



Tees Valley Arts

Strategic Plan 2010-2013

Inspiring People : Changing Futures



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1.0 Executive summary

Inspiring people: changing futures

Tees Valley Arts offers life-changing opportunities to the people of the Tees Valley through participation in high quality, professionally led creative activities.

2.0 Context

Tees Valley Arts was founded as Cleveland Arts in 1982 as the independent arts development organisation for the County of Cleveland; since then the original four (Cleveland) authorities – Hartlepool, Stockton, Redcar and Cleveland, and Middlesbrough - were joined by Darlington, becoming the five unitary authorities which form the sub-region of North East England now known as the Tees Valley.

The Tees Valley faces many challenges – economic, educational and social. The region does contain many bright and talented individuals, many forward looking industrial, environmental and creative innovators, and the University of Teesside was named as University of the year in 2010, but we can also see a numbing lack of aspiration, ambition, self-confidence, self-determination, creativity and enjoyment in some communities, and despite the best endeavours of many committed people and agencies, the number of young people who are Not in Education, Employment or Training remains high; furthermore, many of our brightest and most creative young people leave the Tees Valley in search of better career opportunities and a more vibrant creative economy.

Tees Valley Arts believes that creative participation can bring about extraordinary changes and unexpected benefits for all parts of our society, and can reach the parts that other approaches don't.

TVA is an independent, charitable organisation which works in partnership with other key statutory and voluntary agencies to bring about engagement, understanding, and empowerment through participation in professionally led creative activities. These creative opportunities are always inspirational, and can be life changing. Key partners include the 5 Local Authorities (particularly their Children's Services and their Cultural departments), health agencies, environmental and wildlife agencies and cohesion initiatives.

TVA's activities are dedicated entirely to the benefit of the Tees Valley and its residents, of all ages, situations and ethnicities, especially those as we say 'who face life's challenges'. TVA works with partners, ranging from large statutory authorities to small user-led community groups, to listen to their issues and then to devise innovative and imaginative programmes of activity which will support participants in achieving desired outcomes eg improved life choices, or some environmental learning, or improved engagement with drug and alcohol services. Sometimes we are commissioned directly by organisations, more often we devise programmes of appropriate content and scale for our partners and beneficiaries, then seek external funding for those. Our projects vary greatly in scale, the smallest may be a one day activity, the longest may be an intervention over three years – subject to partnerships and funding.



3.0 Review 2006 - 2010

The years 2006-10 have seen unprecedented turbulence in the economic structures of the world, of the UK and of the North East of England, so it is no surprise that TVA has suffered its own share of insecurity and upset. Despite these major challenges, TVA has continued to deliver first class participative arts projects, delivering learning, engagement and enjoyment to thousands of participants, and reaching an incalculably wider audience beyond that.

Partnerships have remained key throughout, have indeed been the key to our survival through these years, and provide the roots of our hoped for growth in the future. TVA's relationships with the five Tees Valley Local Authorities have always been, and remain, crucial; the Arts Council has provided guidance and support at a strategic, financial and personal level; the Northern Rock Foundation has been an unfailing and wise supporter; agencies as varied as the North of England Refugee Service, Connexions Youth Services and various environmental organisations have proved to be able and willing colleagues; we have been developing ever closer links with the University of Teesside and Cleveland College of Art and Design; and of course none of our work would have been possible without the host of dedicated and visionary artists that we have the privilege (and sometimes the challenge!) of working with.

TVA has seen staff changes through this period, but also the emergence of a close and mutually supportive team, striving and surviving together, passionate about what we do and ambitious to do more and ever better. Our work in diversity and asylum has grown, and will continue - in 2009 we were granted three years funding from the Baring Foundation for a half-time dedicated Refugee Arts Worker; and our work in science through the arts as established in the Evolve programme (2005-7), has continued with an environmental emphasis, as Northern Rock Foundation funding allowed us to recruit a project co-ordinator with a background in both fine arts and environmental management who has developed many new projects and partnerships.

The TVA Board has seen the 'retirement' of two stalwart members – Middlesbrough Councillor Bob Kerr and veteran arts strategist Gordon Bates – who had both served the organisation for many years and contributed to its period of urgent survival action in 2008-9. Thanks go to them and to all TVA trustees, particularly Tony Campbell who has served as Chair since 2005.

Key partners 2006-2010

| | | |
|---|---|-----------------------------------|
| Abingdon Primary | Hartlepool PCT | Redcar Youth Club |
| African Arts Association | Hartlepool VDA | RIBA |
| Aim Higher | Haughton Community School | Rosewood Primary |
| ARC, Stockton | Hemlington Hall Primary | Rossmere School |
| Arts Award | High Tunstall College of Science | RSPB Saltholme |
| Arts & Business | HEFCE | Ryehills Secondary School |
| Arts Council England North East | Heritage Lottery Fund | Sacred Heart Primary |
| Ash Trees School | Home Office Purposeful Activities Fund | Safer Middlesbrough Partnership |
| Ayresome Primary | Huntsman | Saltburn Artists Studios |
| Baring Foundation | Identity on Tyne | St. Aidan's Primary |
| Barnard Grove Primary | Junction Farm Primary | St. Benedict's School |
| Beaumont Hill Technology College | Kebabish Middlesbrough | St. Clare's Primary |
| Beverley School | Kilton Thorpe School | St. Helen's Primary |
| Bewley Infants | Layfield Primary | St Hild's School |
| Big Lottery Fund | Learning & Development Centre | St. Margaret Clitherow's Primary |
| Boro Drugs Forum | Lingdale Primary | St. Michael's School |
| Branksome School | Lingfield Point | St. Patrick's School |
| Breckon Hill Primary | Learning & Skills Council | St. Peter's CE School |
| Butterwick Hospice | Lloyds TSB Foundation | St. Therese of Lisieux RC Primary |
| Caedmon Primary | Lockwood Primary | Sherburn Stone Company |
| Caldicotes School | Loftus Youth Centre | Skinningrove Link Up |
| Catcote School | Lynnfield Primary | South Bank Primary School |
| Chaloner Primary | Marchday PLC | Springfield Primary School |
| Chandlers Ridge Primary | Middlesbrough Connexions | Stockton on Tees Borough Council |
| Christ the King Primary | Middlesbrough Council | Stockton Middlesbrough Initiative |
| Churches Conservation Trust | Middlesbrough Learning Partnership | Stockton Teenage Pregnancy Unit |
| Clavering Primary | Middlesbrough Music Live | SureStart |
| Cleveland College of Art & Design | Middlesbrough Primary Care Trust | Tees Archaeology |
| Coastal Arc Initiative | Middlesbrough Teaching and Learning Centre | Tees Forest |
| Connexions | MIMA | Tees Music Alliance |
| Conyers School | Mount Pleasant Primary | Teesmouth Field Centre |
| CP4P | National Science Learning Centre | Teesside University |
| Creative Glass | Natural England through Defra's | Tees Valley Community Foundation |
| Creative Partnerships | Aggregates Levy Sustainability Fund | Tees Valley Partnership |
| Cumberland Resource Centre | NEPIC (North East Process Industry Cluster) | Tees Valley Regeneration |
| Darlington Borough Council | Newcastle City Council | Tees Valley RIGS |
| Darlington Education Village | Newport Primary | Tees Valley Wildlife Trust |
| Darlington Primary Care Trust | NHS Hartlepool | Ten Feet Tall |
| Diana, Princess of Wales Memorial Fund, | North of England Refugee Service | Theatre Cap-A-Pie |
| Dickinson Dees | North Road Primary | Thorntree Primary |
| Dormanstown Primary | North Tees Primary Care Trust | Topmac Developments |
| Dunelm Property Services | Northern Film & Media | Trinity College |
| EAGA Community Fund | Northfield Secondary School, | Twister Arts |
| Environment Agency | Northgate Junior School | The Sage Gateshead |
| European Regional Development Fund | Northern Cultural Skills Partnership | University of Durham |
| European Social Fund | Northern Rock Foundation | Viewley Hill Primary |
| Erimus Housing | Northumbrian Water | Visit Tees Valley |
| Ernest Cook Trust | Nunthorpe Secondary | Westlands School |
| Fairfield Primary | Oakdene Primary | West View Primary |
| Fens Primary | One North East | Whitehouse Primary |
| Forestry Commission | Ormesby Primary School | Yarm Preparatory |
| Freeborough College | Our Lady & St. Bede's School | Youth Music |
| Gillbrook Technical College | Overfields Primary | Zetland Primary |
| Glebe Primary | Paul Hamlyn Foundation | |
| Government Office North East | Park End Primary | |
| Grangetown Primary School | Phoenix Art Group | |
| Groundwork Tees Valley | Preston Primary School | |
| Halcrow | Priory Woods School | |
| Hardwick Primary | Proportion Marketing | |
| Harrowgate Primary | Redcar & Cleveland Borough Council | |
| Hartburn Primary | Redcar Community College | |
| Hartlepool Borough Council | | |



TVA Project Highlights 2006-10

2006/07

- Building on our **You Are Here** project, we launched the **Winterfest** world music event, headlining with Transglobal Underground
- We worked with **120 Tees Valley schools** (almost half of the schools in the Tees Valley) teaching them science through the arts, subsequently reaching **2000 Tees Valley pupils** and **200 Tees Valley science teachers** and PGCE student teachers via our nationally recognised **Evolve** programme
- **Gallery TSI** for Middlesbrough Council worked with over 70 young people

2007/08

- **Evolve** continued delivering science through the arts
- **Gallery TSI** continued to work with young people
- **WorldFest 07** headlined with Tinariwen and Kanda Bongo Man
- **Parachute Project** funded by Paul Hamlyn Fund provided creative activities for young refugees and their families for three years
- The Home Office funded **Best Dresses** for women substance abusers in Redcar
- Northern Film and Media funded **Travelogue**, a short film made by young people with learning disabilities in Redcar
- Creative consultation with the community of **Skinningrove** on behalf of the Environment Agency
- TVA was appointed as the sub-regional training agency for the **Arts Award** in partnership with Trinity Guildhall
- Work began with the **Lingfield Point** development in Darlington

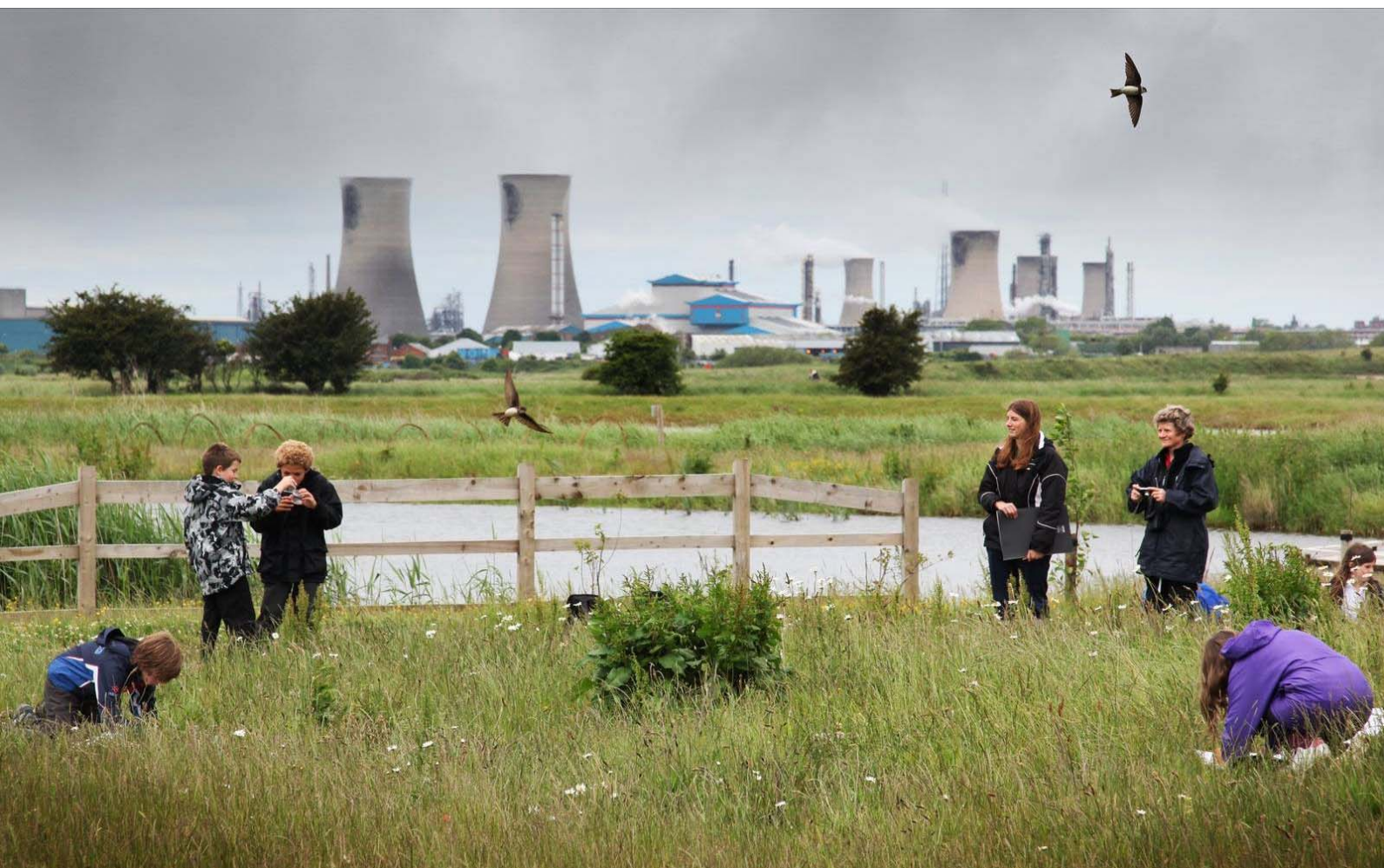
2008/09

- **stART** began, working with young people Not in Education, Employment or Training, funded by Visit Tees Valley Cultural Volunteering Programme and Middlesbrough Connexions
- **Gallery TSI** continued enjoyably
- The **Parachute Project** continued with global participants
- **WorldFest 08** headlined with Gregory Isaacs, Beta Simon and Kanda Bongo Man
- Science was dramatically explored by **St Hild's C of E Secondary**, Hartlepool
- Beautiful felt was made by pupils at **St Benedict's RC School** in Redcar
- Children and families from **Layfield Primary School** in Yarm made spectacular ceramic artworks
- October 2008 saw the premiere of "**...and we say nonsense**" an animated film created by Looked After Young People from Darlington
- **Skelton** youngsters explored pirate graves for the Churches Conservation Trust
- TVA managed the second **Higher Apprenticeships in Arts Management** programme on behalf of the five Borough Councils



2009/10

- **WorldFest 2009** was headlined by Aswad and Horace Andy; there were several events and some were opened by the thunderous roar of 100 drummers drumming!
- We worked for Creative Partnerships at **Kilton Thorpe Special School** in Brotton
- TVA Officer Joe Dunne delivered specialist environmental arts learning
- The **Parachute Project** continued with diverse participants and diverse artists!
- We continued to work with **Lingfield Point** in Darlington
- **SureStart Centres** in Hartlepool enjoyed dramatic journeys
- Workshops were delivered to Gifted and Talented learners across the region
- TVA led training sessions for artists and teachers in **Arts Award** and **Artsmark**
- The EAGA Community Fund funded the **Eager Beavers** project with Middlesbrough **Surestart** families
- **Going Underground** was funded by Natural England Defra's Aggregates Levy Sustainability Fund in 4 schools; then it went so well they funded it twice!
- Lloyds TSB Foundation funded **Big Sky Arts**, making music with adults with learning difficulties in Hartlepool
- Two **Surestart Centres** and **Redcar Youth Centre** commissioned murals
- The **stART** project was re-funded by Middlesbrough Connexions





4.0 Mission

Inspiring people: changing futures

Tees Valley Arts offers life-changing opportunities to the people of the Tees Valley through participation in high quality, professionally led creative activities

TVA is an arts development agency based in Middlesbrough in the North East of England, working across the Tees Valley; it is an organisation which champions participation in high quality arts and stimulating creative activities as a tool for improving the quality of life and learning for individuals and communities. TVA works in education: designing and delivering innovative programmes for students of all abilities, for disengaged learners, and for excluded or at risk pupils. TVA works in diversity and inclusion: using the arts to support and empower people who face life's challenges. TVA works to bring people together in respect and celebration

5.0 Strategic vision

Inspiring people: changing futures

Tees Valley Arts offers life-changing opportunities to the people of the Tees Valley through participation in high quality, professionally led creative activities

TVA's sustainability lies in making the best possible offer to the Tees Valley; TVA's whole purpose is to increase opportunity and benefit for the citizens of the Tees Valley, aged nought to ninety, whether in learning, skills gain, health, happiness, engagement, inclusion, or civic and social cohesion; we believe and advocate that in all of these areas of life, gain and improvement can be achieved through participation in high quality, professionally led, creative activities.

Of course, making the best offer we can to the Tees Valley doesn't mean that we can afford to be cut off from wider regional, national and international initiatives and events, in fact it certainly does mean that we must stay informed about and involved with wider agendas with regard to their usefulness and applicability to groups or communities within the Tees Valley.





6.0 Aims and Objectives

6.1 Aims

Marketing: to promote TVA's offer as widely and clearly as possible

Partnerships: to strengthen existing partnerships and develop new ones

Finance: to enhance sustainability and explore routes for growth

Governance: to strengthen Board/ Executive partnership and utilise Board skills

Staff: to retain good staff and support the team's development

New media: to explore and utilise new media in marketing and in projects

New venue: to explore possible alternative venues

6.2 Objectives

Marketing: to promote TVA's offer as widely and clearly as possible

- TVA has a good offer to make and a positive story to tell, but its messages are sometimes complex and may sometimes get 'lost in translation'
- TVA will review its current marketing (in the widest sense) profile, and make alterations as necessary to ensure that we communicate clearly 'who we are and what we do'
- TVA will critically assess its website, newsletter, brochures and leaflets to ensure that they work as hard as possible in getting the message/s across
- TVA will review and raise its media profile, locally and regionally
- TVA will explore new and social digital media to optimise communications and profile
- TVA will participate in forums, events and strategic discussions which offer a platform for demonstrating the status and commitment of the organisation
- TVA will ensure that its staff advocate clearly and cogently for the use of the arts in non-arts settings
- TVA will ensure that its staff explain project possibilities clearly to partners, and demystify both processes and potential cost implications

Partnerships: to strengthen existing partnerships and develop new ones

- TVA can only survive, exist and flourish through strong and effective partnerships and through aligning with relevant strategies (partners will include key strategic and cultural agencies, local authorities, educational organisations and agencies, relevant non-statutory bodies, community groups, creative and media agencies and individuals, and of course, funders)
- TVA will work to ensure that key partnerships are nurtured with the time, care and energy they need and deserve
- TVA will react flexibly when new partnership opportunities arise
- TVA will stay in touch with key strategic partners, locally, regionally and nationally, to keep abreast of new initiatives and programmes, both arts and non-arts



Finance: to enhance sustainability and explore routes for growth

- TVA will continue to operate a mixed finance model which optimises opportunity and minimises potential threat
- TVA will consult (regularly) with existing funders to ensure their ongoing satisfaction with our work, and to establish any potential for increase
- TVA will research potential core funders, as increased core funding supports greater and more targeted development time, and thus allows more coherent innovative work
- TVA staff will continue to research charitable opportunities for project funding, especially those which offer funding over the longer term
- TVA staff will continue to work closely with partners and relevant sectors where there are commissioning and tendering opportunities, especially those which offer funding over the longer term
- TVA will ensure staff have access to training in effective fund-raising, and will operate a critical friend system within the organisation (and with external partners where possible) to improve funding applications
- TVA will consider more 'merchandising' –
 - TVA will review its current 'off the shelf' arts project packages to ensure quality and appropriateness of offer
 - TVA will explore expanding its off the shelf offer, to include CPD for teachers/ advisers and packaged creative activities in non-education sectors
 - TVA will explore the potential for marketing specialist training, eg 'delivering arts in community settings' training could be offered to freelance creatives and as part of higher education courses
 - TVA will explore potential for marketing its expertise, consultancy and specialist skills
 - TVA will explore potential for a dedicated 'marketing arm' of the organisation
- TVA will explore social enterprise models for information and critical assessment

Governance: to strengthen Board/ Executive partnership and utilise Board skills

- TVA executive and Board members will work to build and develop dialogue and mutual understanding, to support well-informed board governance and decision-making
- TVA will conduct an audit of Board skills to make best use of expertise and network opportunities, and to identify potential skills gaps
- TVA will review the size and constitution of the board to ensure best fit for the future of TVA

Staff: to retain good staff and support the team's development

- TVA recognises that it has dedicated, hard-working specialist staff who have high levels of skill and sectoral knowledge
- TVA will ensure that individual operational supervision, staff and team meetings and annual appraisal are carried out in a proper manner, with a regularity as outlined in the staff handbook, and with mutually supportive and respectful attitudes
- TVA staff will be encouraged to pursue training and placement opportunities for themselves, subject to the TVA budget and programme requirements
- TVA (executive and board) will regularly review its policies to ensure that they are kept up to date and relevant, and work to support the organisation
- Any personnel issues that arise will be referred to board members (as/if appropriate) and the written TVA disciplinary and grievance procedure will be followed if such serious matters arise



New media: to explore and utilise new media in marketing and in projects

- TVA recognises that new technologies and social media offer marketing, communications and creative opportunities
- TVA will review its current digital/ICT profile and usage with a view to updating
- TVA will explore funding and training opportunities for developing our use of new media
- TVA will develop and enhance our media/networking presence and responsiveness
- TVA will research and develop its skill base around use of new media in creative projects

New venue: to explore possible alternative venues

- TVA will investigate possible alternative office accommodation arrangements, with short term and long term cost implications, to maximise benefit to the organisation, considering useful arts space, access, storage and parking





7.0 Structure and governance

7.1 The TVA Board

The TVA Board, as set up in 1982, has 18 'spaces' of which 12 are filled at time of writing, with a mix of councillors, artists, academics, a marketing consultant, a creative industry director, a corporate lawyer and a financier. It has already been stated in this document that both the size and constitution of the Board will be reviewed through a skills audit, but it should be evident that many and varied skills are already represented.

The lawyer is on the Board as part of his company's corporate social responsibility, and the financier as part of his company's community volunteering scheme; this means that in effect, TVA has a relationship with those companies and can tap into their professional expertise, mediated through the trustee in question.

Thus for example, TVA has been able to gain some legal guidance towards the wording of a freelance contract, and also towards consideration of possible VAT de-registration. This kind of expert advice is very helpful to a small organisation with a limited budget.

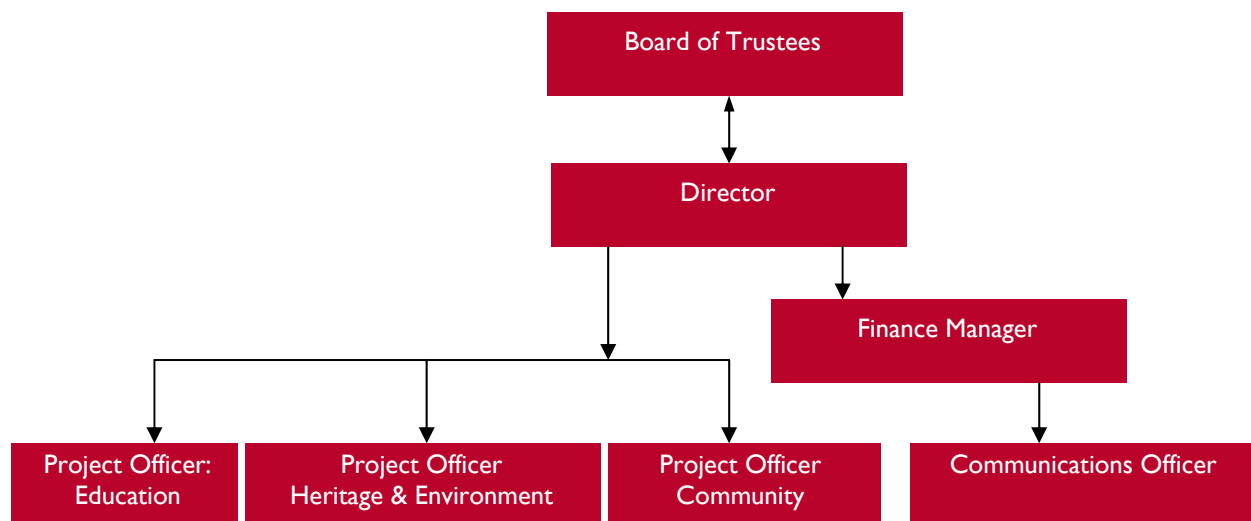
Board meetings have also been attended by our lead contact officer at Arts Council England North East; it is not as yet clear whether that will continue under the new Arts Council structures and intended liaison with Regularly Funded Organisations. (The Arts Council England is to review its support for all RFOs in 2010/11, so we hope that designation survives and that TVA survives as one!)

Board members make a great contribution to TVA, and are also able to use their own networks to promote the work of the organisation, thus helping to develop further opportunities. It is an expectation that Board members will promote, advocate for and support TVA and its work.





7.2 Staffing Structure



Currently (March 2010) TVA has 4 full time and 2 part time members of staff:

- Director (F/T)
- Finance Manager (0.8)
- Communications Officer (F/T)
- Education Officer (F/T)
- Heritage and Environment Officer (F/T)
- Community Officer (0.6)

These posts are all core funded; additionally, TVA has a contracted freelance Refugee Arts Worker (funded for 3 years by the Baring Foundation), a contracted freelance Programme Director for the WorldFest (funded by Northern Rock Foundation and others), and contracted freelance support workers for the 8 week cohorts of the stART project (currently funded by Middlesbrough Connexions) which works with young people Not in Education, Employment or Training. All of these contracted posts are time limited and subject to project funding.

The core team is small and (needs to be) flexible, the Director and the three arts officers will all find themselves co-ordinating a variety of projects at any given time, no-one gets to stick with their specialism to the exclusion of all else.

The organisation works together in one large room with training rooms/ art space leading off that; we also ensure that we have regular shared informal updates and more formal staff meetings. This all works to help create a positive and mutually committed atmosphere, which is definitely an organisational strength.

TVA staff are encouraged to continually update their own interests and cultural knowledge as this must contribute to the quality of our project ideas and creative innovation.



8.0 Ensuring Quality

Management procedures: TVA operates an appraisal scheme through which staff can highlight any aspirations, professional concerns, training needs etc; we have monthly staff meetings and delivery team meetings; we have one-to-ones frequently; and as has been indicated above, the staff team share a space and so are able to speak with each other informally every day.

Policies and protocols: TVA has regular and robust procedures regarding issues such as safeguarding, appointment of freelance staff, good practice and courtesy with young people and vulnerable adults etc. Staff attend courses offering updates on safeguarding procedures, and information is shared with the whole staff team; we insist that any freelance artist or other individual we contract must present original CRB certification no older than two years, and evidence of public liability cover where applicable. We write into our contracts that artists must conform to health and safety procedures of any host organisation, including presenting ID and CRBs at schools etc, where that may be required. We require carefully considered risk assessments for activities before they can proceed.

TVA has up to date policies for:

- Working with children and vulnerable adults
- Diversity and equality
- Grievance procedure
- Health, safety and fire
- Environmental policies
- Procurement
- ICT and communications

All policies are to be reviewed annually by the TVA Board.

Arts quality in projects: Arts quality, especially in participative arts, is hard to define, though we all think we know it when we meet it! Staff are encouraged to critically review projects, products and outcomes; naturally participants, teachers, host workers and artists are required to evaluate and feed back on projects; what is sometimes more difficult is to garner a response or judgement from the outside world, when there are not necessarily public activities or displays.

In 2009 TVA staff had an awayday and considered this, among other matters; following this discussion we developed a paper on evaluating participative arts projects which stated the four key areas of consideration to be: arts quality; authenticity; distance travelled; legacy. That certainly makes a start.....

TVA Director and staff are keen to contribute to and to be part of relevant discussions – face to face, arts press, with wider colleagues and partners, in digital forums etc.

We're passionate about what we do and we want it to be of the best possible quality; and we want to be able to demonstrate and prove our good quality and its positive effects.



Financial and Audit controls: The TVA Finance Manager meets regularly with TVA project co-ordinators, always at least monthly but often more frequently, to review project budgets; the FM and the Director consult informally every day and formally once a week; the FM produces quarterly management accounts for the TVA Board; the in-year budget is monitored and updated as necessary which is more than weekly; accounts are audited yearly by external accountants, are approved by the Board and filed with Companies House and the Charities Commission.

All grant funders have reporting requirements with varying levels of detail and frequency; naturally we comply with all of these strictures, and all project expenditure is noted, itemised and accounted for. Within our finance management procedures all project budgets are 'ring-fenced' so that any particular project can be 'micro-managed' and any particular funder could be given an update on their 'investment'.





9.0 Financial Strategy and Sustainability

TVA currently receives income from a mix of sources and this will need to continue, to offer the organisation the greatest hope of sustainability (and even growth) going forward – please also see notes at 6.1 and 6.2 above.

TVA is a Regularly Funded Organisation of the Arts Council, which means that they have granted us a certain amount of annual core funding, to support an agreed programme of activity and operations; this has happened historically and will also apply for 2010/11. However, Arts Council funding for organisations is undergoing national review and at the time of writing this plan no decisions have been made public as to future intentions.

For financial year 2010/11, Arts Council England will grant TVA £80,157 core funding, so if this support is not continued from 2011 onwards, then TVA will inevitably face a serious funding challenge, as £80K of core funding is the equivalent of raising £500,000 more of project funds than we currently do – we use the full cost recovery method to determine fees taken on project funding and these currently approximate to 20%.

Like all the other RFOs across the nation, we wait and plan for all contingencies.

TVA currently receives £10,000 per annum core support funding from each of the 5 boroughs of the Tees Valley in respect of our work in Education and Inclusion; this began as a three year agreement in 2009/10, hence has two more years to run. During the lifespan of this agreement TVA and lead contacts in the local authorities are working to strengthen and develop the partnerships, so that TVA's offer becomes integral to Tees Valley cultural activities and strategic drivers, which will in turn lead to long term economic sustainability for the organisation.

TVA has been awarded a three year core support grant from the Northern Rock Foundation - £30,000, £25,000, £20,000 – beginning with financial year 2010/11. This very welcome support will allow the organisation greater stability (and less pressure of need to chase funding) while we nurture and grow the partnerships with the Local Authorities and other key strategic partners.

TVA will explore other potential charitable sources of core funding, whose support may be linked to the development of specific programmes of work, for example researching and contributing to the development of provision for disengaged and vulnerable young people.

TVA projects are funded through a mix of direct commissioning, tenders submitted and charitable applications made, with the greater part inevitably made up of the latter.

TVA has several significant project grants which support activity over more than one year –

- Northern Rock Foundation support for WorldFest 2009, 2010 and 2011
- Lloyds TSB Foundation support for Big Sky Arts with adults with learning difficulties 2010 and 2011
- Baring Foundation support for the Refugee Arts Worker, November 2009 – June 2012
- Youth Music support for activities with diverse young people June 2010 – August 2011
- Heritage Lottery Fund support for Green TV project, April 2010 – June 2012



Other charitable funding is sought and/or tenders submitted as work, opportunities and partnerships arise; clearly work around environmental learning, around young people especially those at risk, and around cultural diversity and inclusion are all areas of particular interest and expertise within the organisation.

TVA currently offers some off the shelf sessions – Environment Officer Joe Dunne is able to combine his first degree (Fine Art) and his Masters degree (Environmental Management) to deliver curriculum environmental science through the arts; we also offer some off the shelf creative activities for able pupils which we co-ordinate with named arts practitioners.

TVA will consider expanding these packages to include CPD for teachers, training for creative freelancers, even imaginative packages for corporate awaydays.

TVA will explore the potential for marketing its expertise and consultancy, which may well realistically be limited, but is still worth consideration.

TVA is the Arts Award Training Licence Holder for the South of the North East of England region, and one of two Gold Award Top-up Trainers for the whole of the North East. Thus we offer public Arts Award Adviser training days, in house training days, and occasional top up training events – all of which earn some valuable income.

Writing this plan in March 2010, we are already aware that our financial situation going into 2010/11 is looking set fair, and for once, we will not need to chase immediate funding (though if the Arts Council do decide not to continue our RFO status from 2011 onwards then major actions will be called for). Setting aside that grim possibility for now, intentions are that in 2010/11 we will be able to spend even more time with key partners, learning about their issues and aims, exploring the territory, and working with them to devise innovative creative solutions. We will also be able to spend more time contributing our expertise to steering groups and advisory committees, and developing larger remit Tees Valley wide projects such as Green TV.

10.0 Action Plan

| | Activity | Target Outcome | By whom |
|----------------|--|--|--|
| 2010-11 | | | |
| | Ongoing partnership development with Tees Valley local authorities and other key stakeholders | Strengthened partnership working; alignment with key local issues and aims; development of new projects | Director |
| | Re-negotiation of relationship with Arts Council following their re-shape | To ensure alignment, engagement and mutual understanding with the national strategic cultural body | Director |
| | Board development | Enhanced board engagement | TVA Board |
| | Review and update TVA policies and procedures | Organisational development | TVA Board Director |
| | Develop and implement an ICT policy | Organisational development | TVA Board Director Communications Officer |
| | Audit and upgrade of TVA's use of digital and social networking media | Enhanced organisational profile and communications | Director Comms Officer |
| | Exploration of wider marketing opportunities/ income streams for TVA | Organisational sustainability | TVA Board Director Finance Manager |
| | Exploration with partners of establishing and evaluating arts quality in participative activities | To ensure high arts quality throughout TVA programmes | Director |
| | Education highlights: | | |
| | Launch of Green TV – 3 year environmental arts project across the Tees Valley; delivery of Year 1 activities | To soundly establish project activity and management structures; to bring about environmental learning and engagement through the arts for learners and their communities | Heritage and Environment Officer |
| | Continued delivery of Arts Award training | Workforce development for artists, youth workers, teachers etc | Education Officer |
| | Continued delivery and development of stART activities with young people categorised as NEET; exploration of future sustainability | Worklessness reduction, progression for young people | Community Officer |
| | Development of high profile project with the 7 TV Arts specialist secondary schools | Aspirational creative opportunities for young people | EO |
| | Development of creative interventions with vulnerable young people | Better opportunities and enhanced achievements for young people | Director EO CO |
| | Inclusion highlights: | | |
| | WorldFest 2010 | Successful delivery of annual festival celebrating diversity; exploration of future developments/ sustainability; widening of outreach activities supporting social cohesion | Director Refugee Arts Worker |
| | Refugee Arts Worker activity | Continuation and development of role | Director RAW |

| | Activity | Target Outcome | By whom |
|----------------|--|--|-------------------------------------|
| 2011-12 | | | |
| | Exploration of possible premises change | Sustainability of organisation | TVA Board Director |
| | Education highlights: | | |
| | Green TV – delivery of Year 2 activity and preparation for final conference/ celebration/ dissemination | Environmental learning and engagement through the arts | HEO |
| | Continued delivery of Arts Award training | Workforce development for artists, youth workers, teachers etc | EO |
| | Continued delivery and development of stART activities with young people categorised as NEET; exploration of future sustainability | Worklessness reduction, progression for young people | Director CO |
| | Development of high profile project with the 7 TV Arts specialist secondary schools | Aspirational creative opportunities for young people | EO |
| | Inclusion highlights: | | |
| | WorldFest 2012 | Successful delivery of annual festival celebrating diversity; exploration of future developments/ sustainability; widening of outreach activities supporting social cohesion | Director RAW |
| | Refugee Arts Worker activity | Continuation and development of role | Director RAW |
| | Development of wider Inclusion project | Creative activities and engagement for excluded groups | Director |
| 2012-13 | | | |
| | Establishment of strategic, financial and programme aims for TVA going forward | Sustainability of organisation | TVA Board Director |
| | Education highlights: | | |
| | Green TV Conference/ celebration – June 2012 | Celebration of Green TV achievements; dissemination of products; sharing of learning; exploration of arts/ environmental interface | Director HEO Communications Officer |
| | Continued delivery of Arts Award training | Workforce development for artists, youth workers, teachers etc | EO |
| | Ongoing project development, design and delivery | To achieve TVA and partner aims | EO CO |
| | Inclusion highlights: | | |
| | WorldFest 2012 | Festival celebrating diversity | Director RAW |
| | Ongoing project development, design and delivery | To achieve TVA and partner aims | Director |



Inspiring People : Changing Futures



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