



# **NORFOLK & NORWICH FESTIVAL**

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### **FESTIVAL DIRECTOR**

### **CANDIDATE BRIEFING DOCUMENT**

**JULY 2017**

## 1. Background Information

### ***NNF History***

Founded in 1772 as a triennial music festival to raise funds for the newly founded Norfolk & Norwich Hospital, the Festival became an annual event in 1988 and since then has continued to grow under each Director, with the addition of new programming strands designed to appeal to more diverse and larger audiences. The 17-day event in May is now a world class international arts festival, described by Arts Council England as “one of the big four UK international arts festivals” and is a flagship arts organisation for the East of England.

In addition to its annual Festival, NNF has expanded to incorporate one of the UK’s 10 Bridge organisations and delivers Norfolk & Norwich Open Studios.

The organisation is constituted as the ‘Norfolk and Norwich Festival Trust’, which has charitable status, and ‘Norfolk and Norwich Festival Limited’, a limited company. Together these make up ‘Norfolk and Norwich Festival’ (NNF).

NNF has a team of 24 – 30 staff depending on the time of year, expanding to around 170 during the 17 day Festival. NNF also works closely with a team of 130 volunteers who help deliver the Festival every year.

### ***Recent Festival Highlights***

The Festival thrives on the artistic freedom to present work across multiple art forms and across a breadth of indoors, outdoors, urban and rural settings. Each year a programme of events is presented which includes commissions from new and established artists, world and UK premieres, and high profile artistic events that respond to NNF’s distinctive landscapes and urban settings.

The outgoing Artistic Director, William Galinsky’s, vision for the Festival has focused on national and international co-commissioning and co-production of new work alongside an integrated community engagement and participation programme. There has also been increased focus on support for regional artists and companies to develop talent and create new work.

Bringing innovative work across different genres to the city and county, recent highlights have included, Thrill Laboratory’s *VR Playground*, The Voice Project’s *The Arms of Sleep*, Akram Khan Company’s *Chotto Desh*, Campo’s *Wild Life*, Janek Turkowski and Iwona Nowacka’s *It’s Happening in Norwich*, Aurora Orchestra’s outdoor work *The Beethoven Safari*, NNF’s *The Tempest*, Wild Works’ *Wolf’s Child*, Dmitry Krymov’s *Opus No 7*, Olivier Grosstête’s *The People’s Tower*, and the ever increasingly popular Festival Garden Party. Other ground-breaking artists and companies such as Circa, Robert Wilson, Aurélien Bory/Compagnie 111, 14 -18 NOW, Claire Cunningham, Quarantine and Nature Theater of Oklahoma have also visited Norwich and Norfolk in recent years.

Current plans for the future life of NNF (co)-productions include: the virtual reality swings of *VR Playground* will tour in the UK and abroad throughout 2017 onwards (managed by NNF), *Wolf’s Child* is being revived in Cornwall in the summer of 2017, whilst 2018 will see an international tour of *Wild Life* and ongoing touring of *The Arms of Sleep*.

## **Year Round Activities**

Norfolk & Norwich Festival runs one of the 10 national Bridge organisations (Festival Bridge). Funded by Arts Council England, the Bridges provide a direct link or 'bridge' between those working with children, young people, schools and communities with arts and cultural organisations. Festival Bridge creates and facilitates partnerships and networks that radically improve the cultural offer for all children and young people across Cambridgeshire, Norfolk, Peterborough and Suffolk. The partnerships and networks work of Festival Bridge is distinct from the direct delivery work of the Participation & Engagement department.

In addition to the annual festival, NNF manages Norfolk & Norwich Open Studios, working in partnership with over 500 visual artists across the county to open their studios to the public each year.

In 2016, NNF piloted significant year-round engagement with *Fiercest Light*, a co-commission between NNF, Writers' Centre Norwich and 14-18 NOW, that engaged with 37 local collaborators (from historians to composers to archivists), 255 children and young people, and 5 community groups to create contemporary responses to WWI via workshops linking literacy, poetry, history, creativity and filmmaking.

Other key year round work includes with Stopgap Dance Company - in a partnership established in 2016 for a 3-year inclusive dance syllabus project across Norfolk (2017-19) and a growing relationship with MAP - a group of advisers, counsellors and youth workers, who work with "young people finding their way" across Norfolk and Suffolk.

## **Networks**

*In Situ*: NNF is one of 25 partners from 17 countries who form the *In Situ* network. Working together since 2003 to develop joint European projects, to date *In Situ* has supported over 180 European artists as the European platform for artistic creation in public space. NNF presented three *In Situ* projects in 2017 and three in 2016.

*Without Walls*: Founded in 2007, *Without Walls* is a consortium of nine leading arts organisations and festivals (including NNF), collaborating to break new ground in the creation of extraordinary outdoor work in the UK. *Without Walls* commissions 8 -12 new works each year, with a focus on innovation, culturally diverse work, deaf and disabled artists and audience engagement. In 2017 NNF presented 8 shows (co-commissioning 5 of them). In 2016 NNF presented 6 shows (co-commissioning 4 of them).

*SuraMedura*: NNF is one of seven outdoor arts organisations from England and Scotland that have joined together to create a new artist development opportunity in an established International Artist Residency Centre in Sri Lanka for English professionals working in non-conventional and outdoor spaces. The work produced there will be shown in Sri Lanka and the UK across 2016, 2017 and 2018.

*Theatre Without Borders*: NNF is one of ten partners in *Theatre Without Borders*, a recently formed national consortium that aims to develop new collaborative partnerships across festivals and regional producing theatres to build organisational and local audience demand for international work.

## ***NNF Vision and Mission***

***Overall vision:*** To use the power of the arts to make our part of the world a truly great place to live, work, learn and play.

***Overall mission:*** NNF exists to bring people together through exploring and celebrating creativity. Inclusivity, diversity, accessibility and environmental sustainability are at the heart of everything NNF does.

***Festival mission:*** To collaborate with extraordinary artists – some of whom live down the road, others from half way around the world – and with communities across Norfolk & Norwich to create unmissable artistic experiences, often with the power to change lives.

For 17 days each May, and beyond, NNF transforms our public spaces, city streets, performance venues, disused factories, forgotten treasures, parks, forests, beaches, virtual spaces and our own homes, bringing people together from many different walks of life to share the same magical, transformative and inspirational artistic experiences.

***Festival Bridge Vision:*** Culture belongs to all children and young people (CYP) in the Festival Bridge region of Cambridgeshire, Norfolk, Peterborough and Suffolk.

***Festival Bridge Mission:*** We create and facilitate partnerships and networks that radically improve the cultural offer for all CYP across Cambridgeshire, Norfolk, Peterborough and Suffolk.

## ***NNF Financial Status***

The Norfolk & Norwich Festival turnover in 2017 is £2.7m.

NNF public funding is received from:

- Arts Council England East - £815,000 for Festival core and £500,000 for Festival Bridge;
- Norwich City Council - £123,000;
- Norfolk County Council - £8,000.

The programme budget for the Festival in 2017 was £730,000 gross.

The programme budget for the Festival in 2018 is also planned to be £730,000 gross. This will be dependent on the announcement of National Portfolio Organisation funding decisions from ACE, as well City and County funding decisions for 2018. It is also subject to the success of other funding applications and our ongoing sponsor partnerships.

## ***Income***

- CY 2017 budgeted generated income is £425,000, including gross Box Office income of £310,000.

- CY 2017 budgeted development income is £420,000 including sponsorship, individual giving, gala income, trusts and foundations and other funders. Additional income is derived from multi-partner collaborations on large-scale projects, which add significant additional programme value, enabling NNF to present extraordinary work over and above its baseline budget parameters.

The NNF's total unrestricted reserves as at 31 December 2016 were £390,000.

### ***2018 Festival***

Due to the time-scale of the recruitment and the deadline for the completion of the Festival Programme in January and launch in February, the majority of the 2018 Festival will have been programmed by the outgoing Artistic Director with NNF's co-curators, Britten Sinfonia, Serious and Writers' Centre Norwich, and in collaboration with other local arts organisations. The new Director will be expected to add their 'signature' to the programme with some key programme choices and will be responsible for 'fronting' and delivering the full event in May 2018.

## **2. The Role**

The Festival Director is the lead officer for the Norfolk & Norwich Festival, reporting directly to the Chair and Board and holding overall accountability for the artistic quality, financial viability and long-term sustainability of the organisation.

The Festival Director is responsible for setting and implementing the artistic and strategic vision for the Norfolk & Norwich Festival working closely with the Executive Director and together, in collaboration with the senior management team, for creating, planning and delivering an annual Festival of high profile, quality, artistic events that showcase the best of local, national and international talent. The role also oversees NNF's year-round and other activities, including Festival Bridge and Norfolk & Norwich Open Studios.

The Festival Director provides leadership, directs external relations, and upholds NNF's reputation as its main advocate, spokesperson, brand champion and ambassador. He or she has responsibility for ensuring the delivery of funding agreements, specifically those with Arts Council England and Norwich City Council, and for supporting the Festival's fundraising and income generating initiatives.

The Festival Director works closely with the Executive Director. The Executive Director creates the environment in which NNF's artistic vision can flourish, overseeing the organisational management, financial planning and communications and development strategies, whilst ensuring the smooth operational delivery of the annual Festival and other NNF activities.

Direct line management responsibilities will vary from time to time according to any strategic reviews and the Festival's needs and organisational structure, but currently include: Executive Director, Head of Production, Head of Festival Bridge and Manager of Participation and Engagement. The Festival Director and Executive Director together hold overall indirect responsibility for all Festival staff.

### **3. Main Responsibilities**

#### ***Artistic leadership***

- Provide artistic and strategic vision and leadership for Norfolk & Norwich Festival, ensuring the profile, reputation and success of the organisation continues to grow within the city and region, as well as nationally and internationally.
- Complement and expand the existing programme to develop the scope, character and distinctive quality of the annual Festival; actively explore new creative opportunities, taking artistic risk where appropriate to build its profile as a cutting edge, world-class event that attracts critical acclaim, champions diversity, and reaches new audiences.
- Identify and develop key partnerships and relationships with arts practitioners and arts organisations internationally, nationally and locally, seeking opportunities for artistic collaboration, commissioning and co-production.
- Provide the creative and strategic vision for, and oversee delivery of high quality, wide-reaching community and audience engagement and learning programmes in the city and county throughout the year.
- Provide a creative vision and develop a strategic plan for NNF's year-round activities in keeping with the organisation's mission.
- Ensure the year-round realisation of NNF's purpose and potential by optimising relationships and opportunities offered by, through and for Festival Bridge.
- Oversee the delivery of the annual Festival programme and other year round artistic activity on a timely basis and on budget, working closely with the Head of Production and other senior team members as appropriate.
- Take executive producer responsibility for specific productions each year, ensuring their successful delivery to the highest standards.
- Lead in identifying, nurturing and mentoring new talent, including in the city and county.
- Lead on the development and delivery of NNF's artistic digital work.
- Oversee the development and delivery of NNF's co-producing and touring work.
- Provide collaborative and cultural leadership for the city, the county, the region and beyond.
- Keep abreast of new developments in the arts around the world to ensure awareness of where the most interesting creative ideas and projects are happening; maintain and grow networks in the artistic community and regularly attend performances and events.
- Contribute to the overall evaluation processes for the annual Festival and other activity.

#### ***Organisational leadership***

- Work in conjunction with the Board, Executive Director and senior managers to develop a business plan that reflects and builds on the organisation's artistic vision and goals, reviewing and changing policies, resources and structures where necessary to deliver them.
- Lead, inspire and motivate a strong, co-ordinated and effective management team to achieve NNF's vision and mission.
- With the Executive Director, create a best practice working environment where staff feel valued and can develop and flourish.

- Oversee and monitor annual budgets, ensuring all events are delivered within budget, working with the Executive Director and other staff as appropriate.
- Together with the Executive Director develop, deliver and maintain effective communications both internally and externally.
- Maintain, promote and champion NNF's brand values.
- Take an entrepreneurial and innovative approach to identifying new funding sources and business opportunities in the UK and abroad to support Festival programming plans and other activities and projects.
- Oversee and support the Head of Festival Bridge in the strategic development of Festival Bridge to ensure delivery of its objectives and the fulfilment of its potential across the Festival Bridge region (Norfolk, Suffolk, Cambridgeshire and Peterborough).
- Broaden the scale and reach of NNF's Festival work to meet the needs, expectations and opportunities offered by working with diverse communities in Norwich and Norfolk.
- Oversee the recruitment, management, appraisal and development of NNF staff managed by the role.

### ***Strategic relationships and representation***

- Build and maintain a strong working relationship with the Board and its Committees.
- Maintain and develop good relationships with all funding partners and stakeholders, including Arts Council England, Norwich City Council, Norfolk County Council, the Cultural Board of the New Anglia Local Enterprise Partnership (LEP), Norwich Business Improvement District, the University of East Anglia, Norwich University of the Arts, Norwich Theatre Royal, Norwich Writers' Centre, local promoters, venues, etc.
- Actively develop and expand artistic networks amongst a range of individuals and organisations locally, nationally and internationally that will help further the aims of NNF.
- Maintain a detailed overview of the funding landscape and work closely with the Executive Director to develop good, effective relations with existing and potential partners, funders, sponsors and high net worth individuals, supporting fundraising initiatives where appropriate.
- Advocate, promote and lobby for NNF, representing the organisation on relevant bodies and communicating its aims to key opinion-formers and decision-makers within relevant government, industry, community and corporate sectors.
- Identify persuasive champions and advocates for NNF, locally, nationally and internationally.
- Act as the main spokesperson for the organisation and develop good, productive relations with the press and other media, with the support of the Head of Communications and freelance media staff.

### **General**

- Carry out all duties in accordance with appropriate internal and statutory procedures.
- Adhere at all times to NNF employment policies and procedures with particular reference to those relating to Equality, Diversity, Environmental, Health and Safety and Safeguarding Children and Adults at Risk.
- Travel regularly within and outside of the UK as required to develop the Festival programme.

#### **4. Person Specification**

The Festival Director of Norfolk & Norwich Festival will have a wide knowledge of the arts that crosses international boundaries and diverse cultures and a network of contacts amongst leading arts practitioners and organisations around the world.

S/he will have a national and/or international reputation and a track record of success in the programming of large-scale performing and visual arts events, including commissioning and promoting new work and innovative approaches to production, presentation and participation. A focus on audience development and a commitment to engagement and learning in the arts, particularly within the local community, is essential.

The ideal candidate will also be expected to have a record of achievement in managing a significant arts organisation, ideally with some experience of leading and motivating a highly qualified team and stakeholders through times of change.

An awareness of the current political-cultural environment in the UK and how this will impact on NNF and its annual activities in the forthcoming years is essential. In particular, the Festival Director will be expected to review and monitor the funding landscape post-Brexit and understand how this will affect NNF.

The Festival Director will be expected to live in Norfolk within easy commutable distance of Norwich and have the willingness and ability to travel regularly within and outside of the UK to meet artistic talent, promote NNF and fulfil all other role requirements.

The experience, skills, knowledge and personal qualities sought are:

##### **Artistic**

- Strong artistic vision and flair.
- A breadth of artistic knowledge, with high-level awareness of current developments in the different art forms nationally and internationally.
- An understanding of the importance of artistic innovation and risk-taking, with the ability to communicate this to stakeholders.
- The ability to think laterally and recognise and develop artistic opportunities.
- A wide range of international arts contacts and networks and the ability to bring world-class artists to Norwich.
- Proven commitment to talent development, audience development and extending engagement and learning in the arts.

##### **Organisational**

###### ***Essential***

- A proven track record in successfully managing a significant arts organisation and staff.
- Previous accountability for the financial success of an organisation or department, with responsibility for setting and monitoring substantial budgets.

- A track record of programming and delivering large-scale cultural events, including promoting new works and/or new approaches to production.
- Leadership skills with the ability to inspire, challenge, excite and energise.
- Experience of developing effective, collaborative partnerships within both public and private sectors.
- Experience in operating effectively in a political environment.
- Excellent verbal and written communication skills.
- A good understanding of marketing, especially in relation to branding and sponsorship.
- Experience in dealing with the press and media and can act confidently as the main spokesperson for NNF.
- Experience of working with a non-executive Board of Trustees.

***Desirable***

- A good understanding of the UK arts funding systems and the current challenges facing the arts over the next few years.
- Knowledge of a wide range of potential funding sources in the UK and overseas.
- Knowledge of and enthusiasm for Norwich, Norfolk and the Eastern Region.

***Personal qualities***

- Collaborative, with the ability to generate new creative partnerships
- Tact and diplomacy
- Resilient, with the ability to cope with pressure and high expectations
- Excellent interpersonal and communication skills
- Persuasive - a good negotiator
- Inspiring - encourages big thinking with a 'can-do' attitude
- Decision-maker
- Ambitious for organisation and self
- Enthusiastic, energetic, has drive
- Likeable and trusted
- Integrity and good judgment
- Entrepreneurship and innovation and ability to think strategically
- A strong commitment to equality and diversity

## 5. Summary of Terms and Conditions (subject to contract)

<b>Contract</b>	5 year fixed term with the option to renew after that.
<b>Salary</b>	To be negotiated dependent on experience.
<b>Probation period</b>	Six months, with 3 month's notice.
<b>Notice period</b>	Six months minimum once probation period is successfully completed
<b>Pension</b>	The NNF operates a pension scheme under the government's auto enrolment rule, contributing 1% of salary matched by 1% from the employee.
<b>Annual leave</b>	28 days plus Bank Holidays
<b>Relocation</b>	The Festival Director will be expected to live in Norfolk. Relocation expenses will be negotiable.

## 6. How to Apply

To apply, please send a CV together with a letter of application (no more than 3 sides of A4) stating why you believe you are suitable for the job to Heather Newill, Director, AEM International on [hnewill@aeminternational.co.uk](mailto:hnewill@aeminternational.co.uk) (preferable) or post to 10 Church Street, Framlingham, Suffolk. IP13 9BH.

Applications must be received by **Monday, 4<sup>th</sup> September 2017.**