



ORGANISATIONAL DEVELOPMENT TENDERING BRIEF

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1. Purpose of the project

- 1.1. The overall purpose of this project is to undertake an organisational review of Lancaster Jazz Festival and make proposals for a three year strategic plan.

2. Objectives of the project

- 2.1. To review the current strategies and to undertake a 'health check' of the Lancaster Jazz Festival core aims and objectives.
- 2.2. Meet with the festival team, the board, and key stakeholders/partners.
- 2.3. Make recommendations about the Lancaster Jazz Festival strategic development.

3. Background information

- 3.1. Lancaster Jazz Festival presents a diverse programme of inspiring events and performances and creates opportunities for artists to develop new, innovative and high quality work. Through the development of a sustainable annual festival, backed by a year round programme of supported events we engage and develop a new audience for contemporary and progressive jazz and improvised music.
- 3.2. The current Lancaster Jazz Festival developed from Not-The-Lancaster-Jazz-Festival (2008-10), which had focused on experimental and freely improvised music, on supporting the local jazz community, and on principles of artistic collaboration. The first 'new' Lancaster Jazz Festival was organised in 2011 and featured headliners Asaf Sirkis/ Eyal Maoz, along with four days of contemporary music and community workshops. Since then the festival has expanded significantly, adding extra days, more venues, and a greater focus on community participation. In 2012, Lancaster Jazz Festival became a limited company with a membership and a Board of Directors. In 2013, there was a substantial increase in funding and sponsorship, performances by major UK artists such as Neil Cowley and Beats & Pieces, the addition of new venues, and an open submission process for artists. In 2014, the Festival took place over three days with over 3000 people in attendance. For the first time it received Arts Council England and PRSF funding, it featured an artist commission (funded by ACE), there was an outdoor stage in central Lancaster; the headline performances from Courtney Pine and Dennis Rollins were sold out, and a festival team was established. Although Lancaster Jazz

Festival has continued to develop year on year, the focus remains on producing a high quality festival that celebrates contemporary and progressive jazz and improvised music, while developing the festival's audience, both within the local community and more broadly within the UK.

- 3.3. As a result of this successful three-year growth, Lancaster Jazz Festival is now in a position to consolidate its organisational structure and to implement a further three-year strategic plan. In order to do this, the Lancaster Jazz Festival board is seeking a report from an advisor that will inform this process.

4. The project

- 4.1. Review strategic documentation and undertake a general organisational 'health check' of Lancaster Jazz Festival.
- 4.2. Consult with current and potential stakeholders and partners.
- 4.3. Assist in the development of a strategic development plan.
- 4.4. Report to the Lancaster Jazz Festival board.

5. Resources available

- 5.1. Access to specific records and systems.
- 5.2. Access to current plans.
- 5.3. Any administrative or other staffing resources.

6. Results

- 6.1. The advisor should submit a written report that contains recommendations for the implementation of a three-year strategic development plan. This should include a discussion of issues of organisational structure, governance, festival management, audience development, and stakeholder/partner relationships.
- 6.2. A verbal report and presentation to the Lancaster Jazz Festival board.

7. Timescale

- 7.1. The consultancy should be completed and the final report submitted by Monday 2 March 2015.

8. Budget

- 8.1. A total budget of up to £2500 inclusive of VAT and any expenses.

9. Selection

- 9.1. Written tenders should be submitted to Matt Robinson at Lancaster Jazz Festival by no later than Thursday 15 January 2015 either by email (matt@lancasterjazz.com) or by post (Lancaster Jazz Festival, 10 Sylvester Street, Lancaster: LA1 5DG).
- 9.2. Interviews will take place in Lancaster on Friday 30 January 2015.
- 9.3. Informal enquires are welcome. Please contact Matt Robinson (matt@lancasterjazz.com).
- 9.4. On the tender, please include the following information:
 1. your overall comments on the brief
 2. the experience and qualifications you have which make you the ideal adviser for the brief
 3. how you would approach the work
 4. names of those working on the project (if applicable)
 5. details of fees
 6. the names and contact numbers of two relevant referees.
5. The successful advisor will work with Lancaster Jazz Festival to agree jointly on the final brief and the contract following the selection process.

10. Specification

- 10.1. Essential:
 - 10.1.1. Experience of arts consultancy, preferably in the area of festivals and community arts.
 - 10.1.2. Experience of arts organisation strategic planning, especially audience development, organisational structures, stake holder/partnership agreements and project funding.
 - 10.1.3. Experience working with national funding agencies for the arts.
 - 10.1.4. Experience of finance and budgetary management.
 - 10.1.5. Good communication skills, both written and verbal.
- 10.2. Desirable:
 - 10.2.1. Knowledge of the wider arts and charity sectors
 - 10.2.2. Knowledge of jazz and improvised music in the UK and Europe.
 - 10.2.3. The ability to work flexibly and autonomously where required.