



Arts Business Development Consultancy Tender Brief for K.I.S.S (keep it simple stupid)

1. Introduction

Portraits of Recovery (PORe) is a Manchester based visual arts, non-venue-based charity whose work investigates the relational intersectionality of contemporary art, substance use and recovery.

PORe does this through visual arts commissioning and through partnerships in the recovery, health, academic and community sectors, engaging with those in recovery and the wider public

PORe was founded in 2011 on the resilience of lived experience and ambition by Mark Prest, himself a man in recovery.

PORe has been awarded funding from Arts Council England's Elevate program to undertake organisational development, of which this consultancy is part (see below).

2. About PORe

PORe's vision and purpose is for social and cultural change via contributions to an emergent cultural identity for the UK's recovery community. A parallel is how Queer, Black, LGBT+, Women and disability art movements have taken back control and re-invented themselves through their own cultural production. The central argument made within the co-authored book chapter by Mark Prest and Professor Ali Roy: Roy, A. & Prest, M. (2014). *Culture Change: Art, Addiction, and the Recovery Agenda*. In: J. Reynolds and Z. Zontou, eds., *Addiction and Performance*. Cambridge: Cambridge Scholars Publishing.

Internationally unique - eight years of award-winning cultural production has fostered new, culturally competent approaches to recovery and established a new North West England arts and social movement. Under the proactive slogan RECOVERISM, as allied to the arts it supports the emancipatory reframing of addiction and recovery identities.

Recoverism looks at recovering people and their communities as social assets with newly collective, responsible ways of living, free from substance or self-harming and defeating behaviours.

Activism as art for social and cultural change seeks to introduce increased access to and participation in high quality arts. That embeds Recoverism and Recoverist ideology within wider society and the mainstream arts and culture.

Manchester is a Recoverist incubator and the city is its base camp. Recoverism as an ideology can help support society to better look at itself and to shift how we work, think, live, love, connect and express ourselves.

Identification thru the pain of living, PORe's working offers up Recoverism as a mutually inclusive cultural philosophy and methodology that can be applied to all areas of society. This approach simultaneously reframes addiction as a health, social and cultural issue and not a perceived moral failing.

Unseen: Simultaneous Realities was a recent internationally award-winning project, for which PORe commissioned 3 diverse artists: David Hoyle (LGBT+), Sutapa Biswas (South Asian) and Invisible Flock (disability), in partnership with Touchstones, HOME - Manchester, the Whitworth and local addiction recovery agencies. Unseen explored the viability and desire for Greater Manchester's LGBT+, South Asian and disability Recoverist groups to be visible and understood. See: <https://www.portraitsofrecovery.org.uk/projects/unseen-simultaneous-realities>



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In 2009 PORe concluded a 3rd European partnership. Art and Social Change, an Erasmus Plus project with partners from Italy, Lithuania, Germany and UK based Arts and Health Southwest, to develop new training methods using the arts to prevent burnout for healthcare professionals, working within addiction recovery. PORe delivered three UK based training rounds led by applied theatre artist Kate McCoy with a note for decision makers disseminated to networks.

As part of 2019 World health Congress Europe (Manchester) and to coincide with director Mark Prest's conference paper, PORe and the Whitworth presented a single screen viewing of *Twelve* by Melanie Manchot. Commissioned by PORe for a tour in England (London, Portsmouth and Eastbourne) in 2015 - 16, *Twelve*, a multi-channel installation was also included in recent exhibitions: *HOOKED*, Science Gallery London and FACT's *Group Therapy* (toured to Big Anxiety Festival, Sydney Australia).

Wonderland (2016) was a research partnership with Prof. Amanda Ravetz, MMU by and for people in recovery from substance use and/or mental health issues. Working with the artist Cristina Nuñez and her self-portrait method, researchers, and participants collaborated to explore how artistic research can further recovery journeys. See <http://www.art.mmu.ac.uk/wonderland/index>

Project websites and social media:

www.portraitsofrecovery.org.uk

<https://www.facebook.com/Portraits.of.Recovery1>

www.twelve.org.uk

<http://www.artandsocialchange.eu>

- Priority dependent PORe's activities simultaneously deliver on some or all the following:
 - a. Commissioning new work and supporting artist development through engagement in a key social concern.
 - b. Delivering high quality participatory arts opportunity that support Health and Wellbeing, Lifelong Learning and social re-integration through informal learning and soft skill development.
 - c. Forging new partnerships that broaden out the addiction and recovery agenda through a more collective social and cultural discourse.
 - d. Research both formal and informal that contributes to an evidence base that the work works.
 - e. Public facing programmes which challenge societal stigma by presenting recovering people and communities as social assets that society can learn from.
- Additional activities include exhibitions and associated events, seminars, and conferences, commissioning new writing and publications.
- PORe is non-venue based and work in partnership with a range of arts and cultural agencies and the addiction recovery and health sectors to both develop projects and deliver their public engagement outcomes.
- The organisation currently works on a project-by-project basis but are seeking to secure longer term financial sustainability as a developmental outcome of K.I.S.S.
- PORe is a not-for-profit social enterprise, company L.T.D by Guarantee and a registered charity.

3. ELEVATE – K.I.S.S (Keep it Simple Stupid)

This is an exciting time for PORe. In 2019 PORe was awarded 2 years Elevate funding by Arts Council England. Elevate funding programme aims to strengthen the resilience of diverse arts organisations, museums, and libraries not in receipt of National Portfolio funding.

PORe's organisational development project K.I.S.S aims to strengthen the resilience of PORe by development of a new strategic business plan (in the first year) and budgets supported by external consultancy; securing MP as paid staff/director; two new staff members to increase capacity; diversification of fundraising and business

development to support and secure a 5 year funding strategy; put in place appropriate new digital resources; address Board development to reflect the diversity of contemporary society across England and resilience focused strategic partnership building.

4. K.I.S.S: Proposed outcomes and measures of success:

I. Building Capacity

- a) have an effective and well-resourced staff team in place
- b) have a diverse and representative board

II. Building Resilience

- a) have in place a 5-year Strategic Business Plan and budget after the first 12 months
- b) have developed and have in place a 5-year funding strategy
- c) have a fully commissioned website and have in place an organisational digital strategy and new offers including a new Recoverist membership scheme.

III. Building Partnerships

- a) have at least two nationally strategic relationships in the addiction recovery sector; with a Drug and Alcohol treatment provider for the implementation of an arts programme across their service and a recovery advocacy agency to support a programme “seeking to change the conditions that create the issue”
- b) have in place further high value cultural, health and recovery sector partnerships making PORe’s work visible and mainstreams PORe’s work within regional, national, and international arts and cultural context

5. K.I.S.S. Business Consultant Contract Requirements

We are seeking to appoint external art business development consultant/s. The successful applicant(s) will support Mark Prest in developing a 5-year business plan to include at least one funding application. It is essential that they have extensive experience of the visual arts and/or specialism in social practice and knowledge of arts for health, working with marginalised groups and have a significant and proven track record of developing successful strategies for business planning, fundraising and income generation.

A new Strategic Business Plan for the organisation is essential to support developing a resilient business within the current and future COVID19 world. The plan will describe the business and cover PORe’s objectives and strategies.

Developing this plan will include reviews of:

- PORe’s programme
- Similar scale organisations in the sector
- Business models available including appropriate staffing structures and recommendations

The final business plan should include: a 5-year budget, creative programme plans and ambitions, new partnership development, audience development, plans for income diversification (including trusts and foundations and earning income), governance and board development.

6. Timescale

On appointment the contract will last for a period of up-to 12months (to be agreed on appointment).

An original funding requirement was that the Business plan should be delivered within the projects 1st year. Due to COVID19 and other external factors this was not possible. An updated project timeline and extension is currently under negotiation with Arts Council England and should be available shortly. However once appointed it is expected that the consultancy work is undertaken, and all agreed deliverables met within 6-12mths.

7. Conflicts of Interest

Potential consultancy providers must confirm in their proposal that there would be no conflict or perceived conflict of interest in relation to their servicing this contract.

8. Management and Deliverables

Mark Prest is the projects strategic lead and main contact.

The successful consultant will report to Mark and will work with him to confirm the business planning process which will include:

- Support MP in developing a Specific, Measurable, Achievable, Relevant, Time-bound 5-year business plan
- Planning (agreeing roles, identifying deadlines and planning the project)
- Understanding the bigger picture (check and agree vision, external environment review including stakeholder consultation, reviewing business models in the sector). PORe role within wider Visual Art Sector
- Develop the plan (Strategy plan and work plan); Identify Key Strategies; writing the plan and any appendices, financial projections, milestone planning, set objectives). Advise on most robust and appropriate business plan model, appropriate policies for scale of organisation, governance models, Identify funding and income generation potential.
- Test the plan (scenario and risk assessment, further stakeholder consultation); Identify opportunities to support the Business Plan and main challenges.
- Communication (Board approval, liaise with funders, staff engaged, publication).
- Evaluation (Criteria, data, reporting and progress against targets).
- Reviewing (Annual, review, any internal/external changes, revise as required, financial impact of any changes).

Note: This is not exhaustive.

9. Fee

The maximum and all-inclusive fee available is £9000 (inclusive of VAT).

10. Payment

A payment schedule will be agreed on appointment and an agreed timetable.

11. Responding to this Brief (Proposal)

A response indicating how the consultant(s) would meet the brief should be submitted and emailed to mark.prest@portraitsofrecovery.org.uk by the deadline of **Friday 13th November**. Those invited to interview will be notified by **Wednesday 25th November** with interviews taking place on **Wednesday 2nd December**. Please keep this date free in your diary.

Proposal should:

- Demonstrate how the consultant's previous experience will enable them to fulfil the requirements of this contract. Examples of previous similar work must relate to activities undertaken within the past five years.
- Outline indicative schedule of work.
- Include a CV.
- Names and contact details of two referees (email and phone details preferred) who consultant(s) have worked with in last 5 years.
- Address delivery of work through continuing COVID-19 uncertainty.

For an informal conversation about the brief please email Mark Prest (as above) to arrange a time.