



## **WITHOUT WALLS EDI CONSULTANT: FREELANCE BRIEF**

### **EXTRAORDINARY NEW OUTDOOR ART FOR EVERYONE**

Without Walls is a pioneer and trailblazer of exceptional outdoor art in the UK. We forge and spearhead a network of cultural organisations and festivals.

We work in partnership to commission, co-create, and share outdoor art with communities across the country, and ensure onward touring nationally and internationally.

We exist to innovate artistic approach, collaborative working, financial sustainability, and inclusive practice. Working with artists, producers, and presenting partners, we collectively enable the outdoor arts scene to realise its full potential and operate as a global leader in the industry.

## ABOUT THE ROLE

Without Walls is seeking a freelance EDI Consultant to support three areas of strategic and organisational work. This brief covers organisational culture, governance, staff and Board development, in preparation for the next EDI Strategy and Action Plan, aligned with the forthcoming NPO funding period.

The post holder will work independently but in close collaboration with the Head of Programme and Chief Executive, and will bring specialist expertise in organisational EDI to a small organisation at a significant moment of change.

The current [EDI Action Plan \(2026-27\)](#) embeds equity across governance, programme and workforce, and establishes new infrastructure including two dedicated Development Producer roles. In parallel, Without Walls is developing a Business Plan for 2026-30 and preparing for an NPO application to Arts Council England for the next funding period.

A new EDI Strategy will be developed to align with that funding period, replacing the current action-plan model with a longer-term strategic framework, supported by a renewed Action Plan. The consultant will play a key role in laying the groundwork for these initiatives, while also delivering the ongoing organisational culture and training commitments set out in the 2026-27 Action Plan.

## SCOPE OF WORK

### 1. Organisational Culture Review

Without Walls is committed to a review of its organisational culture and practices in relation to equity, diversity and inclusion. The consultant will:

- Propose and agree an appropriate framework or methodology for this review with the Head of Programme and Chief Executive
- Carry out the review, covering staff team, Board and organisational practices
- Produce a written report with findings and recommendations
- Present findings to the Chief Executive

This is five days, most likely scheduled for autumn 2026.

## **2. Staff and Board Training**

Without Walls commits to EDI and access training for all staff and Board members, including as part of induction for new joiners. The consultant will:

- Work with Without Walls to develop or adapt a bespoke EDI training module, situated within the specific context of outdoor arts
- Deliver this module to staff and Board, either directly or through an identified external provider
- Advise on additional training needs as they arise, for example around intersectionality or active bystander approaches

This is five days for development and delivery.

## **3. Strategic Development**

Looking ahead to the next NPO funding period, the consultant will support Without Walls in developing the foundations of a new EDI Strategy and Action Plan. This work will be scoped and sequenced in collaboration with the Head of Programme and will include:

- Conducting a governance equity audit covering Board and DIAG composition, representation and practice, and identifying gaps and recommendations
- Reviewing the current EDI Action Plan and public-facing EDI documents in the context of the Business Plan and forthcoming NPO application
- Producing a strategic framework document that articulates Without Walls' theory of change on equity, its longer-term goals, and its distinctive role in the outdoor arts ecology. This document will form the basis of a new EDI Strategy aligned with the NPO funding period
- Supporting the development of a renewed EDI Action Plan, translating the strategic framework into specific commitments, owners and timelines for the NPO period

This is a time-limited commission with defined outputs, not a standing advisory role. The work should be completed in time to inform the NPO application process.

This is 10 days.

## INDICATIVE DAY COMMITMENT

Area	Days per year
Organisational culture review	5
Staff & Board training	5
Strategic development (governance audit and 2028 scoping)	10
<b>Total</b>	<b>20</b>

## REPORTING LINE AND RELATIONSHIPS

The consultant will report to the Chief Executive for work relating to the governance equity audit, staff and Board training, and organisational culture review. For work relating to the EDI Strategy scoping, they will liaise with the Head of Programme.

They will work alongside the two Development Producers and should expect to share relevant findings with them, particularly where the governance audit or organisational culture review has implications for programme delivery.

The Diversity and Inclusion Action Group is a key relationship for this role. DIAG is currently in a period of redesign, moving toward a more generative model. The governance equity audit will engage with DIAG members as primary sources, and the consultant should expect to attend at least one DIAG meeting in an observing or contributing capacity, sharing emerging findings and drawing on the group's insight as part of the ongoing scoping work.



## PERSON SPECIFICATIONS

Essential:

- A strong track record in developing or reviewing EDI strategies, action plans or governance frameworks for organisations, ideally in the arts, cultural or public sector
- Experience of conducting organisational culture reviews or equity audits, including designing appropriate methodologies and presenting findings to leadership and governance bodies
- Ability to assess organisational training needs and advise on appropriate approaches and providers
- Ability to work independently and manage a varied, time-limited commission with defined outputs
- Confidence working at a strategic level with senior leadership, including the ability to name difficult findings constructively
- Strong written communication skills, including the ability to produce clear strategic documents for a range of audiences

Desirable:

- Familiarity with the outdoor arts, live events or broader cultural sector
- Knowledge of Arts Council England's funding frameworks and NPO reporting requirements
- Experience of designing or delivering EDI training for staff and Board members

## WHO WE ARE SEEKING

We welcome applications from consultants with a range of backgrounds and approaches. You may have worked primarily within the arts and cultural sector, or you may bring relevant expertise from adjacent fields including public sector equality, community development or organisational development.

We particularly welcome applications from people with lived experience of the communities and identities central to Without Walls' EDI work, including Global Majority communities and Deaf, Disabled and Neurodivergent people.

If you feel you could deliver this work well but are unsure whether you meet all of the criteria, please still consider applying, or feel free to get in touch for a conversation about the brief. Please contact [dom@withoutwalls.uk.com](mailto:dom@withoutwalls.uk.com).



**Closing Date:** 12pm (midday) Wednesday 29 July

**Contract Type:** Temporary Freelance

**Fee:** £5,000 (+VAT if applicable) for the delivery of the outlined work. This corresponds to a total of 20 days of work at a daily fee of £250. Days per week to be worked flexibly, according to the needs of the postholder and organisation.

**Timeline and key dates:** The work is to be carried out between Tuesday 1 September 2026 and Wednesday 31 March 2027.

**Location:** Remote, with some necessary and some optional in-person commitments. All travel and accommodation costs required for attending in-person events will be covered by Without Walls in accordance with our Expense Policy.

**Managed by:** Without Walls Chief Executive

**Access requirements:** We ask candidates to share their access requirements with us so we can make any reasonable adjustments if needed. Where an access worker is needed to carry out the responsibilities outlined in this document, the candidate will be asked to have the necessary Access to Work arrangements in place before the start date.

## HOW TO APPLY

To apply, please send us:

- A CV detailing your relevant experience, including clients or organisations you have worked with in a consultancy capacity
- A cover letter (2 pages of A4 maximum) responding to the following two questions:
  1. What would you bring to this brief, and why are you interested in working with Without Walls at this moment?
  2. How would you approach the organisational culture review — what methodology or framework would you propose, and why?

Please ensure that CV and cover letters are submitted in either PDF or Word formats.

We will also accept applications as audio or video files responding to the two cover letter questions above. These should be no more than 10 minutes in total. Files submitted should be mp3, mp4 or wave limited to 5MB.

Without Walls recognises that artificial intelligence (AI) software and tools such as ChatGPT, Claude, Copilot and Gemini can enhance your application. We discourage the use of AI tools where possible but recognise that they can be a useful access tool. For example:

- Help candidates refine and clarify ideas and thoughts;
- Research public information about Without Walls and their partners;
- Find out information about Outdoor Arts that can relate to personal experiences;
- Check the spelling, grammar and clarity of what the candidate has written.

In all instances, we ask that you declare where you have used AI to support the process of writing your application, such as stating 'AI tools supported me to write this application' especially when AI is used to support access.

Please send your completed application to [dom@withoutwalls.uk.com](mailto:dom@withoutwalls.uk.com) with the subject header 'EDI Consultant' by **Wednesday 29 July at 12pm (midday)**.

Applicants will be notified of the outcome by **Friday 31 July**. Interviews with shortlisted candidates will take place on **Thursday 6 August**.



## **OUR VALUES**

### **Care and Respect**

We care. We value difference and treat everybody with respect and sensitivity. Structures and systems are important, but people come first.

### **Trust and Listen**

We trust those we work with. We take time to listen and learn. We may not have the answer to every question but know there are people within our networks who will.

### **Inspire and Collaborate**

We inspire and are inspired by others. We celebrate what we do to spark creative collaboration across our networks and with the artists we support.

### **Honesty and Purpose**

We are honest. We are clear about what we can and can't do. We are driven by our purpose and not afraid to recognise that we can always do things better.

IMAGE CREDITS:

Image one: Lives of Clay by The Clay Connection © Stockton Borough Council

Image two: Future Cargo by Requardt & Rosenberg © Hello Content

Image three: Closer to my Dreams by Chad Taylor © Claire Leach Photography.

Image four: The Album: skool Edition by SAY © Henry Curtis



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