

Film Hub North

Tender for Transformative Film Culture for Hull 2017

Business Strategy

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August 2017

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Project Objectives

To provide Film Hub North with a sustainable business strategy for Hull Independent Cinema which will:

- Continue to strengthen Hull Independent Cinema's film programme beyond the 2017 year of Culture
- Continue the development of Hull Independent Cinema as an organisation
- Assess feasibility of having an independent film venue in Hull
- Develop a fundraising and income generation plan for HIC which identifies and engages appropriate funding partners

It is an important and vital part of The Strategy's overall aims and objectives that Hull Independent Cinema (HIC) has a clear plan that extends their impact (earned during 2017 City of Culture), and creates a long-lasting legacy of quality film provision for Hull's populace.

In addition, the plan should clearly identify methods that facilitate the ability to more effectively work with partners in the future, and to build on the audience's development foundations laid down during 2017.

Project Understanding

Hull Independent Cinema (HIC) has been bringing a diverse programme of films to audiences across Hull since 2012. With the aim of securing better provision for the showing of independent, art and world cinema in the City, the mainly volunteer run film society has come to the fore during the 2017 City of Culture - delivering an exciting, diverse and far reaching programme of more than 400 screenings, one-off events and film festivals throughout the year to Hull and the region.

With the end of Hull City Council funding Screen in 2014, and as a result of the Transformative Film Culture for Hull 2017 initiative, HIC has been identified as the key partner to deliver a long-term independent film offering to the City of Hull.

Looking beyond 2017, HIC wishes to ensure that they are able to ensure that the cultural currency acquired in 2017 is re-invested and developed into a long-lasting legacy of quality film provision for Hull's populace.

In undertaking this piece of work alongside a business development consultant, Film Hub North wish to develop a 5-year strategic plan with Hull Independent Cinema.

In exploring the aims and objectives of the Hub and HIC it is understood that HIC is aiming to fully examine:

Needs and Aspirations

- What are the priorities, needs and ambitions of the HIC Trustees, its staff, stakeholders and audiences
- What programme and additional projects should HIC offer to audiences, and how should they be delivered?

Operational Context

- What is the current context in which HIC operates?
- What are the threats and opportunities now and in the future?
- What gaps exist with regards to ensuring independent film reaches the Hull and the region's audiences, and what role does HIC have in filling these?
- What additional partners/stakeholders should be approached with regards to delivering the aims and objectives of HIC?

Organisational Resources

- How will a new organisational structure support the vision and mission of HIC?
- What resources are required and how can they best be delivered to fit the needs of audiences and key stakeholders?
- What funders/supporters should be approached to ensure best delivery of the aims and objectives of HIC ?

Project Approach

The proposed project will be led by Sam Eccles, who has 20+ years of working with the creative and third sector organisations and as such brings sector specific knowledge and critical design thinking to the work. By bringing this skill sets and approach to the project, Sam aims to provide a breadth of focus and expertise whilst ensuring real value for money.

The project will be managed, by Sam, through the following stages:

Inception Meeting

- Ensure clarity with regards to the original objectives, targets and outcomes prescribed by HIC and Film Club North.
- Collation of digital data from HIC and relevant freelance contracts and partners.
- Agreeing a list of relevant Trustees, Staff members, freelance contractors and partners to be contacted.
- Collation of the relevant financial reports pertaining to the running of HIC which should include annual accounts for the last 3 years and any forward forecasting and budgets.

Focus Group/Surveys

Following on from this meeting it is hoped that face-to-face interviews can be arranged with the HIC Board and relevant partners/stakeholders to establish feedback and views on the organisation covering:

- What currently works well?
- What are the key challenges?
- What areas could be improved?
- How effectively is the programme and associated projects/ services being delivered?
- What aspirations are shared in terms of HIC's future
- What partners/stakeholders currently work with HIC in order that goals are achieved
- What aspirations do stakeholders share for the future of the HIC?
- What activities are planned for the future that may influence the structure of the organisation?
- What is needed to be achieved through a new structure?
- What income/resources are expected that are available to support the future structure and actions HIC?

- What external partners/stakeholders currently work with HIC in order that goals are achieved?
- What partners/stakeholders could be working alongside HIC in the future?

Additional Surveys/interviews

It is appreciated that all those wishing to feed into the strategic plan will not be available for face-to-face meetings. As a result an on-line survey will be produced in order to collate these views and opinions.

Where appropriate and possible, a selection of these will be followed-up by telephone interviews.

Desk Based Research

It is understood that research and data from existing sources will be available from HIC's evaluation process to feed into the consultancy process.

Desk research will be concentrated on the the analysis of the information gained from face-to-face interviews, data received from HIC and research in order to give a thorough understanding in relation to:

Audience needs and aspirations

Reasons why some residents aren't current audiences

Review of other film societies structures and operations - their successes and difficulties

Current/future operating landscape

Current/future stakeholders/partnerships

Financing of the HIC

Feasibility of HIC operating, and offering a programme, from a venue

This approach, supported by a review of relevant policy and documentation, and comparator analysis will draw out relevant case studies, facts and figures to provide an understanding that will benefit HIC, its executive, freelancers and members; as well as inform and shape the strategic plan, operational structure, funding plan and associated action plan.

Final report

In collating and analysing this quantitative and qualitative data, a draft report, alongside a summary of the findings, will be produced, for feedback. This will include:

- a review of the HIC in relation to how it currently delivers against the needs of audiences, and in relation to its current objectives, targets and outcomes.
- an analysis of current HIC organisational structure and options moving forwards.
- a review of the benefits of HIC to its audiences and the options moving forwards
- A review of the benefits of HIC to its current/future partners and stakeholders and the options moving forwards
- An analysis of current income generation strategy and the options moving forwards
- An appraisal of the possibility of HIC having an independent cinema in the future¹
- a review of the cost effectiveness, and value for money, in relation to SAU membership.
- a two-year action plan directly relating back to the outcomes and recommendations of the process.

¹It is important to highlight that whilst this response to tender will assess the feasibility of having an independent film venue in Hull, it is likely that a more detailed/thorough feasibility study of any selected venue(s) will be needed along with a comprehensive Business Plan. It is likely that additional funding will be needed to achieve this, and where this might come from will be explored in the fundraising and income generation plan.

Implementation Support

In order to support HIC/Film Hub North to move forward with the action plan, it is suggested that Sam Eccles facilitates:

A half-day development session, that:

- presents the action plan and works with the current team.
- ensure that this is developed into SMART objectives, that are assigned to individuals and set against an appropriately timeline for delivery.

Training session(s) that increases understanding and skills of self-selecting Trustees and Staff that:

- Increases confidence and ability to approach stakeholders/funders
 - Increases confidence and ability to write funding/grant applications
 - Increases confidence and ability to approach private sector sponsors
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Sam Eccles

Sam brings with her a tenacity and vitality that would work in partnership with HIC and Film Bub North to effectively achieve the aims of this piece of work and make a real difference to the organisation and its members. Her clear sense of values and beliefs underpin her creative and business decisions. This ensures Sam has a clarity of purpose and that these values influence all of her actions. Working in partnership with clients, she is interested in change; not afraid to recommend, implement and monitor fresh approaches; whilst also maintaining an open mind to the suggestions and workings of others. Sam is a strategic thinker, able to think through complex situations and implications whilst managing people and organisations through change. As such she understands and values the planning process, whilst recognising external trends and values.

She has a particular interest in HIC and this project as her mother grew up in Hull on Beverly Road, and many summers were spent as a child participating in Hull Truck Companies summer programme. It would be a wonderful opportunity to give something back to the area.

In addition, she has worked with the volunteers of Cromarty Film Festival and understands the role of the Independent Film Sector as well as the role played by non-paid Trustees in driving the sector forwards.

“A multifaceted gem, Sam embodies a rare mix of enthusiasm, extensive knowledge of the arts sector, development and management skills, dedication and more. She is a clear communicator who also values listening to others”

Karl Jay-Lewin: Artistic Director at Bodysurf Scotland | Independent Choreographer

Project Budget

Description		Days	Rate	Total
Face to face meetings	Inception Meeting	5	£ 300	£ 1,500
	Development Day			
	Interviews/Surveys			
	Presentation report and associated Action Planning			
Desk-based Research	Review of evaluation and other HIC data	8	£ 200	£ 1,600
	Context & Comparator Analysis			
	Policy Review			
	Organisational Review			
Final Outcomes	Business Strategy Plan	7	£ 300	£ 2,100
	Fundraising Plan			
	Staffing Proposal			
	Action Plan			
Training	Funding support	2	£ 350	£ 700
	Sponsorship			
	Stakeholder relationships			
TOTAL				£ 5,900

Notes:

- VAT will not charged
- A travel and expenses budget of £500 has been allocated to this work.
- Sam will provide a copy of all travel and expenditure and invoice appropriately within this budget.

Project Schedule

Sam will work with HIC and Film Hub North to schedule face-to-face meetings/ interviews and other Hull-based activities to ensure that all Trustees and partners are able to contribute.

Taking place from **Sept-October 2017** this schedule will take into account the needs for some of these to take place in the evenings and/or weekends.

Alongside HIC she will identify appropriate venues for meetings to take place, and work with participants to ensure that barriers to participation are overcome. She will also ensure that the interviews/surveys are representative of diverse community which HIC serves.

In **November 2017**, Sam will provide a midterm update on project deliverables.

Deadline for presentation of Business Strategy plan, fundraising plan and staffing proposal: **31st January 2018**

Where possible training will be delivered before the January deadline, however in order to offer flexibility Sam will work with HIC and relevant participants to ensure that this is delivered at a time and location to suit their needs.

Relevant Client Case Studies

Lyth Arts Centre. Strategic Planning and Organisational Change.

Consultancy - Sam Eccles

Initially approached to support the venues based Arts Society with regard to funding from Creative Scotland, Sam went on to advise and steer the centre through a crucial period of organisational change and development.

In her role Sam significantly developed, increased and strengthened the skills and number of Board members; produced/implemented various reports including an organisational and staffing review; key (and at times) difficult stakeholder relationships were developed; a 3 year business plan has been produced and over £100k funding has been secured for 17/18, with another £150k applied for and pending.

Described by Gwilym Gibbons (Previously Board member, Creative Scotland; previous CEO of Mareel Arts - Shetland; and current CEO of Horsecross and Perth Arts Centre) as the most difficult change management process he had seen, Sam has worked hard to re-profile the organisation; increase audiences; diversify funding; satisfy stakeholder and unite staff around a strong vision, mission and values.

She looks forward to handing over the strengthened and sustainable organisation, to Charlotte Mountford and Tom Barnes who will be Co-Directors of the New Lyth Centre in November 2017.

We Make Moray. The Moray Cultural Strategy.

Consultancy - Sam Eccles & think.in.form

Working in partnership in 2014, Sam Eccles and think.in.form delivered the first ever Cultural Policy in Moray - a region that had just cut its cultural budget by 100%. Commissioned by Moray Economic Partnership and Highlands & Islands Enterprise the partnership process undertaken was key to delivering a policy that is very much owned and used by the cultural sector in the region 18 months after its publication.

We Make Moray explored the culture and identity of Moray to inform a vision for the creative future of the region. The project was developed in partnership with the residents, and creative sector of Moray. The strategy that emerged provides the

documentation, distillation and presentation of ideas gathered from all those people who have their valuable time and consideration to the process. Wherever possible the strategy makes use of the words of participants to articulate the vision, values and recommendations to build what is now a growing and strong creative sector in Moray.

The final report laid out the vision and values for culture in Moray and presented a series of opportunities for future development, along with overarching recommendations, and associated action plan, to take these forward. We are proud to see the document constantly used when engaging with stakeholders and to report that:

- Moray Council now support the arts through its economic development strategy
- Forres has been awarded Cultural Place 2015 - having strongly used the Cultural Strategy in their bid
- Moray Youth Arts Initiative was supported by Creative Scotland - having strongly used the Cultural Strategy in their bid
- The Moray Economic Partnership and HiE are working to secure place partnership money - having formed an approach around the delivery of the recommendations within the strategy.

The Touring Network (Highlands & Islands)

Development Director - Sam Eccles

Following a period of change, The Touring Network (known until December 2012 as Promoters Arts Network) was looking to define a new direction and ambition for the organisation. A new strategy and framework for the network was created identifying the challenges and providing solutions to meet these. This included a new organisational structure, a change in constitution to reflect the growing needs of members and potential members, a new name, a new brand, a new communications strategy and more.

Within 18 months of working with the organisation, The Touring Network saw consistent and confident growth across a range of areas:

- 110% increase in membership, with members re-engaged through more targeted, relevant project delivery
- Over 3 years, the organisation has moved from £40k/annum to Creative Scotland's RFO for 2015-18
- Funding increased by 300% between 2011 - 2014, with additional sources supporting project delivery.
- Earned income up 20% within 12 months - and consistently increasing year-on-year
- Staffing has increased from a 0.7 role to an organic team of remote freelancers and 2 Core Staff members
- Revenue streams have been diversified with a move away from reliance on voluntary sector status towards a more sustainable social enterprise model.

The development of a five-year plan was delivered that saw new key, earned income being generated through the creation of a new enterprise being spun-off from The Touring Network.

South Lanarkshire Credit Union Network

Manager - Sam Eccles

At a politically critical period in time, the six Credit Unions in south Lanarkshire created the network in order to explore better ways of working in partnership. Despite the differences across the Credit Unions, and over a two year period of time a strategy was born out of shared vision that saw three of the Credit Unions merging, and a number of key financial educational projects and services being rolled out to a fast growing membership.

A wide range of stakeholders, including the local authority, the Scottish Executive and number of trusts and grant making organisations were engaged in support of the high profile work of the network - which led the way for others in the UK's Credit Union Movement.

Outcomes

- Facilitation of workshops and strategy days that saw the 6 Credit Unions working together to create a joint vision and way of working.

- Membership survey undertaken with services designed to meet the needs identified within.
- Membership increased to nearly doubled over 24 months across the 6 credit unions.
- Credit Unions in South Lanarkshire being recognised as a key delivery agent in the financial inclusion agenda through close partnership working with a high level of regional Stakeholders and service providers.
- Restructuring of Credit Unions that ensured they were sustainable and that they made best use of available resources (including a heavy dependence on volunteers).
- Amalgamation of three Credit Unions

Borders Live Touring

Consultancy - Sam Eccles

Borders Council has engaged with Sam to carry out work on a variety of occasions. Initially this saw her working with a wide range of geographically spread volunteers who wished to establish a live touring scheme, which became Borders Live Touring. Sam worked with them to establish their vision, mission, aims and objectives and progressed this into a strategic plan.

This plan was utilised to secure funding and in support of this Borders Council wished to carry out an assessment with regards to the degree of success delivered by the pilot stage of Borders Live Touring (BLT) and commissioned Sam Eccles to do this work. The main purpose of the study was to identify how well BLT met its own aims and objectives as outlined. The detailed study analysed the the delivery model of BLT, how well services were being delivered to members/stakeholders, and to what benefit. It also looked at an assessment of the cost effectiveness of the investment and the value for money provided by BLT. Highlighted learning points and recommendations were made in order to the support BLT to move forwards from the pilot project.

More recently Sam has worked with BLT and Borders Council to identify the strategy and priorities moving forwards, particularly in relation to audience development.

Moray Arts Centre

Consultancy - Sam Eccles & think.in.form

Working together, Sam Eccles and think.in.form developed an options appraisal and associated business plan for this unique organisation in the North East of Scotland.

Findhorn Bay Arts

Consultancy - Sam Eccles

In her work with this Moray based organisation, Sam has offered key strategic support to the Artistic Director, and helped to secure over £450k through Creative Scotland & Event Scotland Funding, grant writing, service level agreements and sponsorship. Current Sam is working with FBA to secure key European funding for Festival 2018.

In 2016 she wrote the funding bid that saw FBA secure funding from Creative Scotland to ensure a Moray Youth Arts Hub was created (part of a Scotland-wide initiative); and Forres be awarded Cultural Place funding (a competitive fund).

Universal Promoters & Lyth Arts

Consultancy - Sam Eccles

Working with these key promoters, Sam helped these organisations respond better to the needs of current and future audiences and other stakeholders as well as supporting them in applying for funding, where this had previously been rejected.

CV: Sam Eccles

Current	CREATE, Inverness College (UHI) - Working part-time to design and deliver short-course targeted Highland small business leaders and encouraging them to become entrepreneurial and enterprising
	Lyth Arts Centre - Working from a distance as Interim Development Director - see Case study
	Creative Scotland - Assessor of Open Fund Application both under and over £15k.
	Saffy Setohy - Producer of large scale sound/choreographic arts installation: Hidden Architectures
2016	Borders live Touring - Work around vision, mission, aims & Objectives - see Case Study Dumfries Festival - Evaluation Work
2014-present	Findhorn Bay Arts - Working with Artistic Director in free-lance position to secure funding that ensures the sustainability of the organisation, the continuation of the youth Arts Hub and Festival 2018. - See Case Study
2015	Borders Live Touring Network -Assessment pilot stage of Borders Live Touring with supporting recommendations and action Plan (for more please see case study)
2011 - 2015	The Touring Network - Organisation development, review and restructure. Membership development. Sustainability (see over for more detail)
2014	Moray Economic Partnership - Working with over 100 organisations, their members and the residents of Moray to develop the regions Cultural Policy document " We Make moray " (Delivered in partnership with think.in.form)
2014	Bodysurf Scotland - facilitation and the first ever, highly successful, Highland & Islands Culture Cafe Exchange Open, supporting attendees to explore "What knowledge and skills do we need as a sector to grow, build and achieve success?"
2010 - 2015	The Touring Network - Development director - see case study

2003 - 2010	<p>CEiS - Development Officer</p> <p>As a Development Officer within the largest Organisation serving the not-for-profit sector in Scotland, I worked on a number of contracts and tenders including:</p> <ul style="list-style-type: none"> • The Big Lottery - Growing Community Assets - supporting organisations to own and control their own asset to the benefit of local communities. • Organisational review and development - working with many not-for-profit organisations to ensure their structures were fit for purpose, and that they had clearly articulated strategic plans associated with the delivery of their vision, mission and goals. • Economic Development Strategies - I worked to develop strategies and policies that brought about local economic benefit, including Arts Regeneration, and Cultural Hub development
2001 - 2002	<p>Development Manager - South Lanarkshire Credit Union Network - see case study</p>
2002 - 2003	<p>Manager - The Advocacy Project, Glasgow</p>
2001 - 2002	<p>Marketing Manager- The Human Rights Trust</p>
Additional	<ul style="list-style-type: none"> • I currently sit on the Board of local social enterprise REBOOT • I am a regular contributor to Scotland's newest Publication, The Grapevine. • Until very recently I have been an active Board member of FST, having just finished a 3 year term in this voluntary Post • I have previously acted as a Board member for the Artist Space, SWG3 in Glasgow, supporting the team with constitutional, business and funding development.

References

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Contact

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