

FRINGE

Call for Expressions of Interest

Dunedin Fringe Arts Trust Capability Building Consultant

BRIEF

As an established organisation operating under a clear kaupapa, the Dunedin Fringe Arts Trust (DFAT) wants to develop a strategic plan and programme of actions to provide direction and support growth over the next three to five years.

DFAT exists to support the creation of exciting and innovative artistic works, and the development of emerging artists. Through its programme of events – comprising the Fringe Festival (its flagship project), the New Zealand Young Writers Festival and Amped Music Project – DFAT is currently achieving these intended outcomes and has established a respected position, both locally and nationally. Through its formative years, DFAT's success has owed much to the extraordinary dedication of its staff and goodwill of its stakeholders. We recognise however that a business sustained by dedication and goodwill is not a healthy or robust model. It also comes with a high cost of staff turnover and loss of institutional knowledge.

Now, it's time for DFAT's greater maturity in terms of reputation, quality and processes to be matched by a robust strategic pathway, to ensure we can not only sustain our achievements, but build on them. To secure our future at the forefront of Dunedin's creative community, a strategic plan is needed to identify how the organisation can grow, and strengthen our governance and management. This will ensure we deliver and measure the results required by our core funders, increase the benefits provided to our most significant stakeholders – innovative and emerging artists – and fulfil our potential for making Dunedin a cool and interesting little city where artists and audiences have lots of opportunities and a great time.

With the support of the Dunedin City Council Arts and Culture Capability Building Fund, we now seek an external advisor to assist us in the creation of a strategic and action plan to achieve this vision.

We are seeking completion of two key outcomes:

1. A future-focused strategy and action plan to guide DFAT's management and governance over the next three to five years, and position the Trust and its activities for the future.
2. The groundwork for a complete application for multi-year funding opportunities.

Outcome One

Achieving this outcome means developing a strategy and action plan that:

- positions DFAT to become be a more effective and sustainable arts organisation, aligned with our vision of success
- is aspirational and motivates staff and trustees to work together for common goals
- identifies existing strengths, weaknesses and opportunities
- includes engagement and insights from DFAT's stakeholders
- contributes towards institutional knowledge that can be disseminated to the local industry
- is realistic, robust and achievable
- includes a programme of activities for the next 1, 3 and 5 years to enable us to succeed in delivering this strategy.

For us, success as an effective and sustainable arts organisation would include:

- High quality national and international artists obtaining good outcomes from participating in The Dunedin Fringe Festival
- Targeted growth for DFAT that fits our kaupapa but enhances financial stability and contributes to reserved funds
- Diverse and sustainable funding sources to improve financial stability and resilience
- Improved retention of permanent staff and contractors
- Reduction in number of voluntary hours, and untaken leave, by staff

- The appointment of a permanent full time Administrator (or 30 hours p/w except during peak Fringe)
- Increased financial returns to arts practitioners
- Arts practitioners providing positive feedback of our projects, service and the professional development opportunities we provide
- Increased participation in the arts for all but especially those who identify as youth, Māori, Pasifika, diverse, and generally non-mainstream (Fringe!)
- Increased quality and quantity of collaborative actions
- Dunedin Fringe events participating in other Festivals, or tour other centres.

Outcome Two

Complete the requirements for a strong funding application suitable for Toi Uru Kahikatea (Arts Development) Investment funding.

- Our aim is to have the required paperwork completed that would enable us to move towards seeking a multi-year funding opportunities.
- We note that applications are not currently being accepted for this programme, pending CNZ's new investment strategy expected late in 2018. However, we expect this application to provide a basis that can be adapted once further guidance is available from Creative NZ, and may be transferable to other multi-year arts funding programmes, such as the DCC and Otago Community Trust.
- The strategic planning process may also identify further opportunities.

Budget

The total budget available to complete the above outcomes is \$7500.

Timeframe

- We aim to have the external advisor in place by the commencement of the Fringe Festival on 7 March 2018. The Festival will provide an important opportunity to observe our work and meet stakeholders.

- The strategy and action plan, and requirements for the funding application, should be completed by 1 June 2018.

Expressions of interest

Do you have the skills and experience to challenge, inspire and empower the Dunedin Fringe Arts Trust, so we can do more to support emerging artists, make Dunedin a fun and interesting city and thrive as an arts organisation? If so, please contact DFAT Director Gareth McMillan by 5 March 2018 with:

- Your CV, outlining your capability to achieve the outcomes required
- An overview of the approach you would take to achieve the outcomes required, including a proposed timeline.

Thanks to the Otago Community Trust and The Dunedin City Council who funded this opportunity through The Arts and Culture Capability Building Fund.

