

Brief for scoping for Phase 2 of the Inquiry into the Civic Role of Arts Organisations

Introduction

The purpose of the UK Branch of the Calouste Gulbenkian Foundation is to bring about long-term improvements in wellbeing particularly for the most vulnerable, by creating connections across boundaries (national borders, communities, disciplines and sectors) which deliver social, cultural and environmental value.

One of the main themes of the Foundation's work is broadening participation in the arts, especially amongst vulnerable and under served communities.

Recent initiatives developed as part of our commitment to participatory performing arts have included *Sharing the Stage*, which is supporting R&D and production costs for performances in which, to give some examples, older people, injured veterans and young people with disabilities share the stage with professionals. We have also supported the development of *With One Voice*, an international movement of organisations working with and for homeless people, enabling them to participate in the arts. This initiative began with a StreetWise Opera event at the Royal Opera House in which approximately 300 people who had experienced homelessness performed. In 2016, *With One Voice* was officially launched as an international movement, at the culmination of a week-long festival of homeless performing arts projects in Rio de Janeiro at the Cultural Olympiad.

The Calouste Gulbenkian Inquiry into the Civic Role of Arts Organisations

The Calouste Gulbenkian Foundation in the UK has a long history of support for socially engaged arts and of funding commissions or other policy projects that have had a deep and lasting impact on arts policy and practice. Our work on participatory performing arts prompted the setting up of the Inquiry because it demonstrated that while there are many examples of excellent practice, practitioners are often isolated and their work is generally not fully recognised or appreciated. While, in the meantime, social and technological developments, make arts participation both ever more important and ever more possible.

The Inquiry into the Civic Role of Arts Organisations aims to build a strong and growing movement of arts organisations that embrace their civic role. We launched the Inquiry, with our project partners the [Institute of Cultural Capital \(ICC\)](#), [What Next?](#) and [the RSA](#) in May 2016. The Inquiry aims to:

- Increase awareness of the civic role arts organisations play nationally and in their communities
- Develop understanding of what 'next practice' looks like
- Create a movement of arts organisations committed to working in this way
- Recommend policy change and practical support to strengthen the civic role of arts organisations.

The Inquiry has three phases:



- Phase 1 (2016/2017) will describe how arts organisations demonstrate their civic role, highlighting inspiring examples, surveying arts organisations and interviewing key influencers; identifying the issues and approaches phase 2 will examine
- Phase 2 (2017/2019) will include policy, research, local area prototyping and capacity building to deepen our understanding of and support a growth in the civic role of arts organisations, it will develop recommendations and an implementation plan to secure lasting change
- Phase 3 (2019/20) will focus on implementing the plan developed in Phase 2 to secure the initiative's legacy.

The Inquiry is supported by an International Reference Group and an Advisory Panel. Members include leaders from the arts, social, cultural, public and private sectors. See our website for the membership: civicroleartsinquiry.gulbenkian.org.uk.

Phase 1 activity has included:

- A *literature review* including the academic and practitioner literature
- A *questionnaire* of expert opinion on the civic role (using a *Delphi analysis* approach).
- A *survey* distributed via What Next? examining conceptions of the civic role
- *Workshops, artist commissions and local area studies* to explore and discuss in-depth the civic role of arts organisations.

As we come to the end of phase 1, we are starting to plan what phase 2 might look like. A strong message from the phase 1 consultation was that phase 2 should include support for experimental local projects that enable arts organisations to work in partnership with other local agencies to develop and test their civic role. It is therefore likely that phase 2 will include the prototyping of projects in particular local areas. Our current thinking, based on our experience in developing and running experimental initiatives rooted in collaboration is that these projects might best be developed through a facilitated process of co-design involving arts and other organisations.

Phase 2 will comprise work in England and Portugal. The intention is that research covering the same issues (place-based, prototyping and labs and context) will also be undertaken in Portugal. This will be the subject of a separate commission but part of the brief for this work will involve liaison with colleagues in Lisbon about for example, comparable data sources.

A number of capacity building and policy issues also emerged in phase 1 which we will seek to address in phase 2 namely: governance and leadership, funding and accountability.

Our current proposal is that phase 2 will begin with a series of road shows in which we will play back and sense check what we have gleaned from the consultation and the plans we have developed on its basis for this new phase of the Inquiry.

The brief

We are seeking to recruit one or more individuals/organisations to undertake scoping research to inform thinking about how elements of phase 2 might best be delivered.

The products of this research will be:

- I. A synthesis of research and learning on 'place based' funding

2. A proposal for criteria to be used to select the local areas in which we will work
3. A synthesis of research on prototyping or lab methodologies
4. An analysis of relevant initiatives/policy and programmes to provide context.

1. A synthesis of research and learning on place based funding

There have been a number of trust and foundation initiatives over recent years concerned with the study and analysis of place based funding. These initiatives include:

- The London Funders Group Initiative
- Research by IVAR
- An ACF convened group
- Scoping Research for the Baring Foundation.

There have also been some notable place based funding initiatives including Fair Shares, the Local Trust programme, Arts Council England's Creative People and Places and Fusion in Wales.

We also know of a number of relevant initiatives in the US for example, the national Creative Place Making scheme.

The task here is to synthesise the UK work and the most significant pieces of international work (including the US but extending beyond it) and to prepare a report focused on the strategies and approaches that appear to be most promising in securing long term impact.

2. A proposal for criteria to be used to select the local areas in which we will work to include an analysis of the key data that might inform our decisions

Our intention is to work in (three-11) local areas in England. We require an analysis of the considerations, criteria and available data that should inform our decisions about the areas in which we will work.

- The work should encompass data on:
 - 'opportunity areas';
 - funding 'black spots';
 - areas of low arts engagement and/or participation;
 - areas of deprivation.
- It should look at the data through the lens of urban/rural and mixed locations and coastal communities. It should keep in mind the need to ensure good geographical coverage of the English regions.
- It should consider areas and the criteria used to determine the location of:
 - Cities of Culture
 - The People and Places programme
 - Other relevant programmes or initiatives.
- It should bear in mind that four areas in Phase I were the subject of more in-depth local area studies.
- It should consider ACE NPOs as catalysts for the initiative providing support to smaller, less well-resourced arts organisations.

- The work should consider whether the focus should be on areas where there is little relevant activity or where there is high quality activity on which to build.

We are also proposing to work in one or more local areas in Portugal and will seek the help of our colleagues in Lisbon in accessing appropriate data which the commissioned organisation/individual will be required to help us compare with the data for England.

There may be a second stage to this work helping us to apply the criteria and data to area selection and considering the data that we need for the purposes of evaluating the initiative. This is outside the scope of this particular brief and the budget allocated for it.

3. A synthesis of research on prototyping or lab methodologies

The Lab Craft guide is a key source document. We are interested in updating and supplementing this with an analysis of more recent work and also other relevant methodologies including for example, the ethnographic research pioneered by the Young Foundation.

The objective of the analysis is to guide us in choosing a methodology (which might be a mixed methodology) for the prototyping work we propose to support in local areas during phase 2 of the initiative and inform our selection of an appropriate organisation/individual to facilitate our consultation roadshows and prototyping workshops. This work should also build on early learning from the CGF UK Marine CoLAB.

4. An analysis of the context – relevant initiatives/policy and programmes

This piece of work is a contextual review. It should answer the questions:

- What other initiatives/programmes are particularly relevant to civic role and what can we learn from them? Examples include, Our Museum, Happy Museum, Creative People and Places and Fusion.
- How does our emphasis on the civic role of the arts sit alongside current government policy for example, on the arts, volunteering and social action and local area regeneration?
- It should answer the question - are there particular synergies and policy opportunities we can take advantage of?

About the Commission

The last section contains an outline of what is expected; we anticipate refining and developing it in discussion with those recruited to undertake the work/elements of the work.

Our starting assumption is that we will commission more than one individual/organisation to undertake the brief as it is unlikely that any one individual or organisation would have the requisite skill set i.e. both the relevant data and policy expertise. However, our selection will be based on levels of skills and experience and so suitably qualified and experienced individuals/organisations are not excluded from bidding for every element of the brief.

The different elements of scoping, set out above, are interrelated; for example, the criteria for selecting local areas should be informed by learning from the 'place based' research. The proposal

therefore is to hold a briefing meeting with those commissioned to deliver the scoping research to discuss inter-relationships to ensure that important information is shared in real time between the individuals/teams working on the project.

For each of the four elements of the research, we will require the commissioned individuals/organisations to produce an accessible findings report of no more than 20 sides A4 including a summary and recommendations. We are likely to work with the consultants commissioned to produce a version of this report and/or the summary for publication. However, this will be subject to a separate commission and is not within the current brief.

The budget available for the totality of the brief i.e all four elements is up to £20k (inclusive of VAT and expenses). The deadline for a report on the fourth element of the research is 14th June; for the other three reports it is the end of August 2017.

We have outlined here, initial scoping activity to inform phase 2. We are envisaging that we will issue another brief and commission further scoping work in advance of, or shortly after publication of, the phase 1 report in early July. It is likely that some of this work will build on the findings of this initial scoping phase.

Responding to this brief

Individuals/organisations wishing to undertake this work should provide us with a short expression of interest by May 21st. This should be no longer than 1000 words. It should contain

1. An indication of the elements of the research you consider you are qualified to deliver with a summary note of relevant skills and experience. (CVs of key personnel – not to be included in the word count – should be appended).
2. An initial outline budget for each element of the work detailing days allocated and day rates for personnel to be involved.

Individuals/organisations considered highly qualified to undertake the work and to offer excellent value for money will be invited to a meeting to discuss our requirements further.

We have allocated a total of £20k for the initial scoping work described in this paper.

If you have queries about the brief and would like to speak to someone before submitting an expression of interest please contact Margaret Bolton mbolton@gulbenkian.org.uk or Sam Cairns scairns@gulbenkian.org.uk.

25th April 2017