

Invitation to Tender

Bournemouth Symphony Orchestra - Change Makers Project

About Bournemouth Symphony Orchestra

Celebrating almost 125 years of music making of the highest order, the Bournemouth Symphony Orchestra (BSO) is a unique organisation.

The only UK symphony orchestra not based in a major city, the BSO defines what it means to be an orchestra serving a whole region whilst maintaining important national and international significance.

The outstanding artistic leadership of Kirill Karabits, the BSO's Chief Conductor, was recognised with the Conductor prize at the 2013 Royal Philharmonic Society awards; the citation praising exceptional performance standards, both at our home venue at the Lighthouse in Poole and at venues throughout the South and South West.

From the smallest to the biggest scale performance, from engaging people new to live music making to those who have loved music all their lives, our musicians have the passion and flexibility to inspire audiences in a way that truly celebrates the role that culture, and in our case music, has and must always have in enhancing and transforming lives.

We take pride in our delivery of world-class music and education projects to a home region of over 10,000 square miles. From urban conurbations to rural communities, the Orchestra strives to make music accessible to as many people as possible throughout the South and South West.

A core part of the Orchestra's mission is its work beyond the concert hall. BSO Participate offers people across the South West the opportunity to experience music as a powerful tool.

BSO has developed five specially tailored and distinct strands of activity which range from giving children under 5's their first taste of classical music, right through to delivering music to older people in longer term care as follows:

Bbs - explore music from an early age

Blast - enrich the curriculum and increase access to classical music

Rising Talent - elevate skills

Resonate - empower communities

Boost - encourage wellbeing

Change Makers Initiative

The Change Makers fund is run by Arts Council England. A key aim of the Change Makers fund is to support a cohort of Black, minority ethnic and disabled leaders to develop their leadership skills by undertaking a senior leadership training and development placement hosted by a National Portfolio Organisation (NPO) or Major partner museum.

BSO was awarded a grant to support the aims of the CM Fund. BSO's project involves a collaboration with James Rose (JR) a future artistic leader with disabilities towards his development as a conductor.

This programme will enable JR to gain the relevant experience, skills, knowledge and confidence to be able to compete on merit when future Artistic Director, Chief Executive or other senior leadership positions become available.

An further aim of the fund is to provide host National portfolio organisations with a development opportunity to adopt cultural change that can be a catalyst for improving their contribution to the Creative case for diversity.

This should also effect organisation-wide change that challenges funded organisations to reflect the diversity of contemporary society across all aspects of their work in partnership with their named leaders, encouraging the adoption of a wider challenge-and-change culture.

For more information please go to <http://www.artscouncil.org.uk/funding/change-makers>

The Evaluation

BSO is seeking to appoint an external evaluator to bolster its own evaluation of the project.

This external evaluation will help the BSO to evaluate the success and impact of the Change Makers programme not only on James Rose but as an organisation too.

The BSO is looking for an external evaluator to add an additional level of monitoring in line with outcomes and evaluation plan (**available on request**) and to provide in-depth reflection on the project outcomes and feedback from partner organisations. From this external evaluation BSO would expect to extract quantitative and qualitative data to share with the wider orchestral and arts sector on the successes and learnings from the project.

The BSO would also use this evaluation to support our final reporting to Arts Council England and other stakeholders and funders.

Bournemouth Symphony Orchestra Change Makers Project Aims

The BSO's aims over the course of 18 months include:

1. Providing (James Rose (JR)), a future artistic leader with disabilities, with the knowledge, skills and experience to compete on merit for future Artistic Director as an independent and confident artist through the delivery of a targeted leadership and development programme;
2. Creation of a disabled-led ensemble, curated and conducted by JR, championing the representation of disabled artists, professionally and culturally;
3. Development of a diverse portfolio of strategic partners to support the reach of the new ensemble and BSO's engagement with young people and adults with disabilities leading to the development of a robust SEND regional network;

4. Creation of an exemplar project to inspiring a new generation of young artists with disabilities and one that reaches and encourages the inclusion of audiences/participants with disabilities;
5. Promoting project outcomes to challenge existing perceptions on disability and what is possible by pushing creative boundaries in BSO and the wider orchestral sector about collaboration with disabled musicians as a high quality musical experience beyond the therapeutic context;
6. Supporting the conditions under which BSO can improve its contribution to the Creative case for diversity through the development of culture change initiatives, increasing the understanding and awareness about disability amongst BSO's workforce and
7. Embedding the new ensemble into BSO's wider ensemble portfolio and strategy thereby increasing BSO's contribution to the Creative case for diversity.

About Bournemouth Symphony Orchestra Change Makers Project

The Change Makers (CM) project offers James Rose (JR) a natural progression as artistic director of a new ensemble. JR's unique conducting style (using a head-baton), challenges traditional pre-conceptions about the conductor role. This placement will bolster his CV, helping to overcome stigmas of disability with prospective employers.

JR's ambition and commitment to the art of conducting and music direction made him our preferred candidate with whom to co-create a programme of integration for musicians classed as 'disabled' into the classical music arena beyond the therapeutic context.

The CM programme will provide JR with the opportunity to direct and curate a key project against the back-drop of tailored training programme. This has been designed to accelerate JR's personal, artistic and leadership skills so that JR can, by the end of this project, compete with confidence and on merit for future Artistic Director roles.

Together, BSO and JR will create a disabled-led ensemble that is integrated in to the Orchestra's wider ensemble strategy. The ensemble will give a series of inspiring performances, with JR as conductor to new audiences of young people and adults with and without disabilities.

Performances will be held at carefully selected schools/ venues across the region. Each performance will include participatory workshops. The aim of both performances and workshops is to inspire young people and adults with disabilities to have the self-belief that it is possible to become a professional musician with dedication and practice.

As outlined in the Project Work Plan (**available on request**), JR's journey involves twelve months in leadership training and artistic preparation before the launch of 6 ensemble performances with newly commissioned work and 4 workshops. Year 2 will also feature 2 public performances where JR will conduct the ensemble (and perhaps the BSO too) during one of BSO's new Relaxed Concerts.

Ultimately, JR will be involved in every aspect of programming and strategic decision making. Year 1 sees JR undertake technical skills and knowledge training. As his competency levels increase, he will assume increasing influence on the project and its delivery expression.

By Year 2, it is BSO's intention that JR becomes an autonomous Artistic Director of the ensemble and will be fully responsible for its recruitment, programming and launch. JR will report to LT and work with other members of the BSO's core project team and senior Management Team (including the Chief Executive) to drive the project forward.

The training and development programme has been tailored to JR's specific needs (following a training analysis) to support JR's challenge of creating and directing this strategically important ensemble.

The programme has 3 distinct strands:

Knowledge: Provides training on core competencies required of an Artistic Director including: leadership skills, project and event management, marketing and audience development, project evaluation, project funding, time management and finance and communication skills. This theoretical framework gives JR a benchmark of established best practice as a future leader in the Arts. It provides a foundation from which to apply to on-the-job experience through JR's involvement in the delivery of a key artistic project.

Skills: Supports JR's on-going artistic development as a conductor. It involves conducting tuition with esteemed conductor, Sian Edwards at the RAM. It is planned that JR works towards a Diploma in Music Direction from the Associated Board of the Royal Schools of Music.

Experiential Opportunities and Confidence: The successful delivery of a new ensemble will be the ultimate driver of JR's confidence and credibility in the minds of prospective employers. In preparation for this goal, BSO will provide a range of relevant quality experiential opportunities and industry insights supporting this objective, including:

- **Observing Best Practice:** Visits to Trinity Laban Conservatoire of Music and Dance for JR to observe professional conductor Jonathan Tilbrook, as he conducts the Conservatoire's many ensembles. JR will also observe BSO ensembles both in rehearsal and their performances to increase his understanding of musical arrangements and knowledge of ensemble repertoire.
- **Conductor Mentorship:** Tuition and shadowing with BSO's Young Conductor in Association (YCiA) and visiting conductors supporting JR's conducting skills, score analysis, preparation, interpretation, programme notation, musical arrangement and rehearsal techniques.
- **BSO Player Mentorship:** A BSO Player Advocate and Mentor will support JR in his interaction with the Orchestra and other BSO ensembles. This will support JR's understanding of orchestral rehearsal, customs and practice.
- **Organisational Visits:** With OpenUp Music, Drake Music and Victoria Education Centre will increase JR's pedagogical skills and understanding in support of workshop delivery;

- BSO Associate Mentorship: Sam Mason, a specialist in delivery of special education needs projects, will provide mentorship on the creation and design of ensemble performances and workshops.

The fusion of training, mentorship and coaching and responsibility for an artistic project of strategic significance completes the core elements of the leadership and development programme.

About James Rose

James has had a longstanding desire to play live music since a young age. Because of his disability, this has only been possible with a computer. He has often considered using his head pointer to conduct – conducting along to musicals in his room – but never took this passion seriously until adulthood.

After graduating from University College Falmouth with a first class honours degree in Broadcasting and a diploma in Neuro Linguistic Programming (2008), he began a career in filmmaking and performance. One of his films was broadcast on the Community Channel in 2011 and into 2012. His performances include dancing at three of the four London 2012 Olympic ceremonies. Both practices are enjoyable but something was missing.

He then re-visited his conducting aspirations in 2012 with the Junior Choir at Oakwood Junior School (Southampton), subsequently securing a workshop with John Lubbock and a String Quartet from the Orchestra of St. John. (video: <https://youtu.be/I3bl2-1OJ3M>.)

For the next three years, James took every opportunity he could to develop experience in conducting whilst reading about the subject. In 2014, he made contact with Sian Edwards, Head of Conducting at the Royal Academy of Music, after seeing an advert for the Conducting open day. Sian invited him to observe weekly classes on the MA Conducting Programme which he continues to do today. At the same time, James has been supported by Drake Music to develop a head baton.

His first public performance as conductor was in 2015 at the Queen Elizabeth Olympic Park co-conducting a concert of twelve instruments built with recycled materials.

In May 2016, James ran a Conducting Development Week funded by Arts Council England at the Royal Academy of Music. This was an opportunity for him to work with a string quartet under the mentorship of Sian Edwards and John Lubbock. A film documenting the project is available online – please see <http://www.jamesrose.com/cdw> for further details.

James is now looking forward to starting a traineeship with Bournemouth Symphony Orchestra (BSO) in June 2017. The eighteen month traineeship is funded by Arts Council England through their new Change Makers fund.

As part of this appointment, James will create a new BSO ensemble comprising of musicians with and without disabilities. He very much sees this as being another stage in his development as a conductor and is driven to progress his practice further, and to help others develop through music.

Outside of the Arts, James sits on the board of trustees for The London Centre for Children with Cerebral Palsy. He also employs and manages a team of assistants funded via Direct Payments.

See: <http://www.jamesrose.com>

Conducting Development Week Blog: <http://disabilityarts.online/author/James-Rose/>

Project Partners

BSO is pleased to confirm that it has the in principle agreement from a number of strategically relevant partners to support this exciting initiative:

- **OpenUp Music** - <http://openupmusic.org>
- **Victoria Education Centre** - www.victoria.poole.sch.uk
- **Trinity Laban** - www.trinitylaban.ac.uk
- **Disability Arts Online (DAO)** - www.disabilityartsonline.org.uk
- **Drake Music** - www.drakemusic.org
- **University of Falmouth** - www.falmouth.ac.uk
- **CODA Music Trust** – www.coda.org.uk

Core Project Team Managing BSO's Change Makers Project

BSO's core project team overseeing the delivery of the project includes:

- Lisa Tregale, Head of BSO Participate (LT): With 20 years' experience at a senior level (Executive Producer, Dartington International Summer School, Director of Beaford Arts and Chief Executive and Artistic Director of South West Music School), delivering major initiatives across all areas of musical participation and a broad network of community educationalists and music leaders. LT will coach JR on the delivery of the ensemble's performances and workshops and will co-ordinate his access to BSO artists and partners. A member of LT's team will serve as a Project Administrator, freeing up JR to devote his time to priority work.
- Jenny Wingfield (JW) Head of Human Resources: Brings 20 years of commercial experience in Human Resource Management. JW is CIPD qualified, BSO's specialist in the areas of training, development, equality and diversity and well-equipped to oversee the delivery of JR's Leadership and Development programme and change initiatives.
- Jackie Tanner (JT) Head of Development: With 25 years' experience in professional fundraising, JT leads BSO's Development function. JT will be responsible for project funding and reporting to stakeholders.
- Teresa Woolley (TW) Head of Finance: With over 30 years of commercial sector financial experience will be responsible for monitoring the project's income and expenditure over the course of the programme.

Tender Application

BSO is seeking to appoint an external evaluator for this project. To apply please submit all of the following:

- A proposal on how you would approach the evaluation of the Bournemouth Symphony Orchestra's Change Makers proposal.
- A detailed budget breakdown
- CV/Biography of person undertaking the evaluation
- 2 examples of previous work and names and contact details of two previous clients.

Timeframes

- The above should be submitted as either PDF documents via email or as hard copy to the BSO postal address below by **5pm on Monday 24th April 2017**.
- Applicants invited to interview will be notified by **Friday 28th April 2017**.
- If shortlisted, interviews will be held at the Bournemouth Symphony Orchestra offices in Poole on the afternoon of **Wednesday 10th May 2017**.

Interview Process

Interviewees will be asked to present their evaluation plan and answer forthcoming questions. This interview will also give applicants the opportunity to ask any further questions. If successful the external evaluator will need to be able to start their work from June 2017 and provide a final report in January 2019.

Please also specify at time of application whether you have any special access requirements for interview or require any technology for your interview presentation.

Tender Fee

The fee for this piece of evaluation is £6,000 inclusive of all expenses.

For more information on this evaluation tender and request for additional documents please contact Lisa Tregale on 01202 644738 or

ltregale@bsorchestra.co.uk