

BACKGROUND & RESEARCH

The situation of the Covid-19 pandemic has led to many festivals stopping or postponing plans in 2020. 88% the creative sector is MSEM's surveyed in the British Council [Taking the Temperature Report](#) of which 81% fear the long-term impact of Covid-19 on their ability to continue. There is serious concern about the implications of social distancing and lockdown on the festivals sector ability to remain resilient. British Council's Festivals Connections webinar series, in partnership with the Art X Company since March 2020, have contended with the current situation and offered insight and expertise to support the independent festivals sector to respond effectively to Covid-19. Many arts festivals have moved to online platforms for creative production and distribution reaching new audiences globally. However, income generated from online platforms is negligible. [Festival Connections webinars](#).

65% of festival goers in India are under the age of 30, with a huge appetite for experimental and international experiences. FICCI / KMPG research on media and entertainment industry in India projects 18% annual growth in live events in India over the next five years. The British Council has mapped over 400 festivals across the country, this is by no means is a complete or representative mapping.

British Council has map over 1850 arts organisations in India, 19% of whom are arts festivals over 50% of which started in the past 5 years. Arts and culture festivals in India cover all artforms (music, dance, theatre, film, literature, visual arts and digital); as well are cross-arts interdisciplinary creative innovation

The British Council founded 72 years ago maps against the inception of the Edinburgh Festival Fringe with whom we share an historic lineage. The British Council has supported festivals worldwide for over several decades and in India we are poised to expand upon our multi-year **Festival for the Future** programme enable with digital innovation for India's arts and culture festivals.

Festivals for the Future is the British Council's major multi-year arts and culture programme in India aligned to global strategy to strengthen the creative economy internationally.

In India, faith-based culture festivals such as Durga Puja in Kolkata attracts 2.45 million visitors to see the 10,000 pandals across the city in 5 days; while the Jaipur Literature Festival attracts over 500,000 visitors over 3 days. Enterprising new arts festivals such Spoken in Mumbai attract 15,000 visitors, Bengaluru By Design over 10,000 visitors.

The British Council's regional programme Arts Think South Asia runs a two-weeks residency aimed at skills in development in Arts Management and has established a 250+ alumnus over the past 10 years. The Charles Wallace India Trust, Clore International Fellows have

established a cohort of young creative professionals following study and mentorship in the UK.

Various leading UK Higher Education institutions have established strong presence in India either through counterpart relationships with Universities here and the alumnus of Indian students that have returned to forge careers in the creative industries. Yet the creative economy is largely informal and disconnected, with minimal large-scale established institutions infrastructure and few sector networks.

British Council regional programmes such as Arts Think South Asia and partnerships with the Charles Wallace India Trust alongside Clore International Fellows have developed an informal network. An alumnus of young and emerging arts leaders work in the creative economy in arts and heritage institutions and as part of the crucial freelance workforce.

Research undertaken by the British Council in India during the Covid-19 pandemic in the [Taking the Temperature Report](#) has affirmed major risks to the creative economy with 41% organisations stopping functioning during the first 3 months of lockdown; of the 88% MSMEs who make up the creative industries 32% have lost 50% of their income for the year in the first 3 months. 61% of companies established between 4-10 years have stopped functioning in the first quarter.

FESTIVALS ACADEMY

March 2019 to date

In March 2019 British Council piloted a Festivals Academy in Goa for 25 festival managers. The 3-day residency covered a broad approach to the principles of effective business management practise for arts and culture festivals. UK trainers and arts specialists Angela McSherry (LIFT, Manchester International Festival) and David Micklem (Battersea Arts Centre) ran the pilot programme which was accompanied by a range of curated go and see cultural opportunities for the Indian delegates. The course was aimed at beginner level of festival managers with less than 5-years experience in arts administration. The course was run in partnership with the Serendipity Arts Festival.

In September 2019 we ran an intermediate course in Guwahati (East India) with a more in-depth curriculum on business development for 25 arts festival managers drawn from across India. The same tutors were joined by Indian trainer Divya Bhatia, Director of the Jodhpur RIFF festival. The course was run in partnership with the Ministry of Tourism, Government of Assam. In the second Festivals Academy new elements were introduced to the curriculum including short mentorship sessions, financial planning festivals historic context and growth in India

A further Festivals Academy was planned to run in Kerala for March 2020 in partnership with the Kochi Biennale. This was cancelled because of Covid-19. The Kerala edition of the Festivals Academy was revised on a 5-day residency with a curriculum which as an output would culminate in festival managers leaving with a draft business plan. This Festivals Academy was to be run by Tom Wilcox and Kate Ward from partners Cultureculture with Divya Bhatia a festival expert based in. A detailed 5 days curriculum and work-plan had been developed.

On each occasion festival managers have applied to the British Council and successful applicants have been accepted based on their relevant experience, knowledge and skills in arts administration. In the main applicants have come from MSMEs where they have covered many functions within their single post.

A range of training resources and learning styles have been used throughout the Festivals Academy pedagogy including formal theoretical tutorials with real world examples, break-out groups, individual and peer-to-peer learning, case studies, imagined festivals and there have been a range of on and off-line resources and templates recommended. These short film document the Festivals Academy and feedback from the trainees [Festivals Academy feedback](#).

FESTIVALS ACADEMY CURRICULUM

BEGINNERS COURSE

- 3 days residency model course run in Goa and Guwahati
- The broad principles of Festivals of Management, creation and business planning
- Course tutors David Micklem, Angela McSherry and Divya Bhatia

INTERMEDIATE COURSE

Below is the curriculum and format that was developed for the cancelled face-to-face edition of the Festivals Academy from Kochi in March 2020.

British Council launches the Intermediate Course in India through a five-day immersive, structured, residential programme: *Making Your Festival Scalable, Sustainable, and Successful*.

Course study modules

- **Business Development:** Key components of developing a successful business model and learning through the creation of a practical draft business plan.
- **Governance Structures:** Introduction to models of governance and different leadership and organisational cultures.
- **Artistic Policy and Programming:** Programming strategies and matrix, taking risks and ensuring excellence, commissioning and supporting new talent, building successful partnerships and networks.
- **Fundraising:** India's current funding structures for festivals – identifying the challenges, the opportunities, CSR, sponsorship, and strategic approaches.
- **Operations and Financial Management:** Building and managing teams, choosing a financial model, management accounts, cashflows, and project budgets.
- **Audience Development and Engagement:** Developing audience segmentation, communication strategy, and building engaged communities.
- **Arts Festivals contexts in India and the UK:** artistic, geographic and historic.

Learning objectives

- Participants will be challenged in their knowledge and proficiency in festival management in a collaborative learning environment, imparting new skills in and approaches to business development.
- Participants will gain wider professional expertise centred on business development including festival governance, finance, operations, strategic approaches to income generation, audience development and engagement, artistic policy and programming, and social and environmental sustainability.
- Participant will be leaving confident that they can apply the learning to support their festival strategies in their local contexts.

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- Participants will draft, produce, and present a draft festival business plan and toolkit for their festival's three years' vision.
 - Participants will address specific development objectives for their festival to enable sustainable implementation and change as a result of the residency.
 - Participants will form a peer-to-peer national festivals' network.
 - Three months post the Intermediate Festival's Academy, participants will share their final business plan with the course trainers for feedback.

Course design and delivery

- Pre-Course Assignments
- Business Plan Writing
- Plenary Sessions with Festival and Arts Experts
- Group Work and Feedback Sessions
- Active 1-on-1 Mentoring Sessions
- Peer-to-Peer Learning and Sharing
- Festival Case Studies from UK/India/International
- Post-Course Progress Tracking with Course Trainers

ADVANCED COURSE

- Aimed to strengthen arts leadership, international creative collaboration and global networks
- Curriculum to be co-designed following the pilot Intermediate Course delivery

BIOGRAPHIES BRITISH COUNCIL CONTRATCED TUTORS (PILOT PHASE) INTERMEDIATE COURSE

Tom Wilcox is a highly experienced arts trainer, facilitator, and management consultant with over 20 years' experience. His professional interests are in helping creative organisations and individuals to thrive while making and presenting great art and cultural projects. His specialisms include strategic and business planning, finance, governance, commercial operations and capital projects. Tom's clients include the ICA, Clore Leadership Programme, King's College London, Lakeland Arts, De La Warr Pavilion and LIFT. Before joining Counterculture as Senior Partner, Tom was Managing Director at the Whitechapel Gallery where he oversaw a £13m expansion. He was previously at Arts Council England, the Poetry Society, and Siobhan Davies Dance Company. Tom trained at PricewaterhouseCoopers in the Public Sector/Charities department. He was a contributor to the book *Common Ground*, a collection about authorship and place. He is a Chartered Company Secretary with a Diploma in Charity Accounting from the Institute of Chartered Accountants in England & Wales and holds a degree in History from University of London. He is a trustee of Hepworth Wakefield. Tom is a music curator, producer and musician.

Kate Ward is an experienced manager and trainer who has worked extensively in the European festivals sector. As General Manager of LIFT from 2009 – 2016 and Executive Director of In Between Time from 2016 -2019 she has been responsible for business planning, operations & HR/training, fundraising and financial management and communications. She has co-designed and managed numerous Cooperation Projects with festivals across Europe, and developed and delivered modules for LIFT's Producing Course 'Visas, Divas and Hotel Rooms' and IBT's internship programme with University of the West of England, run sessions on international touring for Caravan, Farnham Maltings and facilitated training sessions for festival teams across all areas of operations. She is currently working as a Freelance Creative Producer and Consultant; clients include artist Luke Jerram and Women Leaders South West, a new Transforming Leadership Programme with Arts Council England National Portfolio Organisations and Women of the World Festival (WOW). She is a Trustee of Bristol's Creative Youth Network and Chair of its Artistic Committee.

Divya Bhatia is a leading, versatile and independent arts professional, dedicated to the creation and development of quality content in the performing arts in India. He is the Festival Director and producer of Jodhpur RIFF – India's leading international roots music festival; visiting faculty and Lead Partner (India) of the Royal School of Speech and Drama (RCSSD, London) on their International Collaboration Outreach programme; co-lead and faculty on the Financial Planning module at ArtThink South Asia (ATSA) – India's only arts management fellowship programme; course leader Event Management for the Liberal Arts degree at NMIMS, Mumbai; artistic director & producer of a new, international puppetry festival in Maharashtra. Divya has also been an artistic director, consultant, producer, advisor and speaker at a number of national and international projects, agencies, and platforms including Festival Director of the Prithvi Theatre Festival and the Jaipur Heritage International Festival; awards jury member with Aga Khan Music Awards, WOMEX and the Adelaide Fringe Festival; co-producer/ presenter/ speaker with the Hidden Gardens, Edinburgh International Festival and Edinburgh Fringe Festival, Creative Scotland, Culture

Ireland, Arts Council England, Wales Arts International, Festival of Voice & Beyond the Border in the UK; Berlin Philharmonic, Alba-Kultur, Bonn Biennale and Teatr de Welt in Germany; Cervantino 2018 in Mexico; Sibiu International Theatre Festival in Romania; Adelaide Fringe and AWME in Australia, among others.

ABOUT FESTIVALS FOR THE FUTURE

Through a flexible development structure of capacity building: skills, knowledge transfer and co-curation **Festivals for the Future** is a holistic skills development programme to strengthen the creative economy for festivals in India. Festivals for the Future in India aligns to the British Council Strategy 25 for arts and culture and is aimed to maximise impact during 2022 India's 75th anniversary of Independence. The programme includes:

Festivals Academy – supporting emerging Festival Managers and arts change-makers in India. A series of professional development courses and intensives (beginner and Intermediate) covering core areas of festival management and making your festival scalable, sustainable, and successful. The programme will cover programming, business modelling, making a business plan, marketing and communications, fundraising, audience development and measuring success etc.

Festival Connections – series of themed action-led events tackling current challenges for arts festivals in India. A series of networking and upskilling hub events curated for the festivals' ecosystem in 4+ metro and non-metro cities across the country to facilitate knowledge transfer and sharing between India and the UK.

Festivals Programming/Showcasing - including skills development residencies and performances in India and the UK; and **Connections Through Culture grants** - for artists and festivals to co-create internationally with the UK touring to festivals in India and the UK. **Creating Heroines** gender transformative arts development projects for artists in festival contexts.

Festivals and creative economy research – for thought leadership to inform policymakers. Currently underway with the Ministry of Tourism West Bengal for creative economy research for Durga Puja with Queen Mary's University, London.

Festivals & Digital Platform– There is no existing central online portal for to nurture and showcase festivals across India. Individual and independent festivals are promoted and managed by their own websites but no regulated or streamlined sector guide nor directory to access. Lack of general public awareness on festivals, their cultural significance and experiences offers a rich opportunity for growth of this platform. Creation of a new online platform to develop the festivals infrastructure and the inbound and international cultural tourism market. Festivals of India is a one-stop comprehensive online and mobile platform to promote and showcase India's arts and cultural festivals across artforms, states, cities, cultures and geographies, aimed at enabling inbound and international cultural tourism as a key destination for India's arts and cultural festivals.

INDIA HIGHER EDUCATION SECTOR SNAPSHOT

Focus on Arts and Humanities

Institutes Offering Education and Training in Mumbai			
Area	Institution	Education / Training on offer	Type of courses
Arts Management	SDA Bocconi School of Management	International Programme in Arts Management developed with Italian counterparts.	Certificate/diploma
Museums & Heritage	BDL; Mumbai University; Xaviers; CSMVS	Museology; Conservation; Archeology; Numismatics	PG Diploma; MA; BA; short courses
Visual Arts	JJ School of Art; Rachna Sansad; BDL; Jnanapravaha; ISDI; Mumbai University	Art history; Curation; Photography; Fine Art; Art education; Indian aesthetics	PG Diploma; Certificate courses; BA
Film	Whistling Woods; Digital Academy; Mumbai University, ISDI	Direction; Sound & Light design; Editing; Post production, VFX,	PG Diploma; MA; BA; Certificate courses
Theatre & Dance	The Drama School Mumbai, JJ School of Art, Whistling Woods, Academy of Theatre Arts (Mumbai University)	Teacher training; Theatre practice & theory; Interior decoration; Costume; Production & Direction	MFA; Certificate courses; Training courses
Music	True School of Music; Mumbai University; Whistling Woods; Mumbai Music Institute	Composition; Sound recording; Radio; Production; Sound & Audio engineering	BA; Diploma; Certificate courses
Festivals	EMDI; NIEM; NAEMD; Mumbai University	PR; Event management; Marketing; Media	PG Diploma; MA; BA
Fashion & Design	ISDI; Raffles; NIFT Mumbai; Mumbai University; Whistling Woods; JJ School of Art; Sophias	Fashion design; Design software; Communication; Management; Styling; Fashion Marketing	MA; BA; Certificate courses
Digital & Gaming	FX School; ISDI	Virtual Reality & Game Design & Development	Diploma; Certificate courses

Institutes Offering Education and Training in Delhi			
Area	Institution	Education / Training on offer	Type of courses
Museums & Heritage	National Museum Institute of Art, Conservation and Museology; Ministry of Culture (MoC); Delhi Institute of Heritage, Research and Management; Institute of Archeology, Red Fort; School of Planning and Architecture	Museology, Conservation, History of Art, Archeology, Architectural Conservation	M.A., Ph.D.; Short-term courses; PG Diploma
Visual Arts	Faculty of Music and Fine Arts, University of Delhi (DU); Faculty of Fine Arts; Jamia Millia Islamia Delhi College of Art	Fine Art, Painting, Applied Art; Sculpture	B.F.A., M.F.A Diploma, and Certificate courses
Film	Sri Aurobindo Centre for Arts and Communication (SACAC); Campus of Open Learning, DU; Asian Academy of Film and Television; Zee Institute of Creative Arts (ZICA)	Creative Documentary, Production & Film Making, Cinema, Film Making & Visual Effects	PG Diploma; short courses; B.Sc.; M.Sc., PDP
Theatre & Dance	National School of Drama (NSD); Kathak Kendra; Kalashram; Gati Dance Forum	Dramatic Arts, Kathak Dance	Diploma & Post Diploma; MA (Dance Practice)
Music	Faculty of Music and Fine Arts, DU; Global Music Institute in Greater Noida; SACAC	Audio Engineering and Music Production, Music Studies, Performance Studies, Instrument Studies	BA; M.A., M.Phil, Ph.D., Diploma; Certificate courses
Festivals	SACAC	Advertising and Public Relations	PG Diploma; MA; BA
Fashion & Design	International Institute of Fine Arts (IIFA) NIFT, Delhi	Fashion Design, Textile Design, Leather Design, Accessory Design, Knitware Design, Apparel Production	B.F.A., Diploma Course, B.Des, B.FTech
Digital & Gaming	AJK Mass Communication Research Centre, Jamia Millia Islamia; Asian Academy of Film and Television; Zee Institute of Creative Arts	Visual Effects & Animation, Graphic Art, Animation, Multimedia	M.A., M.F.A., B.Sc., M.Sc., Diploma, PDP

Institutes Offering Education and Training in Kolkata			
Area	Institution	Education / Training on offer	Type of courses
Museums & Heritage	University of Calcutta; West Bengal State University; Rabindra Bharati University (RBU)	Museology, Archeology	M.Sc., MA; Ph.D., D.Litt.
Visual Arts	Government College of Art and Craft, Bengal School of Art; Academy of Fine Arts; Kala Bhawan (Institute of Fine Arts), Visva-Bharati University (VBU), Shantiniketan; RBU	Fine Arts, Sculpture, Design, Painting, Graphics (Print Making)	B.F.A., M.F.A., Diploma, Ph.D., D.Litt.
Film	Satyajit Ray Film and Television Institute (SRFTI); National Institute of Film and Fine Arts; Jadavpur University	Television, Direction & Screenplay Writing, Cinematography, Editing, Sound Recording & Design, Animation Cinema, Producing Digital Film, Digital Cinema- acting, Direction, Editing, Videology, Camera, Film Studies	M.A., Ph.D., Diploma, Certificate
Theatre & Dance	Kalamandalam; Nritya Kala Kendra; Udayan- Mamata Shankar Dance Company; Tanushree Shankar Dance Company; VBU, Shantiniketan; Presidency University; RBU	Bharatnatyam, Kathakali Dance, Manipuri Dance, Rabindranritya, Drama and Theatre Arts, Performing Arts, Dance, Drama; Instrumental Music	Certificate Courses, BMUS, MMUS, FCA, B.A., M.A., Ph.D., D.Litt.
Music	VBU, Dakshinee; Presidency University; Calcutta School of Music; Bengal Music College; RBU	Rabindrasangeet, Hindustani Classical Vocal, Sitar, Tabla, Pakhawaj; Musicology; Percussion; Vocal Music	BMUS, MMUS, FCA, B.A., M.A., Ph.D.,
Festivals	Calcutta Media Institute	Digital Marketing, Advertising, Performing Arts,	PG Diploma; MA; BA
Fashion & Design	NIFT, Kolkata	Fashion Design, Textile Design, Leather Design, Accessory Design, Knitware Design, Apparel Production	B.Des, B.FTech
Digital & Gaming	Indian Institute of Digital Art and Animation	Animation and VFX, Gaming	B.Sc., M.Sc. Diploma

Institutes Offering Education and Training in Chennai			
Area	Institution	Education / Training on offer	Type of courses
Museums & Heritage	Dakshina Chitra	Heritage Arts Management	PG Diploma, MA, BA, short courses
Visual Arts	Government College of Arts, Lalit Kalakshetra, Stella Maris College	Fine Arts, Photography, Textile and Jewellery Design, Wood Carving, Sculpture	PG Diploma, Certificate courses, BFA, MVA
Film	Mindscreen, Prasad Academy, M.G.R. Government Film and Television Training Institute	Cinematography, Screenwriting and Direction, Acting for Film, Direction	PG Diploma, BA, Certificate courses
Theatre & Dance	Ninasam (Karnataka), Adi Shakti (Tamil Nadu), Madras Dance Arts, Nalandaway Labs	Performing Arts (Trinity Certified), Theatre Arts (non-urban focus), Performance Energy, Art in Education	MFA, Certificate courses, Diploma, Master classes
Music	KM Conservatory, Swarnabhoomi Academy of Music, Music Academy, Madras Music College	Music performance, audio engineering and technology, music conservatory, composition,	BA, Diploma, Certificate courses
Fashion & Design	Madras Institute of Fashion Technology, NIFT Chennai, VIT Fashion Institute of Technology, Indian Institute of Art and Design, LISAA School of Design	Fashion Design, Interior Design, Apparel Management, Textile Design, Fashion Communication, Accessory Design	Diploma, BSc, BFA, BA, BDes
Digital & Gaming	VFX India, iCAT Design and Media College	Game Development, Game Design	PG Diploma, Certificate course

Institutes Offering Education and Training in Bengaluru

Area	Institution	Education / Training on offer	Type of courses
Museums & Heritage	SIADT, NGMA Bengaluru	Heritage Design, Planning, and Management	PG Diploma, MA, BA, short courses
Visual Arts	Chitrakala Parishath, Bangalore University, International Institute of Fine Arts (IIFA), SIADT	Painting, Sculpture, Art History, Applied Art, Graphic Art, Interior Design	PG Diploma, Certificate courses, BFA, MVA
Film	Bangalore Film Academy, CMR University, SIADT, Government Film and Television Institute, National Academy of Cinema and Television, NICC	Filmmaking, Creative Documentary, Cinematography, Sound Recording and Engineering, Direction	PG Diploma, MA, BA, Certificate courses
Theatre & Dance	Nrityagram, Attakkalari, Indian Ensemble, Jagriti, Ranga Shankara, Christ University, Jyoti Nivas College, Lourd Vijay Dance School	Movement Arts & Mixed Media, Performing Arts, Contemporary Dance, Odissi, Salsa, Bachata, Classical Dance, Trinity Certificate Courses – Speech and Drama, Performance Arts, Theatre Arts and Appreciation, Director Training, Repertory Training	Diploma, BA Certificate courses, short courses
Music	Taaqademy, Nathaniel School of Music, Bangalore School of Music, Karnataka College of Percussion, Shankar Mahadevan Academy	Vocal and instrumental courses, Percussion, Online Music Courses	BA, Diploma, Certificate courses
Fashion & Design	NIFT Bengaluru, JD Institute of Fashion Technology, SIADT, NICC College of Design	Human Centred Design, Industrial Arts and Design Practices, Public Space Design, Experience Design	Diploma, BSc, BFA, BA
Digital & Gaming	WLC College, IIFA, SIADT	Creative Coding, Game Design and Development, Animation, Multimedia, Web and Graphic Design	BA, Diploma, Certificate Courses

ABOUT THE BRITISH COUNCIL

The British Council is the UK's international organisation for cultural relations and educational opportunities. We were founded in 1934 and incorporated by Royal Charter in 1940. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust. We work with more than 100 countries across the world in the fields of arts and culture, the English language, education and civil society.

<https://www.britishcouncil.in/>