. The Supplier will be required to invoice the Council according to a payment schedule. Invoices should be sent by email to an email account confirmed by the Council. All invoices must have a purchase order referenced, be dated, have a unique numerical invoice number and be made out to the Council's address. All valid and undisputed invoices will be paid by the Council within 30 days of receipt.
- 10.2. Payments will be made in accordance with the overall fee submitted as part of the Bid submission. Please note that payments will be made on the completion of milestones. The Council reserves the right to agree an alternative payment value for each milestone in order to ensure that the value of the payment is proportionate to the work completed as part of that milestone.

11. Standards

- 11.1. The Supplier is required to effect and maintain appropriate insurance policies with a reputable insurer to cover the risks associated with delivering this activity.
- 11.2. The Supplier is required to hold Public Liability Insurance in the sum of £10 million for each and every incident.
- 11.3. The Supplier is required to hold Employer Liability Insurance in the sum of £5 million for each and every incident.

12. Contract Management

- 12.1. The Supplier is expected to attend quarterly review meetings in the first year of the contract, thereafter, review meetings will be scheduled every six months.
- 12.2. The Supplier is expected to monitor progress of agreed programming schemes (including Associate Artist and Artist in Residence) and ensure they are on target, reviews are being undertaken and data is being collected.
- 12.3. The Supplier is expected to provide data and feedback on progress of programming schemes to the Festival Director when required.
- 12.4. The Supplier is expected to provide programme information and data to meet reporting deadlines of the Board and of Arts Council England when requested by the Festival Director. A reporting schedule will be put in place when deadlines are received from Arts Council England and Board meetings are scheduled for the year.

12.5. Performance of the Supplier will be tracked through the progress of the contract against a Milestone plan, linked to payment of invoices.

13. Termination

13.1. The supplier will be required to handover to the Council any data in an editable format (specified by the Council) and in a timely manner to support any reasonable request including but not limited to service review, re-procurement and data transfer to a new supplier.

READ-ONLY