

23rd April 2008.

Dear Applicant,

RE: Re-positioning and re-branding of NWDAF.

Thank you for your interest in the re-positioning research opportunity. We would like to work to be completed ideally by mid July, but will work to the experience and suggestions of the company or person we select to deliver this work.

All the information is contained in the enclosed brief. To apply for this position, please submit a brief outline in how you feel you are best suited to undertake this work by **Wednesday 14th May 2008.**

If you have any further queries, do contact me on 0151 707 1733 or ruth@nwdaf.co.uk.

I look forward to receiving your submission.

Best Wishes,

Ruth Gould
CEO

April 2008: NWDAF Re-branding Research

The Brief

1. Current Situation

1.1 NWDAF history

North West Disability Arts Forum has existed in its current form since 1990. One of the leading Disability Arts Development Organisations in the UK, it has pioneered many arts initiatives such as Workshop Leaders Course, Young People Arts projects and the renowned DaDaFest – an annual festival celebrating disability and deaf arts.

It would be fair to say that NWDAF has previously worked to raise political awareness to the discrimination and exclusion of Disabled people, particularly in the arts sector. Its work reflected this with very obvious statements on this exclusion and the disaffection felt by many disabled artists and part takers of the arts.

Today a different picture is emerging with UK's Disability Discrimination Act '95 and the subsequent criminalisation of 'disablist' treatment. This is particularly reflected in the Arts Council of England funding priorities and similar funding bodies.

NWDAF has more than doubled in staff and income over the last five years and needs to re-position itself in order to maximise future opportunities and secure its future to maintain its leading edge within the UK art sector.

1.2 NWDAF Vision Statement

NWDAF adopts and works to the Social Model of Disability, which states that society's denial of access and rights discriminates against Disabled people thereby causing 'disabling barriers'. Society perpetuates these inequalities by defining 'disability' in terms that focus upon an individual's impairment or impairments. This focus denies the collective experience of Disabled people and hence its community status.

Therefore NWDAF's vision is to:

- Facilitate the active participation of all Disabled people in every aspect of the arts and cultural sectors
- Actively promote and celebrate Deaf Arts, Disability Arts and other emerging cultural expressions within disability contexts
- Inform and guide arts & cultural organisations to include Disabled people in all aspects of their service delivery, employment and programming of Disabled artists and companies.

1.3 NWDAF is currently working on the following arts developments:

DaDaFest International
Development of a DaDaFest Biennial
Delivering Disability Equality Training
Young Disabled Peoples Arts Development
Deaf Arts Development
Weekly Newsletter
Consultancy

1.4. NWDAF stakeholders:

1.4.1 Key Staff

Chief Executive Officer	Ruth Gould
Arts Manager	Alison Jones
Finance & Office Manager	Barry Avison
Arts & Learning Officer	Roger Cliffe-Thompson
DaDaFest Director	Garry Robson
DaDaFest Producer	Alison Smith
Young Peoples Arts Officer	Vacant
IT Technician	Billy Moon
Deaf Arts Worker	Rebecca-Anne Withey
PA to CEO	Faye Christiansen
Marketing Officer	Vacant

1.4.2 Board Members & Observers

Gary Timperley - Chair
Janet Price
Gill Wake
Edmund Haygarth
Eileen White
Rebecca Drane – vice chair
Kate Smyth
Sharon Keogh
Sharon Hall

Board Observer	Cllr Berni Turner
Board Observer	Bernard Martin
Board Observer	Julia Keenan
Board Financial Advisor	David Moss

1.4.3. Clients and Customers

Beneficiaries of NWDAF are Disabled and Deaf artists, practitioners and creative's wishing to develop careers and work opportunities.

Audiences and part takers of the arts – disabled and non- disabled

Children and Young people from 5 years – 16 plus

Arts and cultural organisations

DaDaFest attendees – local, national and increasingly national punters

NWDAF seeks to recruit new audiences and also works to promote widely to increase new audiences of all ages to the various aspects of its delivery

1.4.4 Funders

Core funders are Arts Council England and Liverpool Culture Company. We also receive funds from Liverpool Children's Fund, North West Vision, The Phoenix Fund, and various trust funders and grant making bodies. A part of our income is made through delivery of Disability Equality Action Training. Increasingly we are attracting business sponsorship through the annual DaDaFest Awards.

1.4.5 Other Partners

In order to increase knowledge and understanding to arts and cultural bodies in the region, NWDAF delivers all its projects in partnerships with key arts and cultural organisations. Currently we are working with Liverpool Culture Company, National Museums Liverpool, Liverpool Community College, Playhouse & Everyman Theatres, The Bluecoat Arts Centre, Merseyside ACME, Business in the Arts NW, TEAM, ACE:NW, BBC Radio Merseyside, LCVS, Expanding Horizons and TATC

1.5. Current Public Profile

1.5.1 Media Relations

NWDAF has been on a steep learning curve primarily through the success of DaDaFest. This position has been elevated through the input we have had with the Capital of Culture developments for Liverpool in 2008. We are featured regularly in local press and previous work has caught the attention of the Guardian, Big Issue and many disability publications.

In 2002 we appeared on TV a number of times and we now attract radio coverage for the festival events.

This has seen our reputation increase and we have recruited Mat Fraser and Mike McCartney as patrons.

1.5.2 Unmediated Public Materials

The nature of our work means we have to use a variety of means to ensure our primary target audience/beneficiaries can access information in a variety of formats.

1.5.2.1 web site – this is being developed and is the primary means that people access information about our work. The hits increase substantially during the run up and during DaDaFest.

1.5.2.2 newsletters – a weekly newsletter is distributed in a variety of formats, mainly as a e-group mail-out

1.5.2.3 brochures and information – we have a variety of brochures, postcards and information, though this has not been re-designed for a couple of years

1.5.2.4 annual reports – we have not produced a glossy publication or reports preferring accessible audited annual accounts that can be readily made into a format as requested.

2. Proposed Changes

2.1 Change To Purposes

NWDAF has operated within a culture of exclusion, this culture is now changing where NWDAF has the opportunity to seek methods of delivering the arts that are beyond development operations to increase ‘high level’ impact and experiences from an organisation of ‘development’ of the arts to an organisation of ‘producing’ the arts

2.2 Change To Memorandum & Articles

NWDAF currently operates as only having Disabled board members and working within an educational framework. The memorandum and articles need to reflect how the organisation needs to adopt to the level of delivery as experienced by DaDaFest.

2.3 Change To Services Provided

2.4 Stakeholders Who Will Be Gained

2.4.1 Staff

A more delivery orientated team is required, ideally by working with existing staff but also recognising that some of the skills may not be present.

2.4.2 Board

A board audit is due to take place that will ascertain current skills but part of this research is to identify the ideal board skills

2.4.3 Clients And Customers

As more opportunities are occurring for Disabled people to enter arts training a large part of NWDAF’s delivery is fast becoming redundant. This research needs to address the strengths of current delivery and identify new target groups.

2.4.4 Funders

ACE is supportive of the need to change as is the Liverpool Culture Company. Arts and cultural organisations wish to attract a more diverse audience and identify us as key to their success in attracting disabled people. As we are one of just 3 disability festivals in the UK, we are positioned to attract more sustained funding and possible key business sponsorship. This research should help to identify any such key funders

2.5 Stakeholders Who May Be Lost

2.5.1 Staff

Review current organisational structure

2.5.2 Board

Do we have the right skills mix

2.5.3 Clients and Customers

Beneficiaries of NWDAF need careful consideration. These range in age and backgrounds as well as artists and unemployed arts practitioners.

2.5.4 Funders

Core funders are Arts Council England and Liverpool Culture Company. Any changes need to have their guidance and input. Other funding sources are usually time limited project funding

2.5.5 Other Partners

NWDAF has a wide range of limited impact within all sectors of society, ranging from Merseyside Probation Services to Liverpool Children's Services. This work should take account of the future impact on such bodies.

3 Information Required From the Research

3.1 Appropriate Name

The assumption is that the name should change.

The researchers should research a small range of possibly appropriate names ensuring that they are available (not in use by other organisations which may accuse the client of passing off etc), inoffensive, appropriate to the organisation and its stakeholders etc;

3.2 Reactions

Responses to the proposed changes from the list of key stakeholders and typical clients and customers. This to be conducted in particular confidence.

4 Notes On Operational Issues

4.1 Confidentiality Of Process And Results

NWDAF expects the utmost confidential with the development of this work.

4.2 Timescale

Ideally the re- branding should occur in time to launch this year's International DaDaFest on or around first week end in September 08.

4.3 Reporting

The results will be discussed with a working team made of board and staff members, with first point of contact being with Ruth Gould, NWDAF's CEO

4.4 Outputs

The finalised work should result in a handover to designers within the expected timescale.

4.5 Terms And Conditions

NWDAF will issue a standard contract to agree services.

The budget is **£3,500** which should cover all costs incurred in the undertaking of this assignment.

This will be paid in 2 instalments: 50% on signing the contract, 50% on the satisfactory completion. If the work is delayed there will be a reduction by 5% for each outstanding week.