



**Fierce Festival Evaluation 2019
Tender Brief
July 2019**

Purpose of brief: a freelance contract to develop and deliver an Evaluation Framework for Fierce Festival 2019 to support the organisation's strategic objectives:

- To cultivate and develop a reputation regionally, nationally and internationally as a world-leading festival of its type: with a distinct international presence and a distinct aesthetic and sensibility.
- To seek out, cultivate and retain a wide range of local, national and international supporters and partners who are engaged and excited in enabling the delivery of Fierce's programme.
- To grow and develop a diverse audience with bespoke, targeted communications that facilitate the widest possible engagement with and support for our programme.
- To create and sustain a viable core of capacity and resource required to deliver the previous objectives.

This opportunity arises from our Arts Council England funded Catalyst programme and should be in keeping with our organisational ethos.

We are keen to work with someone with an understanding of the arts and the reporting of our key funders Arts Council England. In addition to this we are interested in working with someone who can capture a holistic response to the festival from the perspective of audiences, artists, staff and other key stakeholders in a way that is generous and sensitive to the festival context.

Context:

Fierce has been putting Birmingham on the map since 1997 (founded by Mark Ball – subsequently of LIFT and MIF's The Factory) when it originally launched as Queerfest. It was renamed Fierce! Festival in 1999 – in a move to be more intersectional and appeal to audiences craving the unusual, the edgy and the spectacular. Over the years, the festival, its audience and its notoriety grew. In 2009 Laura McDermott and Harun Morrison took over as joint Artistic Directors, producing five editions of the festival before Aaron Wright was appointed as Artistic Director in 2016. Led by Aaron and moving to a Biennale model a new team delivered their first festival in 2017 and are now preparing for the 2019 edition.

Fierce was awarded Catalyst funding from ACE in 2018 which has enabled work with consultants to review our digital communications, rebuild our website to improve our online presence and review our Vision, Mission and Values in light of a having refreshed team with new perspectives and aims. This evaluation will form part of our Catalyst project, helping us to make a case for Fierce to potential stakeholders in a difficult economic climate.



The Brief: Fierce is looking for an experienced and capable evaluation specialist with a proven track record who can work with us to develop and deliver a coherent and over-arching evaluation of the 2019 festival. This will be vital to the successful delivery of our new strategic plan, our lobbying and reporting to funders, stakeholders and supporters as well as for our own reflexive learning as an organisation.

In order to achieve the organisation's strategic goals, we need both qualitative and quantitative evidence of the value of the festival which we currently know mainly through anecdotal sources. We are particularly interested in showing the impact and benefits of the festival in the following areas:

Artistic Credentials:

- How presenting work as part of Fierce is beneficial to artists; the impact of having their work seen by international audiences, of being presented in the UK (if international) – many for the first time – or of being platformed alongside other artists in the programme.
- How the internationalism of the festival is a USP and how it can be used to boost the reputation of Fierce locally and of Birmingham internationally.

Economic Impact:

- How the travelling audience, from abroad and elsewhere in the UK, impact the organisation and the city economically, including key statistics on where people have come from and how many nights they have stayed.

Audience Development:

- How Fierce's distinctive brand and tone impacts audiences, the choices they make and the responses they have.
- How the festival is viewed by local audiences and how we can speak to and grow those audiences; we have a core local audience but there are areas of the city we haven't previously reached; we want to grow audiences for live art in the city.
- How the diversity of the programme is reflected in our audiences and participants.
- How that diversity has a positive impact on the festival community and the wider city; people feeling welcome and accepted, the creation of space for people who often feel excluded.

Outcomes:

- Plan and deliver the evaluation framework over the 2019 festival, managing relevant resources in collaboration with Fierce staff and board.
- Develop a methodology for Fierce to continue this work and use in subsequent years, making recommendations for how data collection and evaluation should be managed with understanding of Fierce's staff capacity.
- Create a report which presents key findings from the 2019 festival in an accessible and easy-to-read format which can be shared with current and potential funders, stakeholders and supporters. This should include first hand



data and recommendations for actions based on the empirical evidence as well as a balance of qualitative and quantitative information.

In addition to this we are looking for someone who understands the nature of our programme, artists and audiences which can vary from club nights through to 1 to 1 performances. We are looking for someone who will be respectful of the often intimate and sensitive nature of our work and as such will implement subtle and thoughtful ways of collecting relevant information and experiences – rather than blanket exit surveying.

Timeline and fee: A fixed fee for the work of £3000 with additional costs available for implementation (see below).

Beginning of September 2019 - initial meetings with Fierce staff and board members to identify key needs and evaluation strategy;
End of September - Evaluation framework draft is presented and feedback given;
First week of October - Final framework signed off;
Festival Week - 15th – 20th October 2019;
Final report to be complete by end of November 2019.

Resources available:

- Meeting with key staff; Artistic Director, General Manager, Executive Producer, Marketing Coordinator, select board members if required
- Volunteers (and volunteer expenses budget of up to £200)
- Options to communicate with Fierce audiences at Fierce events, via our social media feeds and mailing lists.
- Additional budget for print or materials needed to carry out the evaluation (up to £100)
- Access to existing ticketing data through our own website sales and those of partner organisations (where possible)
- Access to social media statistics and tools
- A copy of our Business Plan, Catalyst application and redeveloped Vision and Strategy.

Useful knowledge and experience

- Experience of evaluating festivals or multi-venue events with ticket sales across a number of platforms, free and large-scale events
- Working with a wide range of audiences ranging from art sector professionals through to young people.

How to apply: responses to the brief should be maximum 4 sides of A4 and include:

- A proposal outlining your response to this brief including your approach and plan for delivering the work within the set fee, with specifics on how many meetings, interviews, surveys or focus groups you intend to deliver.



- An up-to-date CV or organisational biography outlining relevant skills and experiences.
- Two references with permission for us to contact them.

Please email your response to catherine@wearefierce.org by Sunday 18th August.