

Julie's Bicycle

CREATIVE • CLIMATE • ACTION

IMPACT CONSULTANT

Julie's Bicycle is seeking a senior consultant to work with us to create and implement an Impact Framework to support our strategic aims.

ABOUT JULIE'S BICYCLE

[Julie's Bicycle](#) (JB) is a pioneering not-for-profit mobilising the arts and culture to take action on the climate, nature, justice crisis. Founded by the music industry in 2007 and now working across the arts and culture, Julie's Bicycle has partnered with over 2000 organisations in the UK and internationally. Combining cultural and environmental expertise, Julie's Bicycle focuses on high-impact programmes and policy change to meet the climate crisis head-on.

Our Work

Julie's Bicycle (JB) has developed much of the thinking and activity of what has become known as 'the creative climate movement', mobilising thousands of artists and cultural organisations nationally and internationally, creating the resources and knowledge to drive change, and advocating at the policy level. Our work includes leadership development; research; strategic partnerships and ground-breaking projects; and in-depth consultancy and training. A commitment to climate justice underpins our work. We provide the creative community with the full range of tools, knowledge, and inspiration to act and run a rich programme of events, advocacy, and campaigns.

Julie's Bicycle runs a series of closely connected programmes of different types, lengths and scales. From our Music Programme to our Creative Climate Leadership Programme, our partnership with Arts Council England to our work across the sector through Creative Green Projects and Partnerships, explore our programmes here:

<https://juliesbicycle.com/our-work/>.

Why we are appointing an Impact Consultant

As the climate, nature and justice crisis accelerates, the need to prioritise the actions which have the greatest impact, and to clearly evidence, learn from and disseminate the impact of those actions, has never been more important. Key JB programmes have always been evaluated, but longer-term and cumulative impact often remains anecdotal or has not been widely communicated in order that others can learn from us.

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Julie's Bicycle wants to move from evaluation of individual events, programmes and projects (albeit useful) to an evaluation framework which clearly prioritises what we need to know at a strategic level, and how we will use that evidence to drive forward our mission – i.e. enabling a deeper focus on organisational impact.

THE OPPORTUNITY

Julie's Bicycle (JB) is seeking a Consultant (organisation or individual), experienced in understanding and analysing strategic impact drawn from varied programmes of work. The Consultant will work collaboratively with JB's Senior Leadership Team and programme teams, to lead the development of an Impact Framework and associated measures and methodology. The chosen Consultant will have proven expertise in this area and will be excited about how to create a bespoke, relevant framework for our unique work. They will enjoy working collaboratively with JB's small, deeply committed team who have experience in culture, environment and digital. The Consultant will be deeply curious about what the cultural and creative sector brings to the climate and environmental crisis. Once the Framework is in place the Consultant will support implementation, and continue to train and advise our teams around impact; always with the aim of bringing our learnings and insights to the wider sector.

TIMELINE AND CONTRACT INFORMATION

Contract: Fee-based (an organisation or self-employed)

Fee: Up to £45k over 2 years (anticipated to be up to £30k in Yr. 1, and up to £15k in Year 2 (inclusive of any VAT)

Reporting to: Head of Programmes / Co-Director

Project start date: September 2024

Project timeline:

- September 24: Project Kick Off and Briefing
- October to December 24: Familiarisation with JB; development of pilot Framework
- January to March 25: Team training and implementation of Framework
- April 25 onwards: Support whilst running the framework, adjustments, advice on arising questions; working with JB to respond to arising opportunities (see Deliverables)

If you would like this application information in a different format (e.g. large print or audio file), please email recruitment@juliesbicycle.com or call 0208 746 0400.

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KEY DELIVERABLES

As this is a specialist area, it is anticipated that the brief will be further developed with the advice of the selected Consultant at the start of the engagement.

The Consultant will work closely with JB's Head of Programmes who will lead this work, working with JB's Co-Director. Involvement of the wider JB team, in particular programme leads, will be key.

Phase 1) Understand the context

- **Understanding Julie's Bicycle**

Gain a clear understanding of JB's work and how we currently measure impact through

- interviews with the team
- review of key impact focused documents e.g. programme reports; evaluation surveys, engagement statistics etc.

- **Indicators and metrics for Julie's Bicycle - quantitative and qualitative**

- Explore with SLT (Senior Leadership Team) and Programme Leads what the most important indications of impact are for JB, mapped against the strategic aims and JB's mission
- Work with SLT to identify the main external M & E criteria against which JB needs to report
- Review the relationship between JB's Theory of Change and the internally and externally identified impact criteria

Phase 2) Create an Impact Framework

- **Bring an expert view to the results of Phase 1 to create an Impact Framework**

Including but not limited to:

- Select the most meaningful impact metrics (qualitative and quantitative) for the work of JB
- Provide expert advice on key questions that are common when assessing impact: for example, attribution; direct v. indirect impact
- Assess the ways in which JB currently captures information in relation to the metrics identified and develop a framework for doing this more consistently (quantitative and qualitative). Within this, advise on best practice in relation to aspects including but not limited to: methodology for capture (methods,

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timeframe, responsibility, resource required etc.), means of recording and collating information, means of simple reporting etc.

- Ensure that the Framework is realistic and practicable within the JB team time and resources available
- **Work with JB's Digital and Technology Lead to consider and support the development of appropriate technology solutions** e.g. in relation to data capture, recording and reporting
- **Ensure that the metrics can be easily adapted for specific programmes: creating a structure where all 'data' can be easily fed into the overall framework, and ensuring that 'the whole is more than the sum of its parts'**
 - Test against key programmes as internal 'case studies' and against overall Strategic Aims

Phase 3) Implementation and Running

Embedding the framework, upskilling staff:

- Train and support key staff on the framework and support the Head of Programmes to embed this across JB
- Continue to help adapt it at a specific programme/ project level
- Continue to work with SLT on mechanisms for 'understanding the whole': converting intelligence into learnings and the understanding of impact at an organisational level

Running:

- Have regular check-ins with SLT and the Digital and Technology Lead on progress, opportunities and challenges
- Be on hand to answer queries from the wider staff team on implementation
- Advise on the analysis of data to draw out insights for key stakeholders

Communicating Impact:

- Share best practice examples of '**impact assets**': different formats in which impact analysis can be easily communicated to different audiences. Where appropriate, work with the team to commission new impact assets

If scope and budget allows:

- Work with SLT to develop cases for funding and scopes for specific pieces of in-depth impact assessment and research

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- Work with JB to either commission, or undertake, retrospective data capture/ collation and evaluation
- Develop this work in the context of the need to evidence the impact and potential scaling of culture-based climate action across the Creative Climate Movement i.e. reflect on Julie's Bicycle's impact in the context of understanding and evidencing the wider impact of culture-based climate action

This brief is in the context of a wider Capacity Building Programme at JB. All work is to be developed in close connection with the development of:

- a) New internal learning and knowledge sharing work which is being led by the new Head of Programmes role, and the development of how we capture information, including digital solutions***
- b) New research role (part-time) enabling the greater synthesis of internal impact learnings with external research***
- c) Development of new dissemination methodologies, including our CRM: the impact framework is to be developed with an eye to capturing information in such a way that is easy to understand; meaningful to communicate; appropriate for our key stakeholders***

SUBMISSION CRITERIA

Please submit an expression of interest outlining the following:

- **Statement of why you / your organisation would be the right choice for this contract**
- **Examples of relevant work and credentials**
- **Indicative information on your approach to delivery (*)**
- **Proposed approach to the fee - including indication of day rates / charges**
- **CV(s) for key personnel who would work on the contract if successful**
- **State your approximate availability for the work**
- **Any other information which you deem to be relevant**

(*) we anticipate developing the final scope of work in collaboration with the selected individual / organisation.

- Submit an expression of interest by **midnight on Monday 15th July 2024** via email to recruitment@juliesbicycle.com
- If you have any specific questions please contact our Head of Programmes, taghrid@juliesbicycle.com, copied to recruitment@juliesbicycle.com.

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MORE ABOUT JULIE'S BICYCLE

Our 2023-2026 Strategic Aims

- To develop and lead new creative sector responses to the climate, nature, and justice crisis.
- To influence policymakers to connect cultural policy to environmental policy and model what this achieves in practice.
- To enable the sector to scale its response to the climate, nature and justice crisis using proven methodologies.
- To build an international network of skilled creative climate leaders who are equipped to make change in their communities.
- To consistently evidence the impact of our work, communicate it widely in support of our mission, and learn from others in the field.

Our Impact

Highlights include:

- Our Creative Climate Leadership development programmes have engaged over 200 changemakers working in more than 30 countries.
- We have supported policy development at an international, national and city level; including as part of numerous EU-funded programmes.
- As Arts Council England's Environmental Programme partner since 2012; each year we have supported up to 1000 National Portfolio Organisations (NPOs) and Investment Principle Organisations (IPSOs), with 92% now including environmental sustainability in core business strategies; 63% collaborating with other cultural organisations on environmental solutions and 71% producing or programming work exploring environmental themes.
- As part of the Climate Heritage Network, we have worked at a policy level at COP 27 and 28 towards placing culture and heritage formally within the UNFCCC agenda.
- The combined wisdom of the cultural community and JB has created the largest environmental resource library for the arts and cultural community, containing over 250 resources and representing the shared experience from the last 15 years.
- 2000+ organisations in 43 countries have used our free, industry-leading, Carbon Calculator Tools since we created them.
- In 22/23 our Creative Green and Partnerships programme worked with over 56 organisations, networks and funding bodies in the UK and internationally covering topics such as pathways to net zero carbon; environmental impacts of digital, new approaches to touring, green procurement and supplier engagement; sustainable production and exhibition advice.

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- We have led on significant research within the sector including [*Culture the Missing Link*](#) and [*Creative Industries and Net Zero*](#).