



OPPORTUNITIES FOR ALIGNMENT

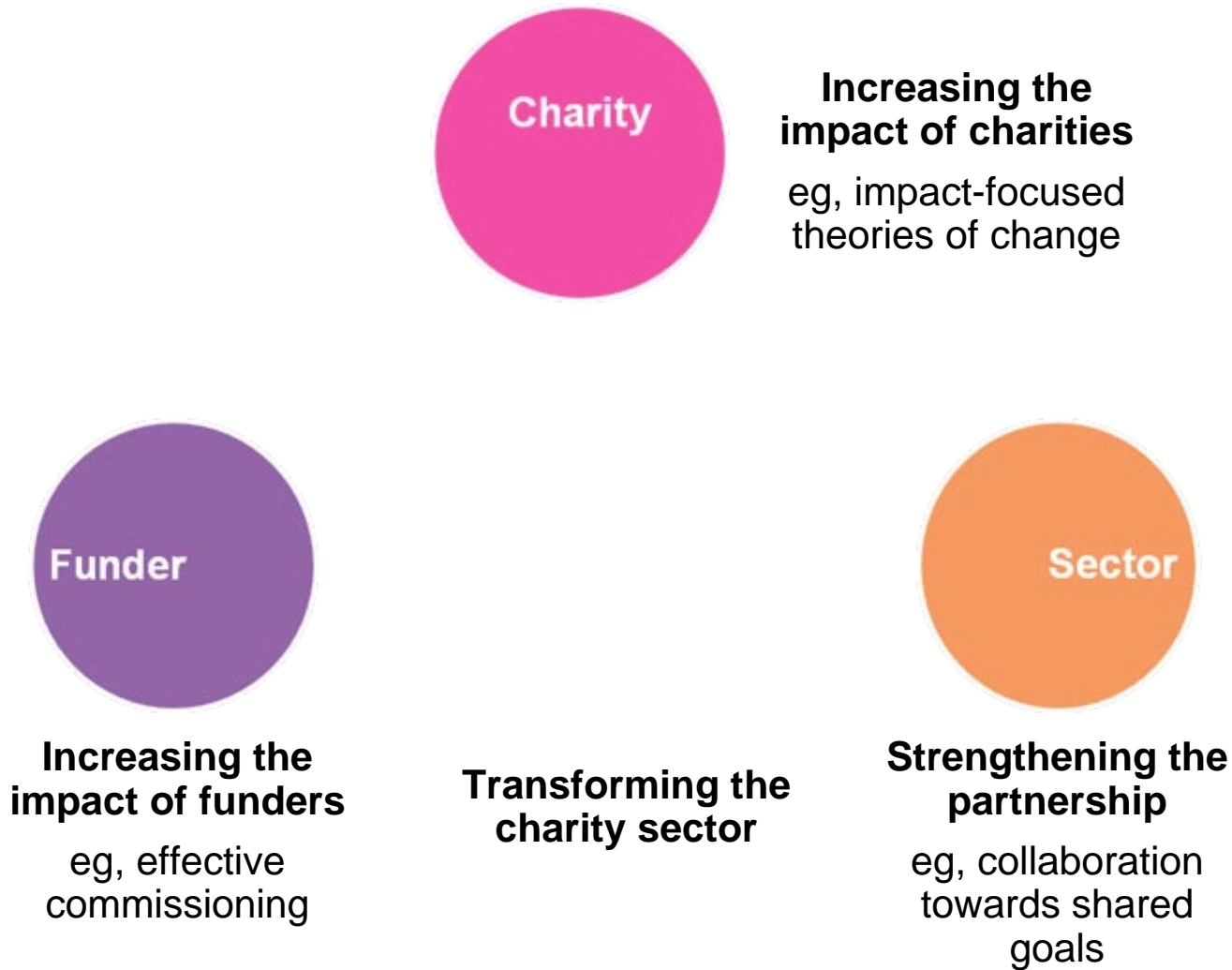
Arts and cultural organisations and public sector commissioning

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#artscommissioning

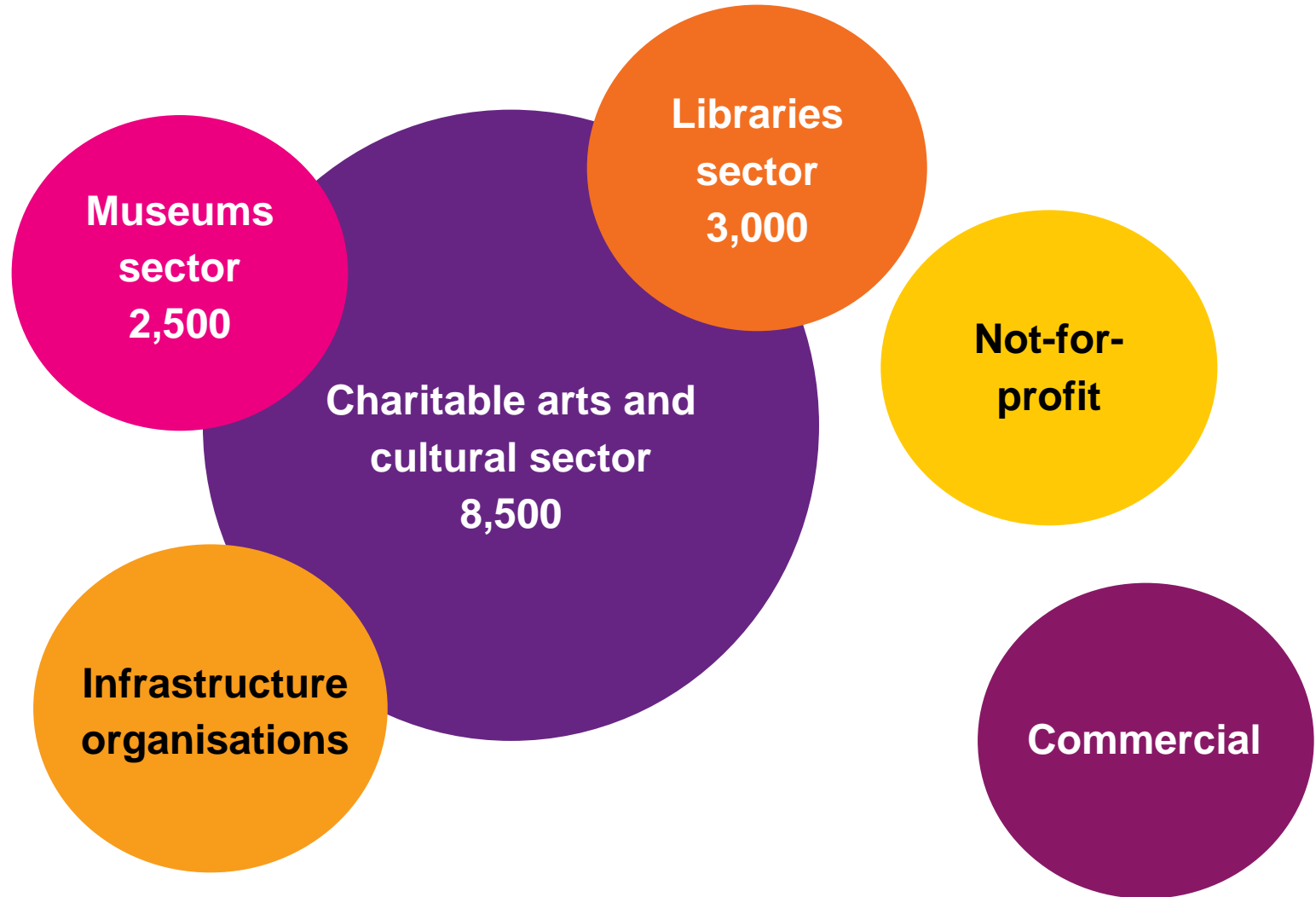
June 2014

TRANSFORMING THE CHARITY SECTOR



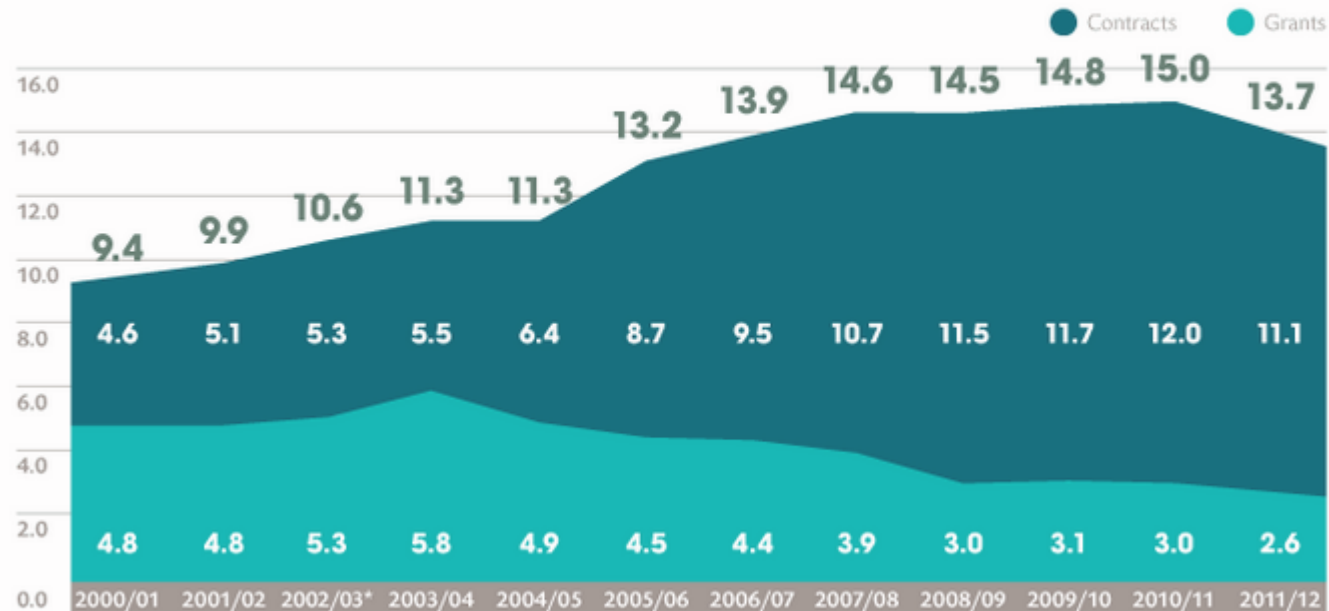
ARTS AND CULTURAL SECTOR

Range of different organisational types



GRANTS AND CONTRACT INCOME

Voluntary sector grant and contract income from government, 2000/01 – 2011/12 (£ billions, 2011/12 prices)



▲ Source: [NCVO/TSRC](#), [Charity Commission](#)

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THE COMMISSIONING ENVIRONMENT

Commissioning practices are changing rapidly

Positive

- Commissioning for outcomes
- Social Value Act
- Integrated commissioning
- Co-design and co-production
- Personalisation - fragmentation of commissioners

Neutral

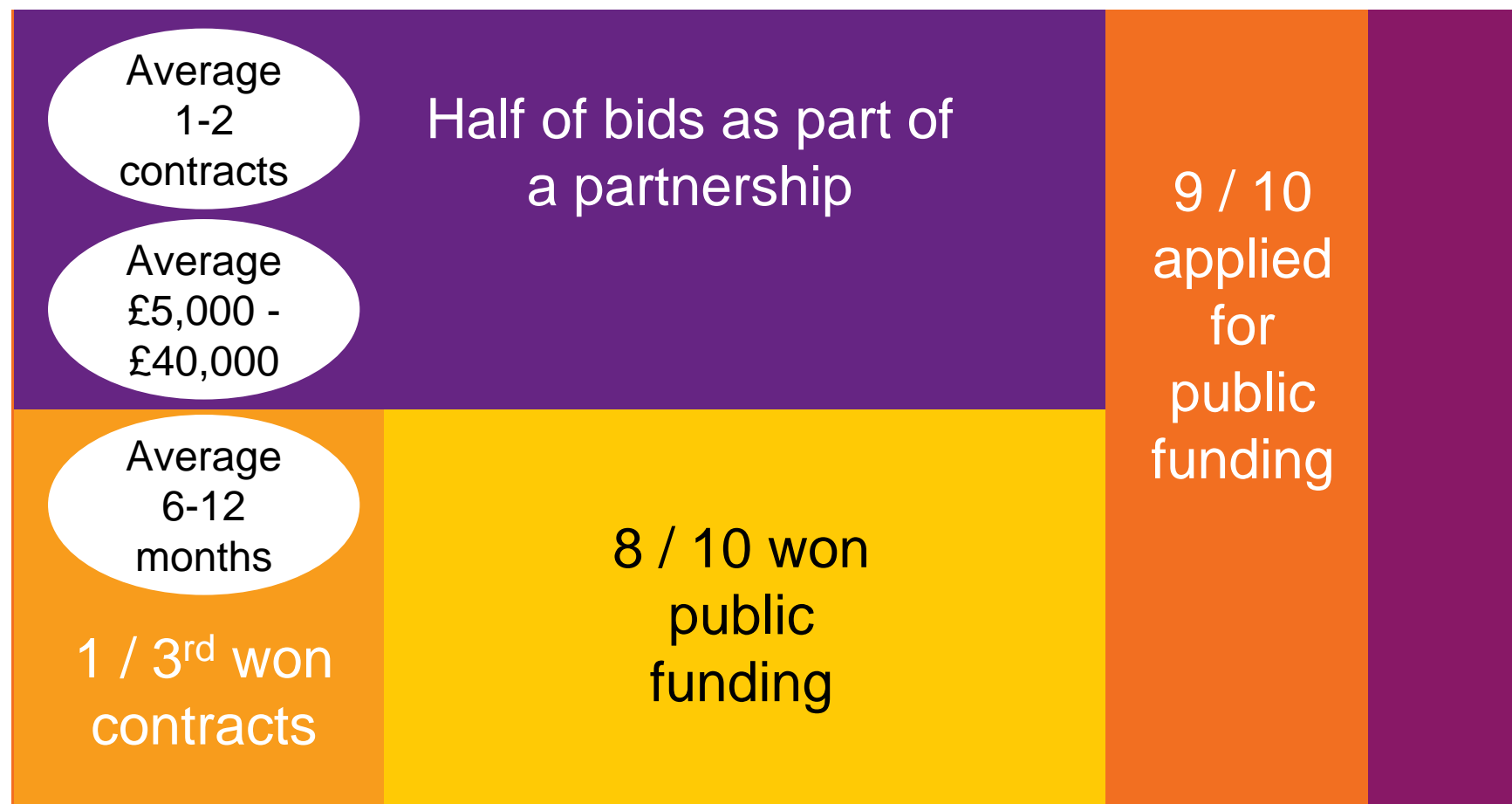
- Very rapid change
- Wide variety of practices
- Increased outsourcing of services previously delivered by public sector directly
- Payment by results and the hard evidence agenda

Negative

- Rising need and budgets cut (including arts and cultural budgets)
- Weak voice in public policy
- Hollowing out commissioning profession
- Large contracts ill suited to arts and cultural orgs

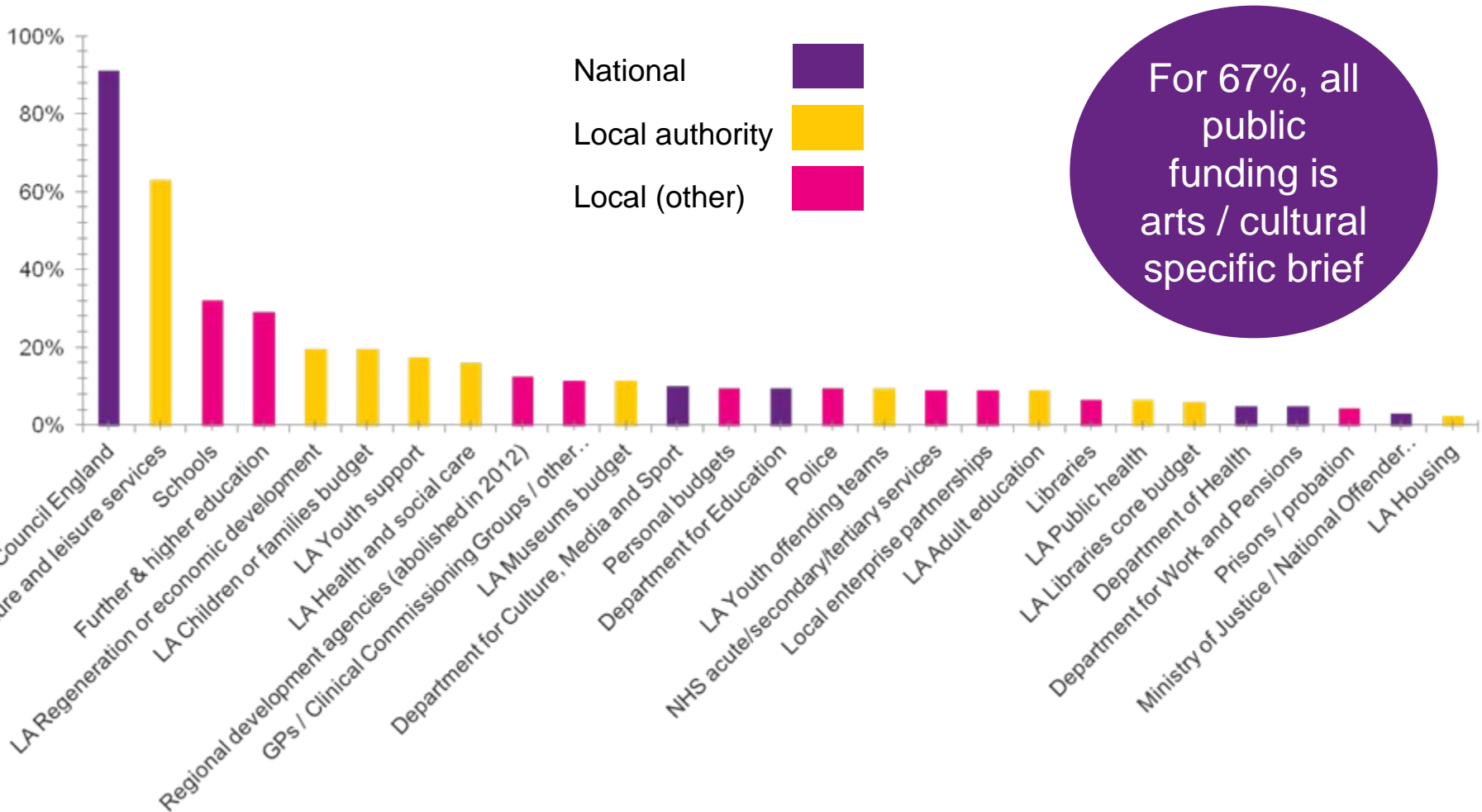
EXPERIENCES OF PUBLIC FUNDING

High proportion have some experience of public funding



PUBLIC FUNDING SOURCES

High reliance of arts and cultural specific funding



For 67%, all public funding is arts / cultural specific brief

COMPARISON TO THE CHARITY SECTOR



Do not match charity sector level of contracted income.

Number of organisations: 8,500 6% of charities by number	Total income: £2.7bn 9% of charities by income
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Charitable arts and cultural organisations...	Arts and culture	Charity
...are bigger than charities on average (median)	£17,500/org	£9,500/org
...receive less public funding per organisation (when we exclude Arts Council funding)	£56,700 £100,500 incl ACE	£90,300
...receive about half the level of contracted income, ...or a third as much if we look at the proportion of overall income	£34,200/org 10% total income	£72,400/org 27% income

VALUE DELIVERED

Many aspects which are of interest to commissioners



Encourage sustained participation

Effective working in preventative agenda

Addresses inclusivity and difference

Use of existing community assets

WORKING WITH COMMISSIONERS

Using language that will resonate with commissioners

Does arts and culture offer commissioners anything unique?

Part of a jigsaw of services
 In some contexts contribution is distinctive
 Benefit of addressing a problem indirectly

How should you talk about an arts or cultural intervention?

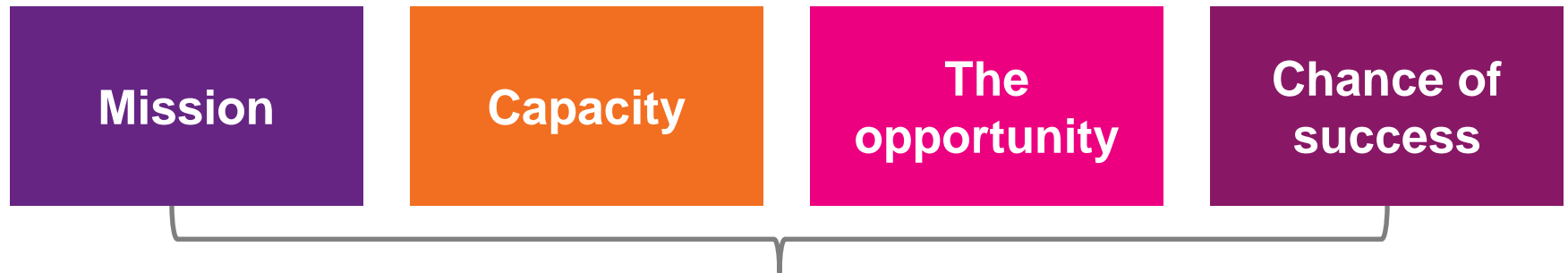
Quality essential in achieving outcomes
 Talk the language of social outcomes.
 Be bold: explain the value of arts and cultural approaches

Barriers and enabling factors

Many common to all organisations involved in commissioning
 Distinctive to arts and culture: mission, open access services, involvement in market development

WHEN IS COMMISSIONING APPROPRIATE

It's not for every organisation, and commissioning arrangements vary



Yes to most questions?

Some adaptation may be necessary, but worth engaging with commissioning.

No to most questions?

Commissioning unlikely to be the right approach for you.



More formal

Fewer relationships

Larger contracts

Less formal

More relationships

Smaller contracts

PRACTICALITIES



How should providers work with the commissioning system

Limits of commissioner freedom:

Commissioners not working in unconstrained environment

Need to work within legal and operational procurement framework

Scrutiny of decisions – may become risk averse

Lacking time and resource for innovative work

Changing the system or working within it:

Organisations may want to influence how commissioning takes place

Need to work out where levers of power are

Often commissioning strategy decided locally—may be easier to influence

Some strategies nationally defined

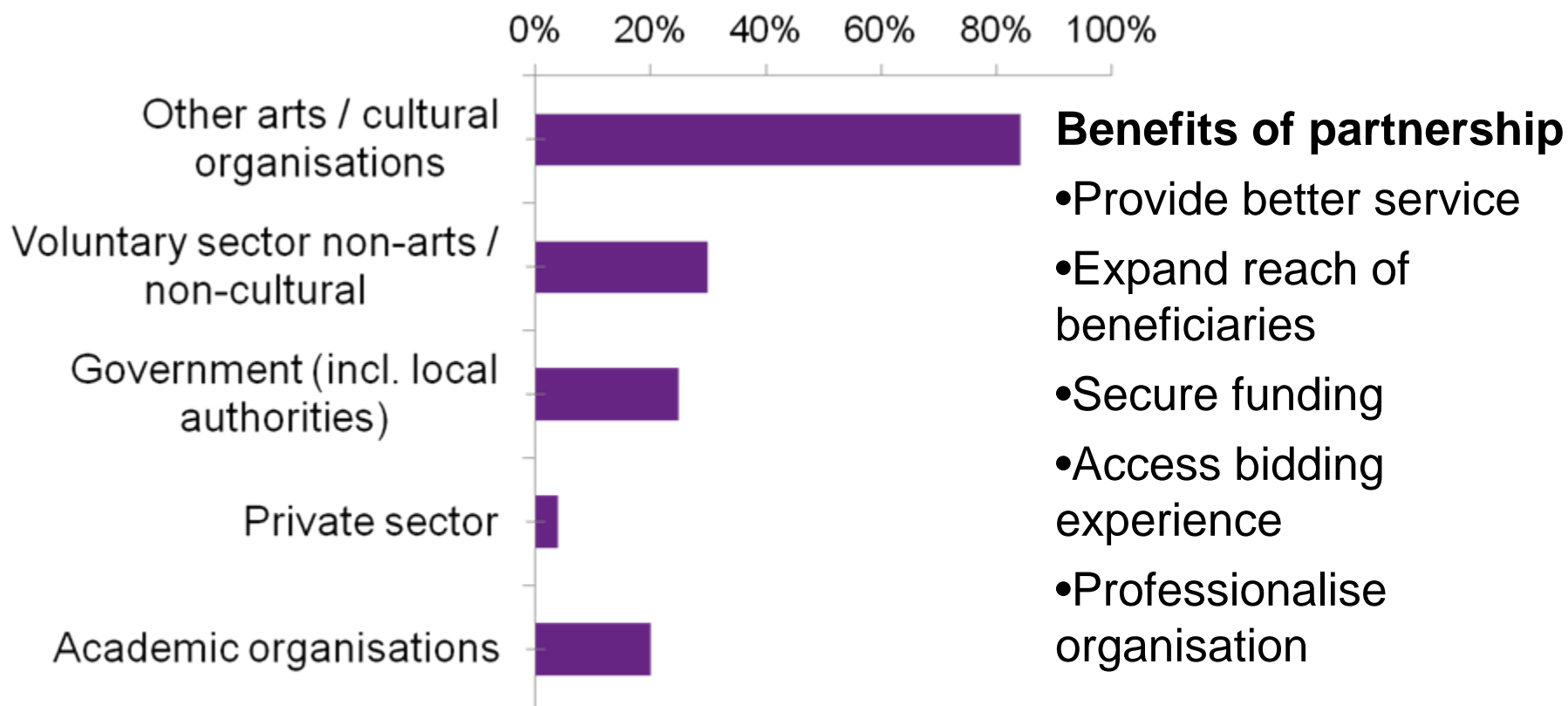
MEASURING IMPACT

How do organisations measure and demonstrate their impact

- Range of methodologies, from simple (quotes and anecdotes) to the more complex (long term follow up, use of standardised tools)
- Value of an outcomes framework (eg, theory of change) as a way to articulate work to commissioners.
- Two important elements to proving your impact:
 - **Evidence collected by the organisation**
 - **Independent evidence base**
- Issues with **access** to independent evidence, and **comprehensiveness** of evidence base.

PARTNERSHIP

Very important to commissioning success



- Benefits of partnership**
- Provide better service
 - Expand reach of beneficiaries
 - Secure funding
 - Access bidding experience
 - Professionalise organisation

KEY MESSAGES

For commissioners, policy makers and for the Arts Council

- Commissioning structural arrangements affect who is able to bid for work, and may exclude those who could offer valuable solutions.
- Arts and cultural partners can help beyond the service delivery—in consultation with users and service design.
- It is essential to know that money is being well spent, but evidence standards should be established through dialogue with providers.
- Commissioning and procurement professionals need leadership and support in seeking innovative solutions to difficult problems.
- Existing evidence needs to be more readily accessible, and gaps in evidence need to be filled.

THANK YOU

New Philanthropy Capital – transforming the charity sector

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