

Shallal

Stepping Stones Project

Brief for Freelance Governance and Leadership Development Consultant

Background: What is Shallal?

Shallal is a very small charity, formed in 1985 as a community dance theatre company. Over the past 40 years it has developed a diverse range of creative performance and artistic strands in a range of locations, and digitally, across Cornwall.

Shallal believes that everyone in society should have access to creativity, an equal voice and the opportunity to discover their potential. It encourages and supports people to explore and develop their creativity by working across a wide range of art mediums and collaborating with each other. Shallal is proud of the artistic excellence that characterises the work of its participants. Shallal's members play an active part in developing ideas and plans for the future.

Stepping Stones Project Overview

Stepping Stones is a project which is intended to support Shallal to transition into a positive and creative future. It is supported by Arts Council England

Shallal has been on its creative journey for 40 years, from its beginnings in Newlyn, to today, when it operates in many locations across Cornwall. It remains substantially directed by the creative people who founded it and there remains an informal fluid structure with no permanent employees. Fundraising is done in an organic and often unplanned & reactive way, & secured in peaks and troughs, leading to breaks in provision, stress & uncertainty for facilitators & members, loss of talent & inhibition of artistic & organisational development.

We have now reached a point on our organisational journey where we are acutely aware of the need for reflection, renewal & transformation if we are to survive and thrive in the long-term. We need to preserve the ethos, values & creative output of Shallal but put them into a new supportive professional framework. The 'Stepping Stones' project will enable us to carry out research & put in place a clear plan for this major change, alongside new creative programming and promotional activities. The project has 3 interconnected strands with a common theme of 'Journeys'.

1. **Organisational Development** - this strand will enable us to research & scope our longer-term journey to establish Shallal as a sustainable, resilient organisation.
2. **Programme & Reach** - we will expand our geographical coverage & explore diverse artforms, delivering 27 workshops on the theme of 'journeys' in new locations across Cornwall.
3. **Communicating, Celebrating & Sharing Our Work** - we will design & deliver an external communications strategy and we will also review our internal & member communications.

The Stepping Stones project has been made possible thanks to support from Arts Council England.

This brief is for Strand 1 of the Stepping Stones project

Shallal is seeking a consultant to support the trustees and current leadership in an exploration of options for future leadership and more diverse, inclusive governance.

Key Outcomes/Outputs:

The key outcomes and outputs of this consultancy will be:

- A shared understanding of Shallal's future focus and priorities
- A practical written plan for succession, inclusive leadership and decision-making.
- A role description for a future leadership position
- Delivery of a recruitment campaign for new trustees.

Deliverables:

- Project initiation meeting with trustees and creative leadership
- Facilitation of an 'Away day' with trustees and creative team to explore Shallal's future focus and priorities
- Conversations with trustees and creative team, in groups and 1-2-1 to explore future focus and priorities
- Review of the challenges and opportunities for Shallal's future governance and leadership, and of previous work done to strengthen governance and inclusive leadership
- Research into good practice in peer organisations and visits where appropriate

- Attending at least one members' meeting to gather ideas and feedback
- Interim written report and review in person to trustees
- Final Report on future leadership role
- Planning and project-managing the recruitment of new trustees

Appointment Timetable: Recruitment Timetable:

- Proposal submission deadline: 12 noon Friday 21st March
- Interviews: w/c 31st March

Delivery Timetable: The delivery timetable is flexible within a window of April - September 2025

Fee: The fee for this project is £5,000 inclusive of VAT and expenses.

There is also a supporting budget of £1,000 for trustee/consultant travel to research good practice.

Payment Schedule: Details to be agreed with consultant based on key milestones

Location: Shallal does not have a full-time office space and we expect our freelancers to be based independently. However, face to face meetings are important and these can take place at the Shallal Studio at Krowji, Redruth, which can also serve as an occasional hot desk workspace.

How to apply:

Interested consultants should respond to this brief with a realistic outline work plan and details of their relevant experience.

Submissions should be sent to Mary Godwin, trustee via email to marygodwin62@icloud.com .

If you have an questions, or would like to have an informal chat about this project, please contact Shallal Trustee Mary Godwin, on 07881 521353



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