



Cultivate Organisational Development Services



Supported by
**ARTS COUNCIL
ENGLAND**

Cultivate Organisational Development Services

Cultivate works with organisations, agencies and individuals in the East Midlands to develop and strengthen organisational skills as well as build and retain audiences, visitors and participants.

This new range of organisational development services has been designed to help meet the current challenges faced by arts and cultural organisations.

This guide details six key services which are simple to access, draw on our experience in the sector and are realistically priced. We offer services for diagnostics; audience development; improvement; professional development; research & mapping; and Go & See/Come & Talk.

As the region's strategic development agency, Cultivate continues to contribute to making the East Midlands cultural sector grow and thrive and be a hub of innovative creative work.

Vanessa Rawlings-Jackson
Chief Executive

Cultivate organisational development services are designed to serve the continuing needs of arts and cultural organisations of all sizes and types. Services are demand-led and form a standing component of Cultivate's offer on which organisations can draw at any time. Six services are offered: diagnostic, improvement services, audience development, professional development, go & see – come & talk, audience mapping and profiling.

Diagnostic service

Step one of Cultivate's engagement with an individual organisation, designed to identify key problems and areas for improvement, and to direct the client to the most appropriate services in Cultivate's offer.

Price £400 – discounted from the price of any further service commissioned.

Improvement Services

Cultivate's improvement services are targeted to identified needs of the sector, and developed as branded products offered on a charged basis. Our three branded service offerings are:

- **Rapid Response:** 2-level enhanced diagnostic and remedial service for organisations facing imminent financial difficulty or rapid re-orientation due to financial pressures. Price level 1 £750, level 2 £1250.
 - **Better Business:** 3-level review and business planning service, including all aspects of business appraisal, planning and forecasting, and new enterprise formation as required; Price for standard package £2000 for each of 3 levels, additional elements by negotiation.
-

- **Good Governance:** service providing review and recommendations for legal structure, board skills and duties, management of governance, and best practice. Standard package price £2000.
-

Audience Development Service

Service outline: data provision and analysis, interpretation and use, marketing and audience strategy, good practice guidance. Standard package price £2000

Professional Development Service

Cultivate-organised awareness and training for professionals and volunteers in the sector, custom-designed for individuals, groups and organisations, to meet identified current needs and new developments. Customised packages for organisations priced individually.

Go & See – Come & Talk

Cultivate is expert in advising on and arranging visits for groups to meet exemplary cultural organisations in UK and abroad, to expand their experience, ambition and skills. Customised packages for organisations priced individually.

Audience mapping and profiling service

Cultivate offers standard prices for detailed data analysis and interpretation packages providing vital information on existing and potential markets, socio-demographic profiles, market penetration, hot-and-cold locations and other negotiable bespoke services.

Cultivate Service Outlines

1 Cultivate Diagnostic Service

Service outline: step one of Cultivate's engagement with an individual or organisation, designed to identify key issues and areas for improvement, and to direct the client to the most appropriate services in Cultivate's offer.

- Analysis of current operational/ financial situation
- Assessment of any existing/current plan
- Scenario planning
- Urgency rating
- Criticality and focus of attention
- Potential areas of action

2 Cultivate Improvement Services

Service outlines

2.1 Rapid Response: rapid diagnostic and remedial service for organisations facing imminent financial difficulty or rapid re-orientation due to financial pressures;

Rapid Response (Steps 1 – 6)

Enhanced diagnostic and financial analysis

Financial review encompassing:

- Financial position summary
- Urgency rating
- Income spectrum analysis
- Preliminary appraisal of viability
- Initial scoping of options for change
- Telephone interview and report

Rapid Response (Steps 7 – 12)

Specialists site visit covering:

- Financial position, balance sheet and criticality
- Identification of areas of unexploited potential income
- Operational cost analysis
- Assessment of leadership, governance and readiness for change
- Diversification opportunities review
- Competencies & job descriptions review
- Report

Rapid Response Add-ons (by negotiation)

- Legal and structural review
- Mergers and alliances review
- Change management including HR
- Merger management

2.2 Better Business: review and planning service, including the diagnostic service at 1 above, all aspects of business appraisal, planning and forecasting, and new enterprise formation. Cultivate can provide both support for business planning and elements of service to assist in implementing aspects of consequent change management as required;

Level 1 – basic business planning

- Purpose, aims & strategic direction
- Organisational objectives
- Existing plan review
- Market analysis/customer focus
- Competitor analysis
- Revenue and financial analysis
- SWOT/PESTLE analysis
- Pricing policy
- Marketing & sales plan

Level 2 – digging deeper

- Business models, case studies
- Income spectrum analysis, identification of income potential
- Diversification opportunities review
- Mergers and alliances review
- Stakeholder consultation
- SMART objectives, operational plan, timetable
- Financial forecasting
- Future trends analysis
- Scenario Planning
- Risk analysis

Level 3 – specialist inputs

- Legal and structural review
- Developing strategies and policies, structures and systems
- Product/service development
- Competencies & job descriptions review
- Monitoring system

Implementation elements (by negotiation)

- Building organisational skills and capacity
- New enterprise creation
- Company formation
- Board/trustee recruitment, induction & training
- Implementation of company restructuring
- Change management including HR
- Merger management

2.3 Good Governance: service providing review and recommendations for legal structure, board skills and duties, management of governance, and best practice.

- Purpose, aims & objectives
- Legal and structural review
- Individual member interviews
- Board skills audit
- Best Practice Models, go & see
- Board/trustee recruitment, induction & training
- Implementation of company restructuring
- Brokering Board to Board meetings
- Chair Update Meetings – subscription once/twice a year

Cultivate Service Outlines – Continued

3 Cultivate Audience Development Service

Service outline: data provision and analysis, interpretation and use, marketing and audience strategy, good practice guidance.

- Marketing audit and organisational diagnostic
- Area profiles and basic data analysis
- In-depth data analysis including ACE Insight report
- Data interpretation and use
- Additional primary research
- Develop marketing and audience development strategies
- Deliver and implement strategies
- Audience participation benchmarking
- Case studies – best practice and bad practice

4 Cultivate Professional Development Service

Service outline: Cultivate-organised awareness and training for professionals and volunteers in the sector, custom-designed for individuals, groups and organisations, to meet identified current needs and new developments.

- Action Learning
- Diagnostic interview and needs analysis
- Feedback & Follow Up
- Go & See / Come & Talk
- Change management including HR
- Mentoring & coaching
- Placements & secondments
- Senior Management Induction
- Training – delivery and signposting
- Building organisational skills and capacity

5 Go & See – Come & Talk service

Service outline: Cultivate is expert in advising on and arranging visits for groups to meet exemplary cultural organisations in UK and abroad, to expand their experience, ambition and skills.

- Diagnostic and advisory
- Sourcing contacts, venues, speakers and experts
- Travel and accommodation arrangements
- On-site co-ordination

6 Audience mapping and profiling service

Service outline: Cultivate offers standard prices for detailed data analysis and interpretation packages providing vital information on existing and potential markets, socio-demographic profiles, market penetration, hot-and-cold locations and other negotiable bespoke services.

- Spot maps
- Heat maps
- Market penetration maps
- Change maps
- ACORN profiles
- ACE area profiles
- Target market maps
- Bespoke services

Testimonials

"As a newly appointed officer, I found the whole day very useful and reassuring."

Emma Woodward, QUAD

"Hugely inspirational and am most definitely going to put some of the ideas into practice."

Shona Powell, Lakeside Arts Centre, University of Nottingham

"I also wanted to send a brief note to thank you for a great trip. It was a great experience and one that really helped not only support my thinking at D4, but helped cement relationships across Nottingham and the region for me and D4."

Paul Russ, Dance4

"Thanks again for a very informative and interesting trip. I know a lot of work must have gone into organising the itinerary - it was very comprehensive and well put together."

Stephanie Sirr, Nottingham Playhouse

"Every session was interesting and thought provoking."

Jackie Goodhall, Lincolnshire Forum and Woodhall Spa Museum