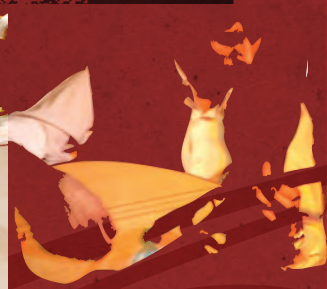


# Inspiring People: Changing Futures



strategic plan 2006-2009





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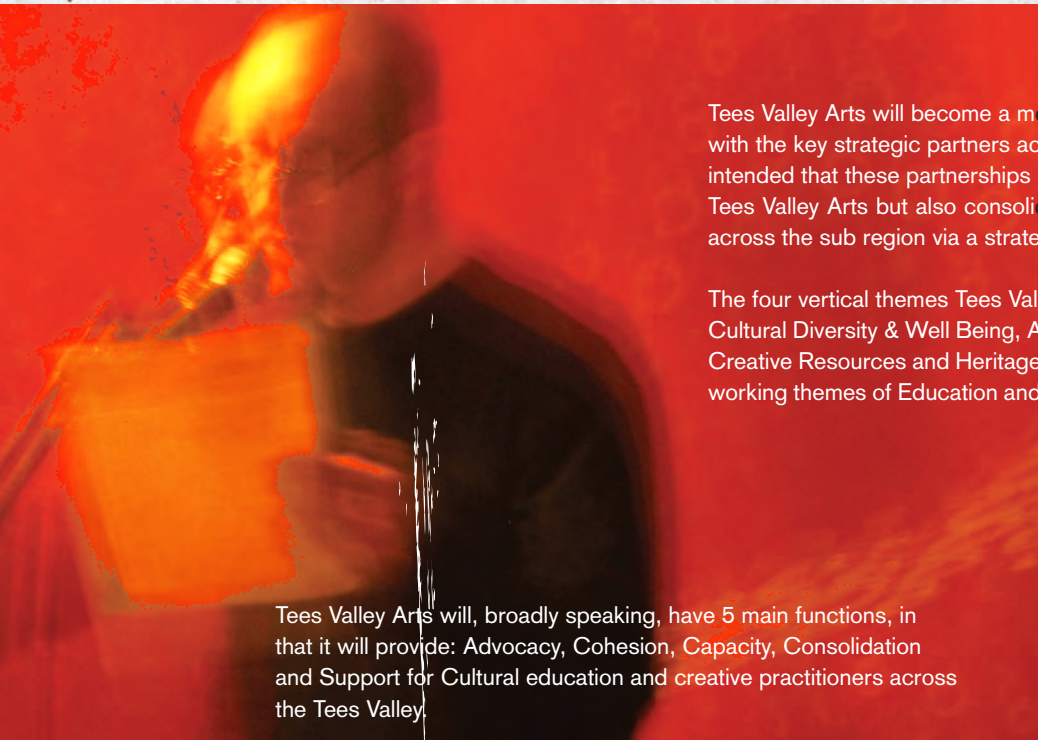
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tees valley arts



## 1.0 Executive Summary:

This Strategic Plan sets out to clearly identify the direction **Tees Valley Arts** will take over the next 3 years.

It is a direction that builds on Tees Valley Arts excellent track record of delivering cultural education and community development in the Tees Valley, by both broadening the scope of its sectoral reach through developing a clearly themed approach, and focusing on excellence.



Tees Valley Arts will become a more strategic organisation, forging relationships with the key strategic partners across the Tees Valley and the North East. It is intended that these partnerships not only expand the potential opportunities for Tees Valley Arts but also consolidate the quality of specialist Cultural providers across the sub region via a strategic cultural network.

The four vertical themes Tees Valley Arts will concentrate on delivering are: Cultural Diversity & Well Being, Aspiration & Achievement, Regeneration & Creative Resources and Heritage & Environment each will have the horizontal working themes of Education and Community Development.

Tees Valley Arts will, broadly speaking, have 5 main functions, in that it will provide: Advocacy, Cohesion, Capacity, Consolidation and Support for Cultural education and creative practitioners across the Tees Valley.

The internal capacity of Tees Valley Arts is central to the success of this long term vision; the development and consolidation of an experienced core staff team is therefore vital. A sense of common ownership and personal investment in the organisation by staff will be further developed once a more stable environment has been established.

The capacity of Tees Valley Arts depends upon a financial strategy that is proactive rather than reactive. A financial strategy will therefore be developed that steadily moves away from 100% grant aid funding and towards a mixed model that adopts the 'Full Cost Recovery' approach.

Tees Valley Arts has already made the paradigm shift from delivery orientation to strategic development. As an organisation we look forward to establishing Tees Valley Arts as a key cultural education provider in the North East of England.



## 2.0 History & Context:

Tees Valley Arts was created in 1982 as Cleveland Arts, a registered charity and company limited by guarantee, to act as a Local Arts Development Agency for the county of Cleveland. Since then the company has instigated cultural activity in areas of education and social inclusion. The experience we have gained in these areas of work has provided evidence of the need for arts and cultural activities to inspire, to engage with, and to develop the skills of residents in the Tees Valley.

The revised Regional Economic Strategy stresses the need to work in partnership to raise aspirations, promote diversity, inclusion, well being and sustainability in the North East.

The Tees Valley Cultural Strategy provides an assessment of the value of using cultural activity to promote cultural change.

“The proposed cultural strategy for the Tees Valley is designed to underpin the economic renaissance of the sub-region, by laying the foundations for the cultural production of a creative economy. The strategy will tackle issues of poor self-esteem, low aspirations, reluctance to engage in economic risk-taking, and poor levels of social inventiveness as well as addressing the important issues of place marketing, image improvement, employment creation, social inclusion, and the enhancement of cultural facilities.”

Tees Valley Cultural Strategy, Final Report November 2002  
Executive Summary, p5. GHK and BOP

Each town in the Tees Valley has Community and Cultural Strategies and there continue to be many opportunities to work in partnership with other initiatives to add value to, and develop arts and consultation activities with target communities. Each Local Community Strategy has particular local emphasis, but there are many areas in common, such as the need to engage with hard to reach groups such as young people, to address health and security issues and neighbourhood renewal. Tees Valley Arts continues to work across communities using the arts as a tool to address these, and many other topical social issues.





### 3.0 Periodic Review 2003 – 2006

Tees Valley Arts has achieved a great deal in the past three years; having forged a number of effective partnerships including organisations such as NEPIC (North East Processing Industry Cluster) and the Tees Valley Partnership through the development and launch of the Evolve: Science & the Arts programme, and Connexions, through the continuation of the Gallery TS1 project led by Middlesbrough Council and hosted by Tees Valley Arts. In addition to these, the In:volve and In:volve 2 programmes were supported by ERDF Objective 4.1 and 4.2 funding. These 'social inclusion' programmes have clearly demonstrated how collaborative relationships between the arts and organisations such as the North East Refugee Service, the Teesside National Health Service & Primary Care Trust, and Business Link can support community groups who aspire to develop independent social enterprises. This has been a great achievement for Tees Valley Arts.

The Art:works programme has also gained momentum during this period, and particularly over the last twelve months with schools from across the Tees Valley now enquiring at Tees Valley Arts HQ about how an arts project can help them. The part time post of Education Officer; commissioned in 2003 has allowed this programme to develop at the rate that it has. These are indicative examples of some of the remarkable achievements made by Tees Valley Arts between 2003 and 2006, and due recognition must be given to those artists and project coordinators working within Tees Valley Arts who made it all happen.

What is also worth noting here is that the achievements made have been despite a backdrop of staff change and organisational disruption. Between 2003 and 2006 there have been no less than three Directors at the helm of Tees Valley Arts and this untenable situation has taken its toll on the resilience of the organisational infrastructure. This has taken the form of an instable financial landscape at the conclusion of 2005 and a somewhat disenchanted team looking toward an unknown future. This situation has made the development of this Strategic Plan a significant exercise, involving an objective review of scope and focus for the organisation within the Tees Valley as a whole. Subsequently widespread consultation with Tees Valley partners has taken place in order to ensure that this strategic plan reflects the needs of the sub region.

Partners consulted to date include: Middlesbrough Council, Darlington Council, Hartlepool Council, Stockton Council, Redcar & Cleveland Council; Strategic Arts Development Officers, Tees Valley Partnership, Tees Valley Regeneration, Commissions North, Arts Council England North East, the Arc Stockton, Billingham Folk Festival, Creative Partnerships, Roger Lancaster (consultant), Aimhigher, Dignity, University of Teesside, Groundwork South Tees, Tees Valley Wildlife Trust, RSPB, Middlesbrough Town Centre Company and One North East.







#### 4.0 Mission:

**To contribute to the social regeneration of the Tees Valley by advocating participation in ISSUE not ART FORM driven cultural activity, building cultural capacity through strategic partnership, nurturing creative capital and sustaining a coherent & inspirational cultural education programme.**



**Tees Valley Arts** vision is to provide a sub regional focus for creative activity across the Tees Valley; by providing additional capacity and coherence to a developing Tees Valley cultural education programme, that shares good practice, supports professional development and recognises the value of working in collaboration with specialist providers.

**Tees Valley Arts** vision is to drive an agenda for cross sector partnership development across the Tees Valley, in order to expand the opportunities for cultural activity to take place in the sub region and therefore maximise potential beneficiaries.

## 5.0 Strategic Vision:

**Tees Valley Arts** vision is to become the leading Tees Valley provider for professional development for those artists and creative practitioners who aspire to work within cultural education.

**Tees Valley Arts** vision is to support the development of creative enterprise by providing an environment that nurtures creative entrepreneurship.

**Tees Valley Arts** vision is to become a partially self-sustaining organisation that generates its own revenue, which will support the development of artists and creative practitioners and/or their work through the building of open access resources and small project funding mechanisms.





## Aims

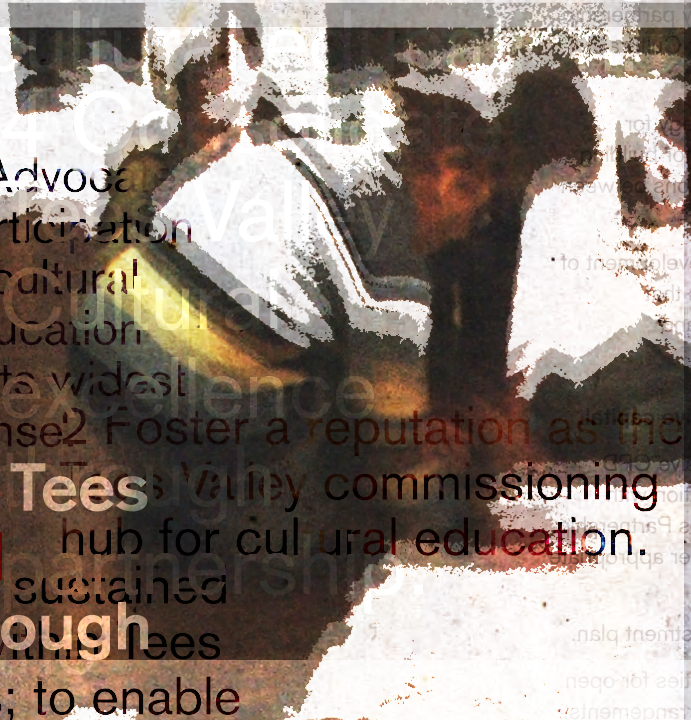
**1 Advocate participation in cultural education in its widest sense.**

**2 Foster a reputation as the Tees Valley commissioning hub for cultural education.**

**3 Develop sustained capacity within Tees Valley Arts, to enable consistent levels of long term activity.**

**4 Consolidate Tees Valley Cultural excellence through partnership.**

**5 Grow and retain creative capital in the Tees Valley.**





## 6.2 Objectives



### 1. Advocate participation in cultural education in its widest sense.

- I. Contribute to regional debate and policy making in regard to cultural education
- II. Demonstrate proactive engagement with the Arts Council North East strategy for Children, Young People & the Arts
- III. Disseminate Tees Valley good practice in sub regional and regional forums

### 2. Foster a reputation as the sub regional commissioning hub for cultural education.

- I. Develop a strategic and coordinated programme of project funded, issue led activity strands that respond to local strategic priorities; namely:
  - Cultural Diversity & Well being
  - Aspiration & Achievement
  - Heritage & Environment
  - Regeneration & Creative Resources
- II. Secure a programme of commissioned activities that collaborates with or provides a service level agreement for; other strategic organisations.
- III. Respond proactively to the needs of partners who require specialist assistance in developing a variety of small scale project ideas.

- IV. Develop a comprehensive marketing strategy with an allocated annual budget.

### 3. Develop sustained capacity within Tees Valley Arts; to enable consistent levels of long term activity.

- I. Adopt a sustainable financial strategy that maximises opportunity for independent revenue and investment.
- II. Implement a staffing structure that maximises output and builds on quality.
- III. Sustain partnership relationships through operational excellence.



### 4. Consolidate Tees Valley Cultural excellence through partnership.

- I. Develop a Tees Valley partnership forum for Independent Cultural Organisations.
- II. Develop a joint strategy for sharing expertise and for building sustainable collaborations between Cultural organisations.
- III. Demonstrate the development of joint Cultural initiatives that rationalise resources and maximise impact.

### 5. Grow and retain creative capital.

- I. Develop comprehensive CPD programme in association with Northern Cultural Skills Partnership, Business Link and other appropriate partners.
- II. Develop capital investment plan.
- III. Maximise opportunities for open access and support arrangements.



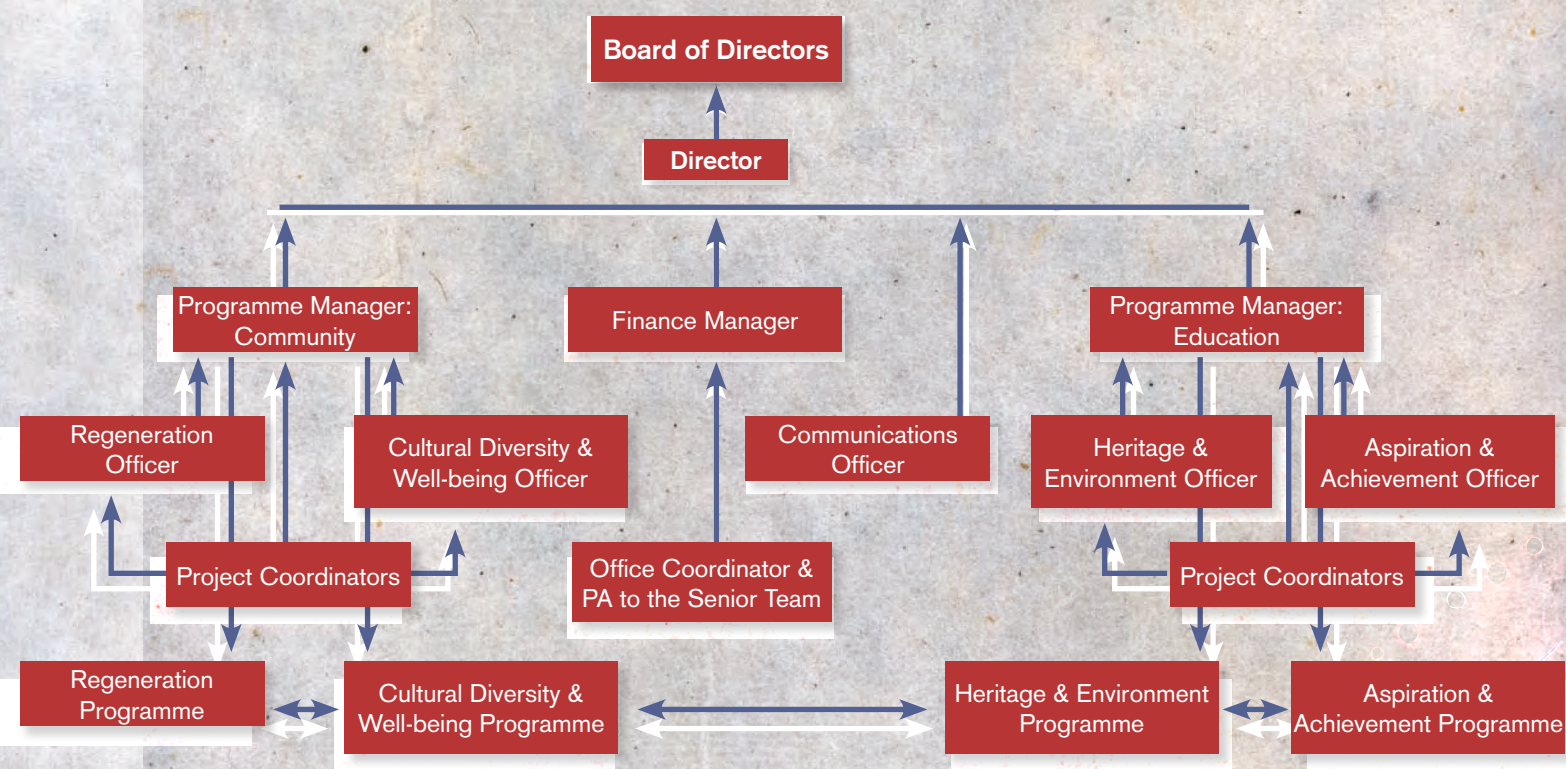
## 7.0 Structure & Governance:

### 7.1 The Board

The Tees Valley Arts board of Directors will undergo a skills review and be appraised in line with the Arts Council England North East's policy for Cultural Diversity and Race Equality. The outcome of this process will reveal a programme of active organisational involvement and opportunities for mentoring specific members of Tees Valley Arts staff. It will also be the expectation that board members actively promote the work of Tees Valley Arts in their own professional fora, and so develop further opportunities for the organisation to extend their work.

### 7.2 Staffing structure plan

Fig. 1. Plan for organisational expansion 06-09



Currently Tees Valley Arts has four full time staff and one part time member of staff:

**Director (F/T) Core funded**

**Programme Manager: Education (F/T) Core funded**

**Administrative Officer (F/T) Project funded**

**Administrative Assistant (F/T) Project funded**

**Administrator (Finance) (P/T) Core funded**

Further to these posts, a 3 month pilot Programme Manager: Community is to be commissioned between April and July 2006, it is the intention that this will then become a longer term post. The post holder will be responsible for developing and managing the delivery of the Cultural Diversity & Well-being and regeneration programmes and will line manage associated officer posts.



1. The Regeneration Officer will be responsible for researching and developing regeneration outreach work (in association with the two other programme managers, but particularly community) and work with freelance artists as necessary.
2. The Heritage & Environment Officer will work in association with the two Programme Managers (but particularly Education) in developing and coordinating the Heritage & Environment programme. The post holder will develop activity across both Community Development and Education themes. The post holder will work with freelance artists as necessary.
3. Other project coordinator posts will continue to be funded directly through project funding.

Further to these additional posts, three existing posts will have their descriptions revised:

1. Administrator (Finance) role will become the Finance Manager who will line manage the Officer Coordinator.
2. Administrative Officer role will be replaced by a Communications Officer who will be responsible for front of house communications, media, web updating and some events coordination.
3. Administrative Assistant role to be replaced by an Office Coordinator and PA to the senior team.

\* The 2 x Programme Managers (Education and Community), the Finance Manager and the Director will form the 'Senior Management Team'.



## 8.0 Ensuring Quality:



The development of a Quality Assurance focus group will establish a remit for peer reviewing organisational policy and codes of practice.

The development and implementation of rigorous monitoring and evaluation models to ensure both soft and hard impacts are measured and considered by the QA focus group with resulting action planning protocol.

Implementing a comprehensive personal development programme for all staff through the appraisal system.

Implementing a peer mentoring role for new project coordinators and freelance artists.

Ensuring clear lines of communication and responsibility within the organisation.

Ensuring clear organisational aims and objectives are communicated to all involved with the work of Tees Valley Arts.



## 9.0 Financial Strategy and Sustainability:

In order for Tees Valley Arts to become a stronger and more resilient organisation with a secure long term infrastructure, it is necessary for it to adopt a less grant dependent and short termist mind set. Whilst grant aid and project funding will always feature strongly within the financial strategy of a charitable arts agency such as Tees Valley Arts, a more sustainable model would look to combining dependence funding with other sources of revenue and a full cost recovery approach.

Tees Valley Arts will therefore develop a strategic policy to combine grant aid (including ACENE RFO contributions, Local Authority contributions and support from Northern Rock) with income from project/programme management fees, private sector services, training and professional development fees and a Futurebuilders grant/loan package.

'Projects' for the most part will fall within large scale, medium to long term programmes which source funding through specific issue driven Government agendas. Small scale projects will only exist where small groups/organisations request support.

- As an Arts Council Regularly Funded Organisation, Tees Valley Arts will seek their continued investment as a strengthening organisation. 2008 - 2009 will see an opportunity for re-appraisal in terms of the extent of this investment.
- Through explicit partnership working with the Local Education Authorities, an increased contribution will be sought in return for clear and responsive activity within geographic target areas, in line with local priorities. By 2008-09, TVA will seek to deliver work in association with CP legacies.
- Grants for the Arts will fund a research & Development period during 06 - 07.
- Futurebuilders funding will be investigated during 06 - 07 and will take the form of both capital and revenue investment in return for developing a public sector service provider role; which is in line with the strategic objectives specified within this planning document.
- Income from training and personal development packages is difficult to ascertain at this stage, as is any revenue from rentals for equipment and hosted office space.
- A plan to develop a corporate service package will enable a corporate service level fee structure to be developed.
- Northern Rock revenue funds for strategic development and Cultural capacity building in the Tees Valley (tbc) will be reviewed at the end of this strategic period.



## 10.0 Strategic Capital Development:

This document should make it clear that Tees Valley Arts is on the cusp of significant growth. This growth is not considered to be instable or short term, on the contrary; it is borne out of an upward trend across the North East which recognises the arts and culture as a fundamental element within a wider agenda for social change. Partners across the Tees Valley are busy developing programmes of work that innovate and inspire people from all walks of life, but capacity and infrastructure are limited. Tees Valley Arts are responding to this need.

There is a dearth of places in the sub region and particularly within the urban corridor of the Tees, which offer spaces flexible enough and accessible enough for creative workshops, rehearsals or studio practice.

Additionally, there is a growing need for open access office support for small creative entrepreneurs, independent exhibition space, training rooms and places for artists and 'like-minded individuals' to meet socially.

Tees Valley Arts considers that to develop this multi-functional facility would be a natural step within the next three years.

In order to maximise the organisations potential and comfortably house the additional staff outlined in section 7.0 it is considered practical by the Tees Valley Arts team to explore capital investment.

The capital vision is for the development of a flexible, purpose designed, open access 'Cultural Education' space to house TVA.

Several potentially exciting opportunities have already come to light, including a series of spaces within the new 'BOHO' Exchange Square development of Middlesbrough. Other ideas have included a site at Kirkleatham and another at Billingham.

Initial discussions are at an early stage.





# 11.0 Action Plan 06-09



	Activity	Target Outcome	By whom
<b>06 - 07</b>			
1st Quarter	<p>Devise recruitment strategy for a Cultural Diversity &amp; Community Development (CD:CD) Programme Manager</p> <p>Develop and have approved job description and person specification</p> <p>CD:CD appointee to take on responsibility for coordinating existing culturally diverse and socially inclusive projects</p> <p>Appointee to schedule CD:CD themed developmental focus groups</p> <p>Continue to develop Education Programme in association with Local Authorities and CP</p>	<p>Successful CD:CD appointment</p> <p>Director's time freed up to develop next phase of:</p> <ul style="list-style-type: none"> <li>- programme themes</li> <li>- programme resources</li> <li>- programme recruitment</li> </ul> <p>4 x Themed CD:CD focus groups</p> <p>4 x focus group minutes</p> <p>3 x New collaborative Education Programmes across the Tees Valley</p>	<p>Director</p> <p>TVA Board</p> <p>Interview Panel</p> <p>CD:CD Programme Coordinator</p>
2nd Quarter	<p>Alignment of strategic objectives with key partners in line with themed programme development</p> <p>Devise recruitment strategy for 2 x strand coordinators:</p> <ul style="list-style-type: none"> <li>- Heritage &amp; Environment</li> <li>- Regeneration &amp; Creative Resources</li> </ul> <p>CD:CD Programme Manager to develop coordinated programme proposals to present to themed focus groups</p> <p>Negotiate CD:SI programme framework under specified themes</p>		
3rd Quarter	<p>Heritage &amp; Environment (H&amp;E) appointee to schedule developmental focus group(s) (inc. community representation)</p> <p>H&amp;E Programme Coordinator to negotiate programme of activity under agreed themes with focus groups</p> <p>CD:CD Manager to recruit artists/creative professionals to facilitate delivery programme</p> <p>Recruit Regeneration &amp; Creative Resources Manager</p> <p>Continue to develop Education Programme in association with Local Authorities and CP</p>	<p>Service level agreements with at least three themed strategic partnerships</p> <p>Successful appointment of Heritage &amp; Environment Programme Coordinator (H&amp;E)</p> <p>Cultural Diversity &amp; Community Development Programme Framework</p> <p>TV Cultural Diversity &amp; Community Development outline programme</p> <p>TV Heritage focus group</p> <p>TV Environmental (arts &amp; education) focus group (working titles)</p> <p>TV H&amp;E outline programme</p> <p>CD:CD operating plan</p> <p>Successful appointment of Regeneration &amp; Creative Resources Manager (R&amp;CR)</p>	<p>Director</p> <p>Board</p> <p>Interview Panel</p> <p>Cultural Diversity &amp; Community Development Manager in association with focus group members and TVA Director</p> <p>H&amp;E Coordinator</p> <p>H&amp;E Coordinator</p> <p>CD:CD Manager</p> <p>Director</p> <p>Board</p> <p>Interview Panel</p>
4th Quarter	<p>R&amp;CR Manager to establish Creative Spaces priorities</p> <p>R&amp;CR Manager to identify partners and schedule consultations accordingly</p> <p>R&amp;CR Manager to consult with Northern Architecture to develop partnership to drive the delivery of the 'Better Buildings, Better Spaces' initiative</p> <p>CD:CD Manager to implement phase one of INSPIRE programme</p> <p>H&amp;E coordinator to recruit artists to facilitate delivery of:</p> <ul style="list-style-type: none"> <li>- Green ART TV</li> <li>- ARTerial Routes</li> <li>- Coast</li> </ul> <p>Continue to develop Education Programme in association with Local Authorities and CP</p>	<p>Service level agreement with TVR</p> <p>Creative Spaces mission statement &amp; priorities</p> <p>Creative Spaces delivery plan</p> <p>Better Buildings, Better Spaces partnership strategy</p> <p>CD:CD INSPIRE programme phase one</p> <p>Tees Valley Heritage &amp; Environment operating plan</p> <p>Heritage &amp; Environment programmes delivery contracts</p>	<p>Director</p> <p>R&amp;CR Manager</p> <p>R&amp;CR Manager</p> <p>Director &amp; R&amp;CR Manager</p> <p>CD:CD Manager</p> <p>H&amp;E Coordinator</p>



	Activity	Target Outcome	By whom
<b>07 - 08</b>			
Summary	<p><b>Cultural Diversity</b>  Manage INSPIRE Programme across five boroughs  Identify, link and support LA and other partner initiatives  Advocate TV cultural diversity regionally &amp; nationally  Identify new opportunities for development  Monitor and evaluate progress</p> <p><b>Heritage &amp; Environment</b>  Implement and coordinate phase one H&amp;E programmes  Identify, link and support LA and other partner initiatives  Advocate TV H&amp;E regionally and nationally  Identify new opportunities for development  Monitor and evaluate progress</p> <p><b>Regeneration &amp; Creative Resources</b>  Working with the Director, UoT, Business Link and Northern Cultural Skills Sector Council develop a CPD programme methodology  Pilot CPD programme  Plan delivery programme in association with Northern Architecture  Deliver phase one as agreed  Plan open access/support for artists/designer makers for short/medium/long term  Monitor and evaluate progress</p> <p><b>Education</b>  Continue to develop Education Programme in association with Local Authorities and CP</p>	<p>Delivery of activity that stimulates and supports culturally diverse art forms  Programme growth and sustainability  Raised awareness of, and participation in, culturally diverse art forms  Audience development  Progress report</p> <p>Delivery of activity that stimulates and supports art forms that celebrate local distinctiveness and a sense of place and well being  Programme growth and sustainability  Raised awareness of and participation in art forms that celebrate local distinctiveness and a sense of place &amp; well being  Audience development  Progress report  CPD Programme  CPD Pilot evaluation  Develop programme in association with Northern Architecture  Deliver associated activity  Develop support mechanisms (and plans) for artists/designer makers in Tees Valley  Progress report  Progress report</p>	<p>Cultural Diversity &amp; Community Development Manager  Director  Heritage &amp; Environment Coordinator  Director  Regeneration &amp; Creative Resources Manager  Director</p>
<b>08 - 09</b>			
Summary	<p><b>Cultural Diversity</b>  Manage INSPIRE Programme across five boroughs  Identify, link and support LA and other partner initiatives  Advocate TV cultural diversity regionally and nationally  Identify new opportunities for development  Monitor and evaluate progress</p> <p><b>Heritage &amp; Environment</b>  Coordinate H&amp;E programmes  Identify, link and support LA and other partner initiatives  Advocate TV H&amp;E regionally and nationally  Identify new opportunities for development  Monitor and evaluate progress</p> <p><b>Regeneration &amp; Creative Resources</b>  Working with the Director, UoT, Business Link and Northern Cultural Skills Sector Council develop a CPD programme methodology  Pilot CPD programme  Plan delivery programme in association with TVR and Commissions North  Deliver phase one as agreed  Plan open access/support for artists/designer makers for short/medium/long term  Monitor and evaluate progress</p> <p><b>Education</b>  Continue to develop Education Programme in association with Local Authorities and CP</p>	<p>Delivery of activity that stimulates and supports culturally diverse art forms  Raised awareness of and participation in culturally diverse art forms  Audience development  Progress report</p> <p>Delivery of activity that stimulates and supports art forms that celebrate local distinctiveness and a sense of place and well being  Raised awareness of and participation in art forms that celebrate local distinctiveness and a sense of place and well being  Progress report</p> <p>Audience development  CPD Programme  CPD pilot evaluation  Investigate Better Buildings, Better Spaces activity  Support mechanisms (and plans) for artists/designer makers in Tees Valley  Progress report  Progress report</p>	

## 12.0 Annual Review

This strategic plan has been developed by the Director of Tees Valley Arts who has recently come into post.

It is therefore considered prudent to view this plan as a starting point from which later, reflective revisions may be necessary.

Annual review précis documents will therefore be sent out to the Board at the commencement of each financial year, in order that Directors maintain a focussed picture of developments against the strategic plan aims and objectives.



# Inspiring People: Changing Futures



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