



nesa

Strategic Business Plan 2008 – 2011

Updated March 2009

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nesa's Vision

nesa develops and delivers quality arts projects with communities.

Two key strategic outcomes will shape **nesa's** work for the next three years, so that by 2011:

nesa's vibrant creative programme will promote the development of creative communities across B&NES and the South West region. Creative projects will consult, engage, involve and empower local people of all ages to help shape their communities and to affect policy development. Projects will be integrated with local priorities, assisting local partnerships to deliver services outlined in the Local Area Agreement.

nesa will be a valued leader and partner in the development and delivery of programmes to target local and regional cultural inclusion priorities; will have developed a national profile in key areas of our work; and will have played a key role in raising awareness about and the status of community arts and artists.

nesa will lead the development of an Arts & Health partnership in B&NES, providing advocacy for and sharing good practice in the development of projects that tackle health, mental health and wellbeing. An increased number of arts & health projects will be taking place in B&NES delivered by a variety of cultural organisations in partnership with Health Trusts and PCTs. The Partnership will be a significant advocate for arts & health projects and be in a position to demonstrate the personal value and cost effectiveness of arts & health initiatives.

Executive Summary

nesa develops and delivers quality arts projects with communities.

nesa's vibrant creative programme works with both locality based communities and communities of interest. Our projects target all age groups and take place in both formal and informal settings. Our projects aim to consult, engage, involve and **empower** communities, promoting personal and social change and improving the quality of life.

Over the next three years **nesa** will lead the development of a B&NES Arts & Health Partnership providing advocacy for and sharing good practice in the development of projects that tackle health, mental health and wellbeing.

nesa's Artistic and Exhibitions Policy will be rewritten during 2008/09 to include benchmarked criteria for both process and product. During 2007/08 the RAP+ project has been working across **nesa's** creative programme to improve the quality and standards of cultural production, developing opportunities for the benchmarking of work, raising the profile of socially engaged art, setting professional standards for the curation, presentation and interpretation of work, develop partnerships with Festivals and promoting improved mechanisms for artists support and development.

nesa works in partnership with communities, artists, statutory and voluntary organisations to ensure that creative projects are integrated with local priorities.

nesa's Unique Offer for Artists, is based on the recognition that freelance artists play a significant role in our creative programme and that the socially engaged nature of our work places specific requirements on the skills and abilities of the artists that we employ. **nesa** therefore provides artists with comprehensive management support throughout their work on one of our projects, offers artists training and support seminars, a mentoring scheme and we are working towards developing a section specifically for artists on our website.

nesa's aims for a process of continuous improvement in all its operational systems. This includes strategic planning, organisational development, financial systems, risk management, project management and staff development, as well as the annual review and updating of all policies and procedures.

Introduction

nesa develops and delivers quality arts projects with communities. We focus our work around community arts that fosters creative community development. Our projects aim to consult, engage, involve and empower communities, promoting personal and social change and improving the quality of life. **nesa** works in partnership with communities, artists, statutory and voluntary organisations to ensure that creative projects are integrated with local priorities.

nesa has developed a model of practice that is **user-led**; promotes **partnership** working; ensures that **access** to projects is equal, anti-discriminatory and anti-oppressive; that projects are appropriate, **targeted** and tailored to need. The **nesa** model also focuses on **quality** provision; provides opportunity for participants to develop and **progress**; **evaluates** through a continuous cycle of appraisal, response and improvement; and promotes **sustainability**, because projects are strongly grounded within communities.

History and development

From its origins as the Wansdyke Arts Council in 1981, **nesa** has developed an increasingly important strategic role in Bath & North East Somerset. The creation of Bath & North East Somerset Council as a new unitary authority in 1997 was an important milestone in our development. **nesa** established a close working relationship with the Arts Development Service to develop professional arts provision beyond the City Centre and started to receive regular revenue funding. We now work with a wide range of council services and other statutory and voluntary sector partners to create exemplary arts projects that respond to local issues and address local and national government priorities.

Significant achievements to date include:

- Creating a Strategic Arts Plan for Keynsham and establishing a year-round programme of arts development activities in the town, in partnership with Keynsham Town Council and B&NES Arts Development
- Working with partners to develop Creative Links, an arts-based learning project for people with long-term mental health issues
- Setting up the Chew Valley Arts Trail – an annual artists’ open studios event
- Developing the My Time My Space project to support women with post natal depression through creative activity, in partnership with B&NES Primary Care Trust
- A growing expertise in arts, health and wellbeing initiatives and in promoting the sharing of good practice with other organisations
- Developing projects that target growth in communities, pioneering an integrated approach to creative community development
- Working with B&NES Children’s Services to establish a year round programme that enables young people to engage with the creative arts.

In recognition of **nesa's** growing regional significance, Arts Council England South West (ACESW) supported a 3 year period of organisational development. This has resulted in robust internal policies, procedures and quality assurance achievements, and a strengthened board and staff team, providing the foundations for a sustained future. In 2007/08 ACESW is funding a programme of new partnership and project development, entitled Creative Places.

nesa has an excellent track record and a strong legacy of quality projects and interventions. **nesa's** commitment, professional approach, integrity and passion supports the development of innovative ways to consult, engage, involve and empower communities. **nesa** enters the next three years of our development with some strong partnerships in place and the potential to develop new partnerships in many different areas of identified local need.

Analysis and Context

Methods of consultation

nesa's Board of Trustees and staff team have been researching the development of this Strategic Plan for over a year as part of our Strategic Planning Cycle. An Away Day in September 2006 focused on the analysis of the current situation and the development of a Vision for the organisation. The Away Day was followed by individual Performance Reviews of staff that fed into the development of a Work Plan for 2007/08 and identified the potential for new and long term community arts initiatives.

At the 2006 Away Day a Political, Economic, Social and Technological [PEST] and a Strengths Weaknesses Opportunities and Threats [SWOT] analysis were produced. These are updated annually to reflect changes in the political and social climate. [Appendices 1 and 2]

Analysis

The PEST and the SWOT analyses highlight some significant opportunities and challenges for **nesa** over the next three years. The following list will provide a broad framework for our activity:

- Consult, engage, involve and empower communities to have a greater interest and involvement in their communities and influence policy making and service delivery.
- Engage with Government priorities to address social inequalities and cultural inclusion, using our experience and expertise to improve service delivery in areas such as health, the environment, quality of life and skills development.
- Work in partnership with communities, statutory and voluntary organisations to improve consultation, communication and service delivery.
- Improve **nesa's** sustainability in a changing context by developing a diverse funding package that includes a trading arm.

- Support the development of artists who work in community settings and highlight the significant impact that working in community arts can have on their economic viability and professional status.
- Develop creative social enterprises as a means of supporting both the social and economic regeneration of communities.
- Adopt the use of digital media as a tool for creative community development.
- Provide advocacy, leadership and the gathering and dissemination of evidence to improve and increase the use of the arts to generate creative communities.

Additionally:

- The current Recession [2009/10] places additional strains upon **nesa's** capacity to attract resources and will require the organisation to ensure that our financial systems are tightened and that we make concerted attempts to achieve financial savings where possible.
- The recession will also affect the communities and the people that we work with and project activity will be adjusted to incorporate opportunities to support individuals made redundant by the recession, to improve their confidence, gain new skills, explore volunteering and make productive use of their enforced leisure.
- The Governments White Paper, Communities in Control, Real People, Real Places, published July 2008, supports the **nesa** Vision and **nesa** needs to develop its ability to respond to the community empowerment agenda, community budgeting and active citizenship.
- **nesa** needs to improve its partnership working, in particular to include funding partnerships and consortia with the capability to raise funding packages, deliver projects jointly and bid successfully for local service delivery in a wider context than the arts.

consult|engage|involve|empower

Creative Programme

nesa's creative programme will evolve out of a focus on these issues and is founded on our belief in the transformative power of the arts. Our research and experience testifies to the benefits of participating in the arts [Appendix 3] for individuals and communities, and the wider social impact of cultural inclusion as described by community arts consultant and researcher Francois Matarasso:

“Genuine cultural inclusion means opening the cultural space of a society to all members of that society. It means working towards a situation where people have equal access to the means of cultural production, and each person can imagine their own selves, rather than being simply the object of another person’s imagination”

Art, Society & Autonomy, Francois Matarasso, Loccum, 20 February 2005.

© 2005 Francois Matarasso

Community & Education

nesa works with both locality based communities and communities of interest. Our projects target all age groups and take place in both formal and informal settings. We focus our work around three key programmes, Arts & Health, Young People & Creativity and Neighbourhood Arts, examples below, but there are increasingly overlaps in the work we develop with communities. Working in a locality on the development of a Community Play for instance will result in contributions from the Parent and Toddler group, the Young People gathered on a street corner or in the park, the school, the Residents Association, a group of women attending a course on post-natal depression and older residents contributing to a reminiscence project. This requires **nesa** Development Workers to work closely with one another and with the different community groups and organisations in the area, facilitating communications and co-ordinating delivery.

Responding effectively to local needs is one of **nesa's** strength and there are many areas of need where **nesa**, resources allowing, has the potential to contribute and make a difference. Locally identified areas of need and issues to address, in addition to current activities include:

- People with Learning Disabilities requiring longer term activities and employment to support their independence and development.
- Improving support activities for people with dementia and how to integrate them and their carers in the community
- Supporting carers, including young carers and carers for people with mental health problems.
- Providing activities for Older People both in the community and in Care Homes
- Providing increased positive activities for young people
- Addressing environmental issues through project work, supporting the development of green spaces, transition towns and other public space development, improving links with local initiatives such as the Sustrans Cycle Way, the MSN Radstock Town Park, Western Riverside development in Bath etc.
- Developing a higher profile as an agency delivering Public Art with and for communities.

Arts & Health

Over the next three years **nesa** will lead the development of a Creative Links Wellbeing Partnership providing advocacy for and sharing good practice in the development of projects that tackle health, mental health and wellbeing using the arts. This will include the rolling out of projects such as **My Time My Space** which offers a life line for women experiencing post natal depression, enabling them to increase their confidence and self esteem using creative arts as an inspirational tool. It is delivered in partnership with B&NES PCT [in kind project support] and seeks to offer participants time away from their children, a supportive environment of fellow sufferers, support from professionals, encouragement to express themselves creatively and opportunities to progress to further creative activities often run by themselves, and educational courses.

The **My Time My Space** project model has potential to work with many other groups of people and issues. It demonstrates how creative activity supports participants to access their own self empowering actions. **nesa** will develop this project further as a recognisable brand, and as a distinctive approach to community empowerment.

During 2008/09 an inaugural meeting of the partnership, entitled the Creative Links Wellbeing and Arts Partnership was held in November 2008. Speakers included, Dr. Marian Naido from the National Social Inclusion Programme, on Arts & Culture for Inclusion & Wellbeing, Dr. William House, GP on Social Prescribing and Ron Bevan, B&NES Mental Health Services about local changes in structures of Health and Social Services. 25 people attended from a variety of social, health and arts organisations. **nesa** hosted the meeting and has produced a review of the discussion with some Key Objectives [Appendix 15] for the future development of the partnership. A follow up meeting in March 2009 will use these objectives to agree areas of work and terms of reference.

In 2008 **nesa** was awarded 3 year funding from the Lankelly Chase Foundation and the Avon and Wiltshire Mental Health Partnership to deliver a new programme called Pathways within women's mental health services. The programme will develop over three years, evolving from initial work in Teign Ward, a medium secure unit at Fromeside Hospital in Bristol, and to include developing wider partnerships and establishing opportunities at other care and residential units, within local services, supported living, hostels and independent living in the South West. Women residents in the unit have been involved in the design of the programme and are very keen to start work on creative activities that will encourage them to make creative use of their recreational time and produce art work that can be sited in the unit.

Young People & Creativity

The **Heritage Lottery** Young Roots project, "**Water Memories, Making History**" has been working with young people in B&NES to develop their knowledge and appreciation of the traditional skills that are part of their local heritage. The young people have been involved in the design and development of the project and have had the opportunity to work with local artists, including a potter, a stone carver, a textile artist and a willow weaver. Working with a photographer the young people have documented the process, and they have made their own art work in response to the theme of water. The young people's work will contribute to the making of a book to be produced at the beginning of 2008. **nesa** plans to build on this project, developing skills based creative activities with the potential to initiate creative Modern Apprenticeships and social enterprises.

A successful application to ACESW during 2008/09 has enabled the development of a programme of activity that aims to strengthen **nesa's** position in relation to B&NES Children's Services and Integrated Youth Services. The creativity|works programme will result in stronger partnerships for delivery, in particular with young people themselves and project delivery

that also provides evidence and advocacy. A final publication will place **nesa's** work within a wider social, regeneration and arts perspective, and a developing long term research programme in conjunction with B&NES Cultural Forum and local Universities will provide empirical and qualitative evidence about the social impact of the arts.

Neighbourhood Arts

art|**works**. The first art|**works** Festival took place in Norton Radstock in September 2007 involving 600+ people in free, fun, creative family activities that also boosted trade within the town centre, promoted cultural tourism and fostered a sense of community spirit. Arts initiatives also provided artists with the opportunity to exhibit and sell work, and for community groups to exhibit and perform work to a wider audience. We aim to develop this as an annual event, with opportunities for work created by community groups throughout the coming years to exhibit and perform their work, coming together annually to celebrate community. Future development will include local management of the event, integration within event management for the wider locality, evaluation of the benefits of cultural community events and the rolling out of the benefits to other communities.

For further examples of **nesa's** work please look at our website, www.nesacreativechange.org.uk and refer to the Programme of Work 08/11 [Appendix 4] which provides an overview and then to the Annual Work Plan 09/10 [Appendix 5] for a more detailed annual breakdown.

Cultural Policy

During 2007/08 the RAP+ project [ACESW funded] worked across **nesa's** creative programme to improve the quality and standards of cultural production within **nesa's** creative programme, developing opportunities for the benchmarking of work and raising the profile of socially engaged arts. Through an engagement with theory and practice an artist in residence worked with us to establish standards for quality in both process and product. This process enabled **nesa** to set professional standards for the curation, presentation and interpretation of work, develop partnerships with local Festivals and promote improved mechanisms for artists support and development. **nesa's** Cultural Policy [appendix 6] summaries **nesa's** approach to cultural inclusion and highlights key actions which have been included in current Work Plans.

Audience Building and Development

The **nesa** model which underpins our vision and our way of working ensures that we engage and retain audiences and involves participants in designing ways to overcome physical, intellectual and social barriers to participation. It also helps to foster audience commitment and promotes learning and appreciation. Working with communities and linking projects in with other arts activities and events B&NES wide also supports the development of new audiences and **nesa's** commitment to continued work with these communities supports continued engagement and progression.

Resources

Organisational Development

In recognition of **nesa's** growing regional significance, Arts Council England South West (ACESW) supported a 3 year period of organisational development. This has resulted in robust internal policies, procedures and quality assurance achievements, and a strengthened board and staff team, providing the foundations for a sustained future. In 2007/08 ACESW is funding a programme of new partnership and project development, entitled Creative Places and in 2008/09 the creativity|works Programme.

nesa has an excellent track record and a strong legacy of quality projects and interventions. **nesa's** commitment, professional approach, integrity and passion supports the development of innovative ways to consult, engage, involve and empower communities. **nesa** enters the next three years of our development with some strong partnerships in place and the potential to develop new partnerships in many different areas of identified local need.

Organisational Structure

nesa's organisational structure reflects our status as a registered charity and a company limited by guarantee. The Board of Trustees employs a team of workers to ensure that its desired outcomes are achieved and that organisational development and management is of the highest standard. Appendix 7 shows a chart of **nesa's** Organisational Structure.

nesa's Board of Trustees

nesa has a committed Board of Trustees with considerable experience in arts development, business, legal and management issues [appendix 8].

The Board of Trustees takes governance of the organisation seriously, attending quarterly board meetings regularly and taking on extra responsibilities as either Finance & Fundraising or Personnel sub-committee members. Trustees are also encouraged to become a Project Champion, developing a particular interest in one or more of **nesa's** projects, offering advocacy for and support to the projects development.

On joining the Board, Trustees are issued an induction pack and have the opportunity to talk with the Director and other Trustees about the organisation and its development plans. An annual Skills Audit of Trustees ensures that the spread of skills to support **nesa's** work is relevant and provides for the refreshment of Trustees as necessary.

The Board receives quarterly updates on progress against the Annual Work Plan and Financial Reports, including income and expenditure. The Finance and Fundraising Sub-committee reviews financial systems and funding progress quarterly and the Personnel Sub-committee meets when necessary to review staff requirements.

nesa's Staff Team

nesa's staff team is also widely experienced in the arts and management and demonstrates a high level of professionalism, passion and commitment to their work [appendix 9]. They are a key resource for the organisation bringing expertise and experience in arts project development and management, financial, IT, office, and marketing management. Following a comprehensive recruitment process the staff development programme provides for a period of induction and regular 121 meetings with the Director to monitor progress and keep informed of strategic issues. An annual Performance Review, analyses performance, sets targets and identifies training needs for the coming year. This informs the development of a Work Plan that is agreed by both the Director and the staff member, and is reviewed at staff 121 and Board meetings throughout the year. The Director is line managed by the Chair of the Board of Trustees.

Monthly staff meetings provide opportunities to share good practice, strategic and organisational developments, and the annual Away Day with the Board of Trustees ensures that a shared vision is developed and pursued, and that the organisations progress towards its goals is monitored.

Freelance Artists

nesa recognises that freelance artists play a significant role in our creative programme and that the socially engaged nature of our work places specific requirements on the skills and abilities of the artists that we employ. **nesa** provides comprehensive management procedures to support our creative programmes, but the artists we employ must still possess specific qualities, attitudes, experience and qualifications. These may vary according to the nature of the project, the skills, abilities and focus of the participants and the community.

nesa has developed a Unique Offer for Artists, [Appendix10] which includes running 2 art|speak events a year that act as discussion and skills learning opportunities for artists and where possible we aim to fund mentoring opportunities for new artists. We are also working with educational and cultural organisations to develop an accredited post-graduate course for artists who want to develop their skills in working in community settings.

nesa's operational systems

nesa's aims for a process of continuous improvement in all its operational systems. This includes financial systems, risk management, staff development and the annual review and updating of all policies and procedures as necessary.

Financial Systems

nesa has developed a comprehensive manual outlining our financial systems. This includes **nesa's** Funding Strategy [appendix 11] which recognises the importance of developing a diverse and sustainable funding package for the organisation that is relevant to and supports the capacity of the organisation to achieve its outcomes. The Funding Strategy acknowledges the current difficult funding climate and proposes a number of solutions including the

potential to develop higher levels of public service delivery and the development of a Trading Arm, **nesa2**, [appendix 12] which will generate a financial profit that will feed back into the organisation. A Funding Action Plan [appendix 13] outlines the process and timelines for these solutions, and a three year budget can be found at appendix 14.

Monitoring and evaluation

Monitoring and evaluation are integrated within project planning and development. Using a Project Proposal Template, Development Workers plan how they will monitor and evaluate a programme of activity right from the start, when outcomes are agreed and milestones identified. These form the performance indicators for the project and progress towards them is monitored quarterly.

Feedback is sought from participants, partners and artists throughout the project and this information informs and shapes delivery. **nesa** works closely with funding organisations to ensure that the appropriate evaluation material is collected.

nesa collects quantitative information: attendance and participation figures; ethnic; age and gender specific information; and levels of customer satisfaction. We work with partners where appropriate to use evaluation specific tools that measure health and other improvements.

We also collect qualitative information including, personal assessments of increased confidence, self esteem and skills, artists and partners assessment of **nesa's** management effectiveness and participants progress and we work with other organisations to encourage participants to progress to further opportunities.

nesa aims to find interesting approaches to gaining feedback from participants. When questionnaires are the most appropriate method, **nesa** supports participants with literacy challenges to complete forms or provides alternative methods such as audio recording.

nesa makes good use of opportunities to work with external evaluators and a number of external evaluation reports are available to read on our website www.nesacreativechange.org.uk

Marketing

nesa has a comprehensive Marketing and Communications Strategy which defines the scope and intentions of our internal and external communications and marketing. We are currently engaged in a review of our marketing materials and methods to ensure accessibility to our stakeholders and partners.

Customer Satisfaction

nesa aims to at least meet and where possible to exceed customer expectations. We do this by ensuring that organisational and project

management processes and procedures are of the highest quality and by gaining feedback from participants, partners and artists on their levels of satisfaction with our project development and management. **nesa** sets annual targets for customer satisfaction, reviews progress six monthly and feeds the information into the strategic planning cycle and staff development programme to implement necessary changes.

Complaints procedure

nesa advertises the presence of a Complaints Procedure at workshops and events. A poster sets out the first stages of making a complaint, encouraging the complainant to address the issues in person with the artist/s or project co-ordinator, but advising that if they feel the issue is unresolved they can contact the **nesa** office and make a complaint in whatever form is most convenient for them. A Complaint Form is available on request.

Any complaint is dealt with by the Chair of Trustees, and we promise to respond to the complaint within 10 days. **nesa** keeps complaints for 3 years or until all outstanding issues have been resolved.

Accommodation

nesa moved to new accommodation in March 2009 at Writhlington School. The school is at an exciting stage in its development towards a Learning Campus. A new building is currently being built and when the move is completed in 2010 **nesa** will be in a good position to work with the Campus to develop its community remit, contribute to both in and out of school creative activities and the utilisation of the schools resources for community benefit.

The decision to move to Writhlington School followed a comprehensive Options Analysis and was based on potential benefits to **nesa** in that an office base at the campus:

- Provided excellent strategic placing to enable to **nesa** to embed our work within Children's Services.
- Supported **nesa** to explore further links with extended school provision and education.
- Placed us in an excellent position to support the school to extend their community remit.
- Did not impinge upon **nesa's** outreach work with communities throughout B&NES.

Appendix 1

<p style="text-align: center;">Political</p> <p>Government and local Government shared priorities:</p> <ul style="list-style-type: none"> • Raising standards in schools • Improving the quality of local environments • Improving the quality of life for young people, families at risk and older people • Promoting healthier, safer and stronger communities. <p>Local Strategic Partnerships. Local Area agreements. Accountability and empowerment. Imperative to work with and develop the voluntary sector. Cultural [inclusion] activities:</p> <ul style="list-style-type: none"> • Culture contributes to shared government priorities [Cultural Pathfinders Evaluation, South West Observatory, Culture] • Effective catalyst for learning, advocacy and raising awareness about the role of culture in furthering strategic goals of local authorities. • Success of cross-cutting approaches to policy development and implementation • Partnership approach is key to the successful delivery of outcomes. • Cultural leadership is vital to embed culture both at a policy and national and delivery and partnership levels. 	<p style="text-align: center;">Economic</p> <p>Creative and cultural industry focus. Artists economic sustainability Macro Businesses – Artists working in socially engaged participatory arts [SEPA]. Artists training and accreditation [Bath Spa] Sustainable economy. Social Enterprise. Social impact of the arts. Regeneration</p> <ul style="list-style-type: none"> • Urban • Rural <p>Evidence, research and advocacy. Communication and advocacy strategy to improve understanding and competency. Arts and voluntary sector</p> <ul style="list-style-type: none"> • funding cuts • oversubscription <p>nesa sustainable funding initiative</p>
<p style="text-align: center;">Social</p> <p>South West:</p> <ul style="list-style-type: none"> • Remaining pockets of disadvantage • Skills gaps • Inequality of access. <p>Social cohesion:</p> <ul style="list-style-type: none"> • Challenge of new housing • Impact on community cohesion. <p>Cultural inclusion:</p> <ul style="list-style-type: none"> • Benefits of working with people to support their right to represent themselves in a democracy. <p>Cultural diversity:</p> <ul style="list-style-type: none"> • Understanding • Integration <p>Social enterprise to support the delivery of public services by communities for themselves.</p>	<p style="text-align: center;">Technological</p> <p>Media industry New media marketing</p> <p>Community web-casting network can be an excellent tool for cultural inclusion:</p> <ul style="list-style-type: none"> • Information exchange • Dialogue • Creative content • Community pride • Cohesion • Addresses the digital divide <p>Open access digital media studios/community resource.</p>

Local Priorities, B&NES:

Young People, Not in Education, Employment or Training [NEET]; Learning and skills development; Early years, family learning and parenting; independence of older people; health improvement, teenage pregnancy, obesity, drug and alcohol abuse; Community safety; empowerment; cultural inclusion.

**Additional material from PESTEL analysis, Trustee/Staff Away Day
October 2008**

Political	Economic	Social
<ul style="list-style-type: none"> • Communities in Control: Real People Real Power, Govt. White Paper July 08 • Democracy – partnership with local government and local communities • Community assets • Regeneration 	<ul style="list-style-type: none"> • Credit Crisis • Recession • Commissioning process/competition • Social enterprise • Community kitties • Changing Funding Streams • Sustainability/diversification • Reactive or pro-active? 	<p>Community Empowerment</p> <ul style="list-style-type: none"> • Giving Voice • Citizenship • Well-being • Inclusion • Emotional resilience • Community Learning • Learning Villages • Community Assets • Regeneration
Technological	Environmental	Legal
<ul style="list-style-type: none"> • Web 2 • Digital inclusion, skills gap and accessibility • Inter-activity supporting empowerment 	<ul style="list-style-type: none"> • Sustainability • Transition Towns • Local economies • Community enterprise. 	<ul style="list-style-type: none"> • Local Authority “Duty to involve” • Commissioning: legal contractual agreements to deliver services.

Appendix 2

Strengths	Weaknesses
<ul style="list-style-type: none"> • Highly creative and committed staff team with integrity and strong skills base • Good track record and reputation • Innovative creative programme based on the nesa model and with a clearly focused programme that target diverse communities • Emphasis on partnership development and working • Projects integrated with local priorities • Projects linked to the Community Empowerment Agenda • Strong Evidence Base • Focus on developing quality of both process and product • Full time Director promoting a strategic approach to project development, the development of realistic goals and regular activity reviews • Stronger organisational systems, procedures and resources, PQASSO level 2 • No organisational debt • High quality marketing processes and materials • Good internal and external communications systems • Website, with further development planned • Executive membership of the Cultural Forum • B&NES Youth Arts Strategy in development • Unique offer for artists • Clear niche – value for money • User involvement promotes high levels of community ownership • ACESW funding/recognition, B&NES SLA's • Fundraising Skills • Well qualified and experienced Board of Directors 	<ul style="list-style-type: none"> • Assessing capacity to deliver • Profile, in particular the organisations name creates a source of confusion and does not communicate effectively what we do. • Short term funding makes planning difficult and creates lack of continuity for staff and the risk of losing experience and expertise. • Partnerships – low level of commitment in some cases hampers development and delivery • Lack of volunteers – need for a coordinator • Lack of transport for exhibitions • No financial/fundraising trustee

Opportunities	Threats
<ul style="list-style-type: none"> • To work with communities to address local priorities and issues and influence policy development, public service delivery and local economies • Build on and develop the successful art works Initiative • Public service delivery • Cultural Regeneration and Empowerment agendas in B&NES • Develop work in new areas such as • Redesign work with young people: <ul style="list-style-type: none"> ○ 0 – 25 yrs ○ skills agenda ○ accreditation ○ consultation ○ family learning ○ creative education • Lead the development of a B&NES Arts & Health Partnership to increase arts & health activity • Membership of the Cultural Partnership encourages a leadership role for nesa. • Creative social enterprise development with communities • Phased Website development, supports raising of profile alongside ongoing marketing and PR development • Web-casting project in Radstock, provides a creative resource for community development • Potential to develop a capital bid for IT and mobile digital studio • Environmental policy development [green projects] • Development of a sustainable, diverse funding package and trading arm • Full Cost Recovery supports realistic core funding • Development of new partnerships/Business Sponsors • Potential to develop ACESW RFO Funding agreement • Strategic partnerships with cultural and non-cultural organisations • Developing strategic partnerships with other local authorities • The development of a strong, long term organisational vision • Development of a strong brand through promotional work and accessible marketing initiative • Research Programme to support evidence gathering and advocacy • The Olympics 2012 will provide opportunities for cultural projects 	<ul style="list-style-type: none"> • Short Term Funding has an impact o the organisations ability to plan and develop • Lack of continuity through low levels of funding • Local Authority funding cuts • The Recession will impact on funding for the arts • The Olympics will also have an impact on levels of funding for the arts • Oversubscription to Big Lottery and other non-statutory funders • Health Service Funding proving difficult to obtain • Contracting and procurement systems inconsistent and unclear • The Commissioning process: issues of competition, competence, image and track record • Changes in partnership priorities • Others claiming the territory • Pressure on leisure £ • Legislation – not keeping up with • IT – slows progress, need to keep up/review

Appendix 3

The Benefits of Participating in Arts Activities

- | | |
|--|---|
| <ul style="list-style-type: none">• Improve social cohesion• Support community empowerment and self determination• Enhance local image and identity• Change perceptions of neighbourhoods• Contribute to personal development, imagination and vision• Improve health and well-being• Activate social change• Improve economic performance• Raise public awareness of an issue | <ul style="list-style-type: none">• Lead to training and employment• Engage hard to reach people in regeneration programmes• Promote tolerance and understanding of diversity• Reduction of anti-social behaviour and crime• Reduce exclusion• Reduce graffiti and vandalism• Reduce fear of crime• Improve quality of life• Promote the development of transferable skills |
|--|---|

Appendix 4				3 year Programme of Work			
2008/09		2009/10		2010/11		Outcome	
Partnership development						<p>nesa's vibrant creative programme will promote the development of creative communities across B&NES, the region and nationally.</p> <p>Creative projects will consult, engage, involve and empower local people of all ages to help shape their communities and to affect policy development.</p> <p>Projects will be integrated with local priorities, assisting local partnerships to deliver services outlined in the Local Area Agreement.</p> <p>nesa will be a valued leader and partner in the development and delivery of programmes to target local, regional and national cultural inclusion priorities.</p> <p>nesa's national profile will support advocacy and strategic development for the arts and cultural inclusion.</p>	
<ul style="list-style-type: none"> Local Action Group [LAG] development focused on Radstock to develop art works Festival. Funding application to Policy and Partnership for Community Empowerment delivery 		<ul style="list-style-type: none"> LAG Development of programme of activity that supports economic development, service provision and inclusion, providing year round activity that culminates in a focus event and supports community empowerment and cultural industry in the locality. Review of activity to support the rolling out of this model to other communities in B&NES. 		<ul style="list-style-type: none"> Continued development and monitoring of programme. Action Plan for 2011/14 in development 			
<ul style="list-style-type: none"> Norton Radstock Arts Working Party development Baseline established of arts activity in the area. 		<ul style="list-style-type: none"> Norton Radstock Arts Working Party: quarterly meetings Three year plan. Increased arts/cultural activities in the area 		<ul style="list-style-type: none"> Norton Radstock Arts Working Party: quarterly meetings Increased and diverse arts/cultural activities in the area Review and ongoing plan in development 			
<ul style="list-style-type: none"> Keynsham Arts Working Party: quarterly meetings 		<ul style="list-style-type: none"> Keynsham Arts Working Party: quarterly meetings Increase in arts projects in Keynsham 		<ul style="list-style-type: none"> Keynsham Arts Working Party: quarterly meetings Increase in arts projects in Keynsham 			
<ul style="list-style-type: none"> Somer Valley Partnership Full member 		<ul style="list-style-type: none"> Quarterly meetings Involved in and influencing policy development 		<ul style="list-style-type: none"> Quarterly meetings Evidence of an increase in cultural activity supporting empowerment and regeneration 			

<ul style="list-style-type: none"> • Cultural Forum: member of and representative on the Research Group. 	<ul style="list-style-type: none"> • Cultural Forum: member of Executive Group and Research Group • Increased advocacy and awareness of the role of cultural inclusion in B&NES 	<ul style="list-style-type: none"> • Cultural Forum: member of working party • Increased cultural activity in B&NES • Increased understanding of the role of creativity in community regeneration in B&NES 	
<ul style="list-style-type: none"> • Partnerships with communities in development: Radstock, Peasedown St. John and Snow Hill • Investigating potential to deliver services in neighbouring counties of Somerset, Wiltshire and Bristol 	<ul style="list-style-type: none"> • Partnerships with communities in development: Keynsham, and Paulton • Service Level Agreement in place to deliver community arts projects in a neighbouring county 	<ul style="list-style-type: none"> • Partnerships with communities in development: South Bath, and neighbouring counties. 	
<ul style="list-style-type: none"> • Creative Community Development Forum, Steering Group member [Regional]: annual residential event and quarterly meetings planned. • Under Review 	<ul style="list-style-type: none"> • Creative Community Development Forum, annual residential event and quarterly meetings planned. 	<ul style="list-style-type: none"> • Creative Community Development Forum, annual residential event and quarterly meetings planned. 	
<ul style="list-style-type: none"> • Developing partnership with Children's Services in B&NES. • Young People & Creativity Plan in place including project delivery, Funding Action Plan 	<ul style="list-style-type: none"> • nesa policy Integrated with Children's Services, providing public services around children and family learning and working with young people. [See Young People and Creativity Plan] • Service Level Agreements in place, nesa delivering services in partnership with other organisations • Creativity works publication promotes nesa's work in wider context of socially engaged arts, and regeneration 	<ul style="list-style-type: none"> • Service Level Agreements in place, nesa delivering services in partnership with other organisations 	

<ul style="list-style-type: none"> • Somer Community Housing Trust: ongoing partnership development. • Projects taking place in Clandown 	<ul style="list-style-type: none"> • Somer Community Housing Trust: Project delivery plan • Evaluation of projects successes: plans in development for continued partnership delivery 	<ul style="list-style-type: none"> • Development Plan in place
Artists Support and Development		
<ul style="list-style-type: none"> • nesa unique offer for artists revised and in place 08/09 	<ul style="list-style-type: none"> • nesa unique offer for artists Review and Action Plan 09/10 	<ul style="list-style-type: none"> • nesa unique offer for artists Review and Action Plan 10/11
<ul style="list-style-type: none"> • 2 art speak Events 	<ul style="list-style-type: none"> • 2 art speak Events 	<ul style="list-style-type: none"> • 2 art speak Events
<ul style="list-style-type: none"> • Socially Engaged Participatory Arts Post-graduate course in development. Member of Working Party. Potential to begin [if proposal accepted] Autumn 09. 	<ul style="list-style-type: none"> • Socially Engaged Participatory Arts Post-graduate course. nesa member of Working Party and involved in delivery. 	<ul style="list-style-type: none"> • Socially Engaged Participatory Arts Post-graduate course. Nesa member of Working Party and involved in delivery.
Organisational Development		
<ul style="list-style-type: none"> • Working towards PQASSO level 3 • Planning ISO 9000 instead 	<ul style="list-style-type: none"> • ISO 9000 Quality Assurance external evaluation achieved 	<ul style="list-style-type: none"> • Process of continual management improvement in place
<ul style="list-style-type: none"> • Governance: Board members encouraged to take part in Training Programme • Skills Audit completed • Recruitment for Fundraising Group 	<ul style="list-style-type: none"> • Fundraising Group Action Plan 	
Funding		
<ul style="list-style-type: none"> • Development of Sustainable and Diverse Funding Package • Funding Strategy and Action Plan 08/09 	<ul style="list-style-type: none"> • Feasibility Study Trading Arm • Pilot projects to support trading arm development Trading Arm established: post and marketing in place • Funding Strategy and Action Plan 09/10 	<ul style="list-style-type: none"> • Trading Arm contributing to nesa core and project costs • Funding Strategy and Action Plan 10/11

<p>Creative Programme: Partnerships and funding packages support existing project development and identify new projects</p>		
<p>Young People and Creativity:</p> <ul style="list-style-type: none"> • 3 Year Plan • Skills agenda • Modern Apprenticeships • Extended Schools • Family Learning <p>Creativity works projects supporting programme development and strategic placing as well as project delivery. Creativity works Publication: advocacy tool to support organisational development, July 2009</p>		
<p>Arts & Health:</p> <ul style="list-style-type: none"> • 3 Year Plan • Creative Links • My Time My Space/Over to You • Fit for Life • Pathways of care [Blackberry Hill medium secure Unit] <p>MTMS developed as a brand for wellbeing and empowerment.</p>		
<p>Neighbourhood Arts Programme:</p> <ul style="list-style-type: none"> • 3 Year Plan • Creative Places Project <ul style="list-style-type: none"> ○ Norton Radstock ○ Peasedown St John ○ Snow Hill ○ Keynsham ○ Paulton ○ South Bath • art works annual festivals • Somer Community Housing Projects 		
•	• Funding for Development Workers reviewed. Establish potential for longer term posts.	•
•	• Adopt Progression Routes Paper/policy	•

<ul style="list-style-type: none"> • Research and development towards establishing creative social enterprises with communities 	<ul style="list-style-type: none"> • Two social enterprises established 	<ul style="list-style-type: none"> • Two more social enterprises established 	
<ul style="list-style-type: none"> • Research and development towards a web-casting project Norton Radstock 	<ul style="list-style-type: none"> • Proposal and Action Plan in Place for Digital Inclusion project • Pilot project 	<ul style="list-style-type: none"> • Digital Inclusion project in place 	
<ul style="list-style-type: none"> • 	<p>Additional groups and issues to target:</p> <ul style="list-style-type: none"> • People with Learning Disabilities • Carers • Older People • Environmental issues • Public Art 	<ul style="list-style-type: none"> • 	
Advocacy and Marketing			
<ul style="list-style-type: none"> • Promotional activity <ul style="list-style-type: none"> ◦ Programme of promotional events and activities 	<ul style="list-style-type: none"> • Promotional activity <ul style="list-style-type: none"> ◦ Programme of promotional events and activities 	<ul style="list-style-type: none"> • Promotional activity <ul style="list-style-type: none"> ◦ Programme of promotional events and activities 	
<ul style="list-style-type: none"> • Developing potential for a Conference: Cultural Inclusion 	<ul style="list-style-type: none"> • Conference 		
<ul style="list-style-type: none"> • Research Programme: Proposal for joint research programme with other cultural organisations into the role of the arts in cultural inclusion 	<ul style="list-style-type: none"> • Research Programmes in place • Proposal for Research programme led by communities 	<ul style="list-style-type: none"> • Monitoring of results • Evidence supports raised awareness about the arts and cultural inclusion • Increased number of projects 	
<ul style="list-style-type: none"> • Marketing for Accessibility initiative [Creative Places] • New approaches and materials support wider and new audiences 	<ul style="list-style-type: none"> • Review of new approaches and materials • Marketing Strategy redefined 	<ul style="list-style-type: none"> • Marketing Strategy Review and Action Plan 	

3 year Programme of Work 2008/2011			
2008/09	2009/10	2010/11	Outcome
<ul style="list-style-type: none"> • nesa Arts & Health 3 Year Plan in development and operational • 3 year Service level Agreement in place, Arts Development • 1 year SLA Adult Care and Health. • Develop partnerships with Health Trusts and PCT's in the north of the Region • B&NES Arts & Health Partnership brief agreed • Inaugural meeting to determine Terms of Reference • Programme of Partnership meetings and activities agreed • Opportunities in place to promote the sharing of good practice • Research Programme development • Links established with Arts & Health Partnership South West • Key Objectives agreed. [Appendix 15] 	<ul style="list-style-type: none"> • nesa Arts & Health 3 Year Plan operational • Develop 3 Year SLA with Adult Care and Health • nesa and B&NES Arts & Health Partnership projects featured in regional and national Conferences • Partnership meetings: quarterly • Inter-agency project development • Mapping of Arts & Health activities in B&NES to establish baseline and set targets for improvement • Progression routes for participants in development as part of partnership • Funding package development • Increased number of projects • Increased number of cultural organisations working in arts & health initiatives • Increased number of health services running arts projects as part of their service delivery • Methods of accreditation research • Research projects in place 	<ul style="list-style-type: none"> • nesa Arts & Health 3 Year Plan review and development • nesa and B&NES Arts & Health Partnership projects featured in regional and National Conferences • Partnership meetings: quarterly • Inter-agency project development • Funding packages in development • Increased number of projects • Increased number of cultural organisations working in arts & health initiatives • Increased number of health services running arts projects as part of their service delivery • Methods of accreditation in place • Research provides evidence to support the development of Arts & Health projects • B&NES Arts & Health Partnership plays regional and national role in the development of Arts & Health initiatives. 	<p>nesa will lead the development of an Arts & Health Partnership in B&NES, providing advocacy for and sharing good practice in the development of projects that tackle health, mental health and wellbeing.</p> <p>An increased number of arts & health projects will be taking place in B&NES delivered by a variety of cultural organisations in partnership with Health Trusts and Primary Care Trusts.</p> <p>The Partnership will be a significant advocate for arts & health projects and be in a position to demonstrate the personal value and cost effectiveness of arts & health initiatives.</p>

Appendix 5 : Work Plan 2009/10

Strategy					
Tasks	Targets	Who	Time Frame	Progress	Date achieved
Strategic Partnership Development	Norton Radstock Cultural Working Party: <ul style="list-style-type: none"> Meet with Ann Cullis and Town Clerk, to consider presentation to the Council about developing the Working Party Working Party Agreed, Terms of reference established Three year plan 	LF	Q1 Q2 Q3/4		
	Keynsham Arts Working Party: quarterly meetings <ul style="list-style-type: none"> Working with KTC and B&NES Arts Development to develop a new three year Plan 	LF	Ongoing		
	Cultural Forum: <ul style="list-style-type: none"> Member of Executive Group Member of working party Research Develop Social Impact research brief and long term programme 	LF/M M	Ongoing		
	B&NES Cultural Strategy 08 -11 Member of Working Party to research and write strategy	LF			
	Norton Radstock Regeneration Company: develop relationship and progress funding for empowerment.				

Partnerships with communities in development: <ul style="list-style-type: none"> • Radstock, • Peasedown St. John • Snow Hill 	LF+	Ongoing		
Investigating potential to deliver services in neighbouring counties of Somerset, Wiltshire and Bristol	LF			
Creative Community Development Forum,	LF	Ongoing		
Developing partnerships with Children's Services in B&NES <ul style="list-style-type: none"> • Young People & Creativity Plan in place • creativity works project completion, publication, evaluation and promotion • Extended Schools proposal and Action Plan • Creative Education proposal 	LF	ongoing		
Somer Valley Partnership meetings and development of role in Partnership for planning and development	LF	ongoing		
Somer Community Housing Trust: <ul style="list-style-type: none"> • Ongoing partnership development • 2/3/year programme of activity 	LF	ongoing		
Cultural Olympiad: work with communities, Cultural Forum and Regional organisations to develop links and bids.	LF			

	<p>Stakeholder groups: develop policy and plans to ensure grass roots involvement in nesa's organisational development.</p> <ul style="list-style-type: none">• review sessions built into project plans using standard questions about nesa's work• Process for collation and analysing in place	LF			
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Organisational Development					
Tasks	Targets	Who	Time Frame	Progress	Date achieved
Organisational Improvement	Review of organisational management to ensure nesa meets criteria for new era of procurement by Local Authorities. <ul style="list-style-type: none"> • Review all policies and procedures [Annual Policy Review Timetable in place] • Annually Review Financial management and systems and procedures • Develop Management Fee structure and explanation • Develop a Feasibility study to support development of trading arm 	LF/AS	Q1 onwards		
	<ul style="list-style-type: none"> • Review Commissioning Process and assess relevance and fit with nesa. 	LF	Q1		
ISO 9001. Quality assurance system to replace PQASSO	<ul style="list-style-type: none"> • External evaluation of nesa management systems and procedures supports tendering for Local Authority service provision. 	LF			
IT	<ul style="list-style-type: none"> • Database Maintenance • Review distribution lists and constant contact systems • Maintain equipment and plan for renewals • Troubleshooting • Training and support for staff 	AS	ongoing		

Writhlington Campus	<ul style="list-style-type: none"> • Strategic positioning of office space to enable nesa to embed our work within Children's Services. • Explore further links with extended school provision and education. • Develop plans to support the school to extend their community remit. • Continue to develop nesa's outreach work with communities throughout B&NES. • Continued involvement in discussions about the proposed Radstock Community Resource 				
Marketing & Advocacy: Review and Implement Marketing and Communications Strategy to: <ul style="list-style-type: none"> • Ensure the integration of marketing throughout project planning and delivery • Ensure the consistency of nesa's message • Raise nesa's media profile • Collect, analyse and disseminate evidence of good practice • Ensure two-way communication with stakeholders to demonstrate changes made to nesa creative programme as a result 	<ul style="list-style-type: none"> • Review Marketing and Communications Strategy • Develop Action and promotional Plans. • Assess capacity for marketing 	LF	Q1		
	Communications: <ul style="list-style-type: none"> • Annual Review 08/09 	ALL	Q2		
	<ul style="list-style-type: none"> • Newsletter + enewsletter produced and circulated three times a year – 	ALL	ongoing		
	<ul style="list-style-type: none"> • Review and Update marketing materials as appropriate 	ALL	ongoing		
	<ul style="list-style-type: none"> • Update website regularly and monitor use to ensure relevancy. 	AS	Ongoing		
	<ul style="list-style-type: none"> • Develop feedback opportunities including online and other new-media techniques • Review SMS Texting and other initiatives from the Creative Places Project – make recommendations 	AS	ongoing		
	<ul style="list-style-type: none"> • Web-site development 	AS	ongoing		

	<ul style="list-style-type: none"> • Monitor press coverage and develop relationship with the media. Encourage feature style coverage 		Ongoing		
	<ul style="list-style-type: none"> • Targeted dissemination of information using distribution lists 		ongoing		
	<ul style="list-style-type: none"> • Develop performance indicators of internal and external communications, project attendance, event planning and attendance and materials. • Quantitative and qualitative 				
	<ul style="list-style-type: none"> • Develop opportunities with partners to advocate the use of creative activities in social inclusion agendas. 		Ongoing		
	<p>Branding</p> <ul style="list-style-type: none"> • nesa image and brand reviewed and Action Plan Developed 				
Staff Development	Review Project management procedures including financial systems at Staff Meetings	LF	Ongoing		
	Training Plan in place	LF	Q1		
Governance	<p>Maximise Trustee involvement</p> <ul style="list-style-type: none"> • Attendance at meetings • Fundraising and sponsorship: Fundraising Group development • Planning and development [annual away day] • Programme/Project Champions • Social events 	LF/JD	ongoing		
	<ul style="list-style-type: none"> • Training [CVS] • New members • Induction 	LF/JD	ongoing		
	<ul style="list-style-type: none"> • Review stakeholder involvement, 				

	customer satisfaction issues and develop plan to ensure grass roots involvement in nesa organisational development.				
Artists Support & Development	Revise nesa Unique offer for Artists	LF			
	2 art speak events <ul style="list-style-type: none"> • Creativity works Master Class • Review Funding 	All			
	Socially Engaged Participatory Arts Post graduate course. Member of Working Party. Potential for course to begin Autumn 09. nesa role in delivery and consultancy.	LF/AH	ongoing		

Finance & Funding					
Tasks	Targets	Who	Time Frame	Progress	Date achieved
Develop a sustainable and diverse funding package	Funding Strategy and Action Plan 09/10 reviewed Quarterly	LF/ Board			
See Funding Strategy and Action Plan	Feasibility Study: Trading Arm	LF	Q1 onwards		
	Pilot projects to support trading arm development <ul style="list-style-type: none"> • Staff recruitment • Business Plan 	LF			
Monitor financial budgeting and control systems	Review systems: Issues	LF/DB	Quarterly		
Fundraiser Initiative	Funding				

Creative Programme Key Issues					
Tasks	Targets	Who	Time Frame	Progress	Date achieved
Advocacy for cultural inclusion	Research Programme: Proposal for joint research programme with other cultural organisations into the role of the arts in cultural inclusion	LF			
Accreditation and progression routes Developed in partnership and supporting sustainable development	Cross-programme policy and procedures to support ongoing activities for project participants.	All			
Potential project development areas: • See Strategic Plan	Establish criteria, potential funding.	All	ongoing		
Digital inclusion	Develop Mobile digital studio as part of development of digital inclusion initiative	LF/ Team			
Social Enterprise	Research and development towards establishing two Social Enterprises with communities	LF/ Team			
Monitoring and evaluation	<ul style="list-style-type: none"> • Implement recommendations from the nesa: Research and development review completed by UWE June 2008 <ul style="list-style-type: none"> ○ Ensure consistency across projects ○ Improve identification of outcomes and indicators ○ Analyse evidence ○ Impact on marketing needs ○ Identify key research topics 				

	<ul style="list-style-type: none"> ○ Identify partners in research ○ funding 				
	<ul style="list-style-type: none"> • Review and revise Monitoring and Evaluation Policy and Procedures. 				

Neighbourhood Arts					
Tasks	Targets	Who	Time Frame	Progress	Date achieved
Neighbourhood Arts Programme:	3 Year Plan review and update <ul style="list-style-type: none"> • Community Empowerment process • Festivals, events, performances etc • Targeted Inclusional work • The nesa model [MTMS brand] • Progression • Extended Schools • Creative Education 	LF			
	Creative Places Project completion and evaluation	LF			
	art works annual festival development <ul style="list-style-type: none"> • Post and funding 	MM			
	Somer Community Housing Projects	LF	Ongoing		

Arts & Health					
Tasks	Targets	Who	Time Frame	Progress	Date achieved
Arts & Health Programme:	3 Year Plan Review and Update	LF/PF	Q1		
	Project development				
	Creative Links	LF/PF			
	My Time My Space/Over to You [brand]				
	Fit for Life				
	Pathways of Care [Blackberry Hill medium secure Unit]				
Secure long term funding for post and projects					
B&NES Creative Links Wellbeing and Arts partnership	3 year Service Level Agreement in place, Arts Development [year 2]	LF	Q1		
	1 year SLA Adult Care and Health. [2 days a week post, + funding Target] Reapplication September 09	LF	Q1		
	Develop partnerships with Health Trusts and PCT's in the north of the Region	LF/PF	ongoing		
	Programme of Partnership meetings and activities agreed				
	Mapping of Arts & Health activities in B&NES to establish baseline				
	Opportunities in place to promote the sharing of good practice				
	Progression routes for participants in development as part of partnership				
	Research Programme development linked with creativity works project				

Young People & Creativity					
Tasks	Targets	Who	Time Frame	Progress	Date achieved
Young People and Creativity Programme: creativity works	3 Year Plan Update <ul style="list-style-type: none"> creativity works proposal and evaluation report and recommendations Funding Plan 	LF/AH			
	Secure long term funding for Project Manager to focus on the strategic development and placement of this programme of activity.	LF			
	Develop Partnerships with Children's Services in B&NES and other neighbouring local authorities	LF/AH			
	Develop partnership with the LSC and training services to target work at the skills agenda and develop Modern Apprenticeships and social enterprises	LF/AH			
	Work with Norton Radstock College and others to develop work within the E2E framework	LF/AH			
	Proposal for extended schools activities	LF/AH			
	Proposal for Family Learning activities	LF/AH			
	Develop support mechanisms for children and young people to develop and manage their own arts and cultural activities. <ul style="list-style-type: none"> Web-based network Development tools 	LF/AH			

	creativity works Publication contextualises nesa's work in the socially engaged arts and regeneration field.				
	Develop a Series of promotional and educational events to promote this creative approach to working with children, young people and their families.				

Appendix 6

nesa

Cultural Policy 2008

nesa develops and delivers quality creative projects with communities, enabling positive change.

nesa uses creativity as a tool to consult, engage, involve and empower communities.

Introduction

“Among other things, art is a system for exploring, defining and expressing values – a kind of tool box that allows people to examine and re-imagine the values that they or others hold”

Matarasso Francois, Locucum, 20th February 2005 and nesa art|speak seminar October 2007

nesa believes that creativity is a vital ingredient, a tool for life, that contributes to:

- Improving well being and quality of life
- Developing and learning new skills
- Community Empowerment
- Social and economic regeneration
- Improving the environment

nesa uses participation in creative activity to consult people about how they feel about where they live and support them to get involved in taking positive actions that improve their surroundings, their circumstances their wellbeing and their quality of life. **nesa** engages groups of people who feel excluded and isolated in creative activities that include, socialise and empower.

People tell us that they come away from taking part in one of our projects feeling better about them selves, more confident, with new skills, and many claim that their lives have been transformed.

Our projects work:

- Because we listen to people, and support them to make their ideas real
- Because we work closely with other partner organisations to address local policies and priorities
- and because this ensures that we are working with groups and communities to address their particular needs and wishes in a way that encourages them to own them and act on them

This way of working has also been described as New Genre Public Art by Suzanne Lacy [Ed], in Mapping the Terrain: New Genre Public Art, USA, Bay Press, 1995. New Genre Public Art work engages with culture, seeks a relationship with its audience and aims to influence social strategy. The artists who work in this genre can be described as operating with an

“expanded repertoire” which includes creative and learning processes as well as artistic production, and with the goal to make art that matters.

nesa therefore has a strong commitment to working with artists to support their development and explore their relationship with culture and social change.

Quality and Development

nesa's creative programme integrates quality in both creative process and cultural outcomes.

The process of engagement with individuals and the community is vital. It is most effective if it is long term and therefore requires commitment and funding. It thrives on listening and responding to participant needs and interests and incorporates challenge, inspiration and skills development as it evolves.

Creative projects evolve out of partnerships with participants, artists, the community and other organisations that work within the community, ensuring that projects meet local needs and priorities and relate to government policies.

Progression routes are developed which support participants to gain further skills either by working with them to design new projects or signpost them to other opportunities.

nesa exercises a curatorial role in relation to the creative programme, ensuring high production values for all events, exhibitions, performances, publications and art works. **nesa** involves participants, artists and partners in the interpretation of work for exhibition or publication and acknowledges that a sensitive approach is needed in order not to stigmatise, discriminate or unfairly identify issues or problems facing individuals.

nesa recognises that art and artists play an essential role in our creative programme and we are gradually implementing a process of greater artist involvement in designing, developing and facilitating work with communities. Our experience has confirmed that working with artists at all stages of project development deepens the process of engagement, consultation and impact. It also tells us that different approaches work in different places and interventions must be community specific if they are to succeed.

In order to support artists in the development of their work with us, **nesa** is careful about how we recruit and induct artists, assist them to manage their work programme and evaluate their achievements. **nesa** has a job description and person specification for artists that focuses on their dual role as artists and community facilitators, this is used to recruit artists, alongside a clear [but flexible] project brief and where possible with the involvement of participants and partners.

nesa is committed to monitoring and evaluating the creative programme and to ensuring that the process influences future programme delivery and organisational development.

Public Engagement

nesa implements a dynamic and responsive approach to engaging local people with culture, promoting regeneration and raising the profile of socially engaged art in the south west region.

nesa's creative programme uses exhibitions, events, performances and publications as integral elements to celebrate achievement and promote community identity and pride. **nesa's** creative programme has a mix of outreach and inclusion projects based in local communities and using local facilities for both creating and exhibiting work.

nesa works in partnership with local initiatives such as festivals and events and in response to local, B&NES wide, regional, national and international priorities and initiatives. This helps to widen the horizons and ambitions of participants and artists working with **nesa** to implement the creative programme.

nesa ensures engagement with creative dialogue about cultural engagement through membership of the B&NES Cultural Forum; engaging and working in partnership with other cultural organisations; establishing projects that promote a dialogue across organisations and communities; and working with our regional Universities to develop and monitor training initiatives and research programmes.

nesa's commitment to artists support and development also contributes to this programming with bi-annual art|**speak** events that focus on issues of importance to artists who work in community arts; providing opportunities for the mentoring of emerging and established artists; linking in with the development of training opportunities for artists; and the support of project participants to improve their creative and transferable skills.

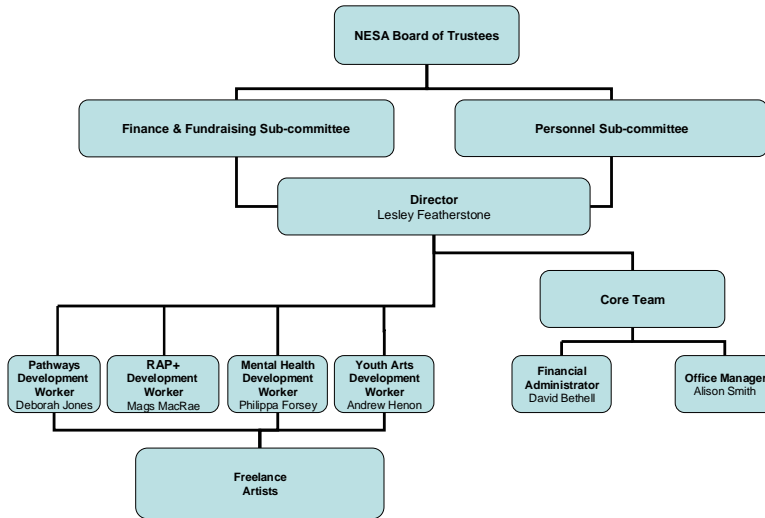
nesa uses its creative programme to raise the profile of **nesa** and socially engaged arts by developing creative cultural projects that demonstrate the role of creativity and culture in regeneration and empowerment, monitoring and evaluating the creative programme, sharing evaluation reports through our website; actively promoting successful projects and outcomes, writing papers and articles for publication.

Actions to incorporate in nesa Work Plan

1. Regular review of **nesa** artists support and development policy and procedures:
 - Including engagement of new artists, induction and recruitment
 - Continuing to programme art|**speak** events that address issues for artists working in community settings
 - Building opportunities for artist mentoring and training into our creative programme
 - Working with other cultural and academic organisations to develop training and development opportunities
 - Evaluating artists artistic and facilitative impact/quality
2. Continue and regularly review Monitoring and Evaluation Policy and procedures:
 - Aiming to maintain and improve quality and excellence of both process and product, with reference to RAP + Evaluation of Impact on Quality and Excellence Report [Appendix 2], RAP+ Artist in Residence Report [Appendix 3] and art|**speak**/Inclusional Perspectives Report [Appendix 4]
 - Planning to increase stakeholders more in developing **nesa** strategy
3. Develop a long term Research project that addresses the social impact of creativity, with cultural, academic and public service delivery agencies.
4. Develop a continuing relationship with cultural partners in B&NES through the Cultural Forum and by programming creative activities that link with Festivals and other events.
5. Develop an integrated approach to creative community development, working across issues and specialisms with communities and partners.
6. Develop our experience of working with individuals, communities and partners into a policy for Participant Progression that informs how we develop and deliver creative projects in a more joined up way.
7. Increase **nesa**'s involvement in the critical dialogue around Socially Engaged Arts, Public Art, Participatory Arts and the role of creativity in regeneration. This will be achieved through the development of Project work. Project Case Studies, articles for cultural periodicals and journals, publications for circulation, presentations at conferences and involvement with cultural and academic forums.

Appendix 7

NESA STAFF STRUCTURE



**Appendix 8
nesa**

Company Number: 3768255

Charity Number: 1075812

**Registered Office: Greystones, Church Street, Radstock, Bath,
BA3 3QQ**

Company Secretary: Ralph Wynne-Griffiths

TRUSTEES

Name	Address	Finance & Fundraising Sub-Committee member
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Appendix 9 nesa Staff Team

Core Team

Lesley Featherstone, Director Full Time

Director of **nesa** since June 2006, Lesley previously worked with **nesa** as part time Assistant Director and Project Manager. Lesley was Director of Tees Valley Arts, a renowned participatory arts organisation in the North East, from 2003 to 2005 specialising in social inclusion and regeneration projects. Lesley has experience both as a community artist and in arts project management and has a Master of Arts from the University of Sunderland in Arts in Context.

David Bethell, Finance Administrator P/T

David controls the books of accounts from invoice payment to annual accounts. Regular liaison with all members of staff enables him to monitor financial controls and update them as necessary. David previously worked in the rail industry, for 36 years, ending his career as Accounts Receivable and Claims Manager for Railtrack Great Western, with responsibility for income in excess of £200 million per annum. After leaving the railways he has held a variety of financial positions and gained a degree (2:1) in Sociology from the University of Bath. Unpaid work includes chairing the Bath and District Branch of the MS Society.

Ali Smith, Office Manager P/T

Ali has been working for **nesa** for approximately 8 months. She has a broad administrative background gained whilst working for a number of large international organisations such as Nabisco, Panasonic and Honda. She has also spent a number of years working as a self-employed videographer.

Development Team

Philippa Forsey, Development Worker Arts & Health P/T

Philippa was trained in design studies and has extensive experience facilitating visual arts workshops in community settings. She has a background in early-years provision and has been employed as a mentor and artist on the 5 X 5 X 5 Project. She was employed as the first artist on the Radstock *My Time My Space* project and joined the staff team in 2004 to develop **nesa's** work in South Bath and with people with mental health challenges. For the last year Philippa has been working on the Creative Change project.

Andrew Henon, Development Worker: Young People & Creativity P/T

Andrew has 20 years experience integrating his own conceptual and creative work into participatory community arts practice. He is experienced in developing site and need specific work that addresses socio-economic and environmental issues. Before joining **nesa** he ran youth arts projects for

Dorset Youth and Education Services. Andrew is currently studying for an MA from the University of the West of England and is also working as an Artist in Residence at **nesa**, and on other freelance projects.

Mags MacRae, Development Worker: RAP+ P/T

Mags has over 20 years experience in television directing and production, working with the world renowned Bristol based wildlife film makers at the Natural History Unit. She has worked as a gallery assistant for several years and has enabled rural art groups to meet and run. Mags is currently working with **nesa** to facilitate our flagship project art|works.

Deborah Aguirre Jones: Pathways Programme

Art making with other people is at the centre of Deborah's practice, whether as manager, co-ordinator, mentor or artist. Deborah believes that new understandings and images come out of the encounters, relationships and dialogue of shared experience and is passionate about the need of socially engaged art to be of a calibre which addresses contemporary arts practice. The Pathways Programme enables Deborah to continue her exploration of the cultural and social functions of art-making.

Appendix 10

nesa's Unique Offer to Artists working within communities

- 2 art|speak events per year
- Training courses, both in-house seminars and accredited pathways
- Signposting opportunities using in-house database FIRST
- Dedicated space on website. Wiki-site for artists to exchange ideas/solve problems, post videos/pictures. Blogs.
- Mentoring scheme for new artists
- Supported progression through projects
- Paid CRB checks

Recommendations so far

- Accredited training for artists at NVQ level4 and post-graduate level through partner organisations such as ArtsMatrix, Bath City College or others not yet identified.
- Regular programme of art|speak seminars – 2 per year covering our main themes of work – Arts & Health, Neighbourhood Arts, Young People & Creativity - with anticipated format of whole day with lunch, presentation/s by artist/s working in **nesa** projects in that field, plus, possibly a speaker from that field to initiate dialogue about a pressing subject relevant to participants. Only artists from our database will be invited.
- Regular newsletters – 3 per year – MARCH, JULY, NOVEMBER to keep everyone notified of current projects and successes
- Regular e-mails (not just as and when) about opportunities for work, training, networking, originating both from **nesa** and from other agencies – sent to our database FIRST, before widely circulating to other organisations for their website or e-bulletin.
- Even spread of art forms used for **nesa** projects. Current art forms that seem dis-associated from **nesa** are: creative writing, dance and drama.

Appendix 11

nesa Funding Strategy 2008 – 2011

Current funding climate:

- Local Authority funding cuts 08-11
- Recession
- Arts Council Funding cuts [Olympics]
- Oversubscription to Big Lottery and other non statutory funders
- Health service funding proving difficult to obtain
- Contracting and procurement procedures inconsistent and unclear, and creating competition
- Short term funding, impact on the organisation

In order to promote stability and sustainability for **nesa** we need to develop a diverse mixed funding strategy and package. To include:

1. Arts Council England South West [ACESW], continued annual application to Grants for the Arts.
2. Diversify Public Service delivery across B&NES Council targeting arts work that adds value to and enhances delivery of the Local Area Agreement [LAA].
 - Arts Development
 - Adult and Care Services
 - Children's Services
 - Integrated Youth Service
 - Policy and Partnership [regeneration and redevelopment initiatives]
3. Develop partnerships with Public Health Services in B&NES
 - B&NES Arts and Health partnership development
 - There are health targets in the LAA
4. Develop partnerships with the LSC and the RDA
 - Research potential for service delivery to work with young people and adults, skills towards employment
5. Develop Partnerships with Schools
 - Extended schools
 - Consultation and involvement
 - Arts in education development and delivery
6. Develop partnerships with other Local Authorities
7. Continued applications to Trusts and Foundations
8. Sponsorship and Fundraising events
9. Develop a Trading Arm that makes a profit and feeds back into central organisational costs and project delivery.

Key Issues for nesa

Promotion/marketing

- Raising awareness of nesa's work
- Advocacy for the arts in cultural inclusion and regeneration
- Support partnership development

Management Fees/Central Costs

- Continued use of Full Cost Recovery and agreed % Management Fees
- Development of standard consultancy/development fees
- Development of packages of costed services

Procurement/Commissioning processes

- Effective linking in with new ways of working
- Local Authority/Voluntary sector partnerships are a government priority
- Voluntary sector partnership/consortium development

Developing a Trading Arm – nesa2

- Feasibility Study/Business Plan
- Futurebuilders research/application www.futurebuilders.org.uk
- Loan/funding package assess viability in time of recession
- Employ Enterprise Manager and/or Development Worker: Creative Education
- Repay Loan over agreed period
- Earned income to cover:
 - Wages
 - Central costs
 - Loan repayments
 - Profit to contribute to central costs and project costs

For Profit Activities might include:

- Corporate Training
 - Team building activities
 - Stress management
 - Recreational activities
 - How to consult and involve creatively
- After School Clubs – off the peg activities
- Holiday Play Schemes [arts gap]
- School Arts Weeks
- Curriculum linked projects
- Continued Professional development
 - Teachers
 - Care staff
 - Artists
- Artists training, mentoring and coaching
- Skills packages, link to LSC/RDA
- Public Art initiatives
- Consultancy

- Rolling out successful projects
 - Toolkit
 - Case studies
- Sales
 - Toolkits
 - DVD's
 - Publications
 - Exhibition kit hire
 - Cards and postcards

Feasibility Study/Business Plan development

Futurebuilders England www.futurebuilders.org.uk

- Research
- Application
- Loan/funding package agreed
- Employ Enterprise Manager and/or Development Worker: Creative Education
- Repay Loan over agreed period
- Earned income to cover:
 - Wages
 - Core costs
 - Loan repayments
 - Profit to contribute to **nesa** reserves and extra project funding.

nesa2

For Profit Activities will include:

Corporate Training

- Team building activities
- Stress management
- Recreational activities
- How to consult and involve creatively

Children's Services

- After School Clubs – off the peg activities
- Holiday Play Schemes [arts gap]
- School Arts Weeks
- Curriculum linked projects
- Continued Professional Development [CPD]
 - Teachers
 - Care staff
- Skills packages, link to LSC/RDA – towards training and employment
- Modern Apprenticeships
- Social Enterprise

Artists training, mentoring and coaching

- art|speak events [some subsidy]
- CPD artists
- Modern Apprenticeships

Public Art initiatives

Consultancy

- Rolling out successful projects
- Toolkit
- Case studies

Sales

- Toolkits
- DVD's
- Publications
- Exhibition kit hire
- Cards and postcards

nesa2	2009/10	2010/11	2011/12	2012/13
Draft Financial Plan				
Income				
Futurebuilders loan	30000			
Futurebuilders Capacity Building	20000			
earned income	15000	61500	67595	78757
Total income	65000	61500	67595	78757
Expenditure				
Salaries and on costs	25000	26500	27595	28757
marketing	7500	7500	7500	7500
overheads	2500	2500	2500	2500
loan Repayments		10000	10000	10000
Total expenditure	35000	46500	47595	48757
profit: nesa Core and Reserves	30000	15000	20000	30000

Appendix 13

Funding Action Plan 2008/12			
2008/09	2009/10	2010/11	2011/12
Research potential to apply to Futurebuilders for investment package <ul style="list-style-type: none"> • Research procurement/commissioning processes B&NES and other Local Authorities • Establish evidence of activity supporting LAA target achievement 	Futurebuilders Investment Package in place, £50000.00 minimum: <ul style="list-style-type: none"> • Business Plan • Annual Plan and financial targets in place, reviewed quarterly by Board • 3 Year Contract [min] • Partnership working agreement [3year] reviewed annually 	<ul style="list-style-type: none"> • Loan repayments start, £10,000 per annum for three years • Annual Plan and financial targets in place, reviewed quarterly by Board 	<ul style="list-style-type: none"> • Loan repayments • Annual Plan and financial targets in place, reviewed quarterly by Board
Trading Arm nesa2 : <ul style="list-style-type: none"> • Feasibility Brief and Study • Business Plan development 	nesa2 development: <ul style="list-style-type: none"> • Business Plan • Employ Enterprise Manager and/or Development Worker: Creative Education • Earned income to cover: <ul style="list-style-type: none"> ○ Wages ○ Central costs ○ Loan repayments ○ Profit builds up nesa reserves ○ Target income generated £15000.00 • Marketing material developed 	nesa2 development <ul style="list-style-type: none"> • Target income generated <ul style="list-style-type: none"> • running costs - £36500.00 • Profit - £25000.00 	nesa2 development <ul style="list-style-type: none"> • Target income generated • Running Costs £37595.00 • Profit - £30000.00
ACE negotiations: <ul style="list-style-type: none"> • Grants for the Arts Application 	ACESW continued funding: <ul style="list-style-type: none"> • Target 100K per annum 	ACESW continued funding: <ul style="list-style-type: none"> • Target 100K per annum 	ACESW continued funding: <ul style="list-style-type: none"> • Target 100K per annum

<p>Sponsorship</p> <ul style="list-style-type: none"> Finance & Fundraising Sub-committee overview established Fundraising group established 	<ul style="list-style-type: none"> Fundraising Group Action Plan 08/11 Target £5000.00 	<ul style="list-style-type: none"> target £6000.00 	<ul style="list-style-type: none"> Target £7000.00
<p>Public Service Delivery research and development:</p> <ul style="list-style-type: none"> Children's Services [including schools, and extended schools, out of school activity/youth service] Colleges Policy and Partnership Town Councils Health Trusts & PCT's 	<p>Public Service Delivery :</p> <ul style="list-style-type: none"> SLA procurement/commissioning applications SLA's Agreed/contracts awarded <p>R&D:</p> <ul style="list-style-type: none"> Other Local Authorities <ul style="list-style-type: none"> Mendip Wiltshire Somerset Pilot Projects 	<p>Public Service Delivery:</p> <ul style="list-style-type: none"> Delivery R&D 	<p>Public Service Delivery</p>
<p>SLA Applications:</p> <ul style="list-style-type: none"> B&NES Arts Development Adult Care & Health Play Local Area Partnerships Policy and Partnerships 	<p>SLA applications:</p> <ul style="list-style-type: none"> To be agreed 		
<p>Funding Strategy:</p> <ul style="list-style-type: none"> Reviewed annually, as part of Strategic Planning Cycle <p>Funding Action Plan 2007/08</p> <ul style="list-style-type: none"> Reviewed quarterly Part time fundraiser employed 12 days through donations to the organisation Report received with recommendations 	<p>Funding Strategy and Plan 2008/09</p> <ul style="list-style-type: none"> Plan reviewed quarterly Establish feasibility of employing part time Fundraiser n a regular basis 	<p>Funding Strategy and Plan 2009/10</p> <ul style="list-style-type: none"> Plan reviewed quarterly Part Time Fundraiser in place Funding targets reviewed 	<p>Funding Strategy and Plan 2010/11</p> <ul style="list-style-type: none"> Plan reviewed quarterly

	Review feasibility of : <ul style="list-style-type: none"> • Full Cost recovery • Management Fees [%] • Standard consultancy and development fees • Packages of Costed Services. 		
Revise Reserves Policy	Revise Financial Systems in response to the recession, strengthen, initiate costs savings		
Promotions: <ul style="list-style-type: none"> • Promotions Plan in place • Presentations/development meetings 	<ul style="list-style-type: none"> • Annual Promotional and Event Plan • Review Marketing and Communications Strategy 	<ul style="list-style-type: none"> • Annual Promotional and Event Plan • Review Marketing and Communications Strategy 	<ul style="list-style-type: none"> • Annual Promotional and Event Plan • Review Marketing and Communications Strategy
Marketing for Accessibility: <ul style="list-style-type: none"> • Review marketing practice • Develop more accessible options to reach target participants, partners and stakeholders. • Develop distribution lists and segment contacts lists • Piloting marketing for accessibility initiatives , review and make recommendations 	<ul style="list-style-type: none"> • Monitoring progress quarterly 	<ul style="list-style-type: none"> • Monitoring progress quarterly 	<ul style="list-style-type: none"> • Monitoring progress quarterly
Research Project: <ul style="list-style-type: none"> • Brief in development • Discussions with Cultural Forum 	<ul style="list-style-type: none"> • Applications to grant awarding bodies, AHRC, • Agreement with Cultural Forum • Research starts 	<ul style="list-style-type: none"> • Research in progress • Interim report 	<ul style="list-style-type: none"> • Final Report end 2011 • Evidence supports advocacy for cultural inclusion
Sales : <ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • R&D sales potential through website • Sales targets set • Reviewed quarterly 		

Appendix 14

Organisational Budget 08/11	2007/08	2008/09	2009/10	2010/11
Income	projected			
Estimated earned income				
reserves carried forward		4000	19420	21319
Earned income/bank interest	2627	2600	2700	2800
Trading Arm		15000	61500	67595
Other B&NES Funding				
Adult Care & Health	8709	13766	14179	14604
Children's Services		10000	12500	15000
Youth Service	15500	0	0	0
Policy and Partnership		7500	7500	7500
Town Councils	22000	18000	18000	18000
Other Public Funding				
Public Health initiatives		7500	10000	12500
LSC/RDA skills development			5000	7500
Other Local Authorities		5000	7500	10000
Trusts and Foundations	144084	190000	200000	200000
Sponsorship				
Sponsorship and Fundraising initiatives		5000	6000	7000
Private Income				
Future Builders investment		50000		
In Kind income				
PCT service support costs	2000	2000	2000	2000
B&NES Arts Development	47162	30000	29640	29284
Total Income	242082	360366	395939	415102
Expenditure				
Artistic Expenditure	122301	184001	198477	202338
Materials and Equipment	23956	30000	35000	40000
Marketing and Audience Development	2500	5000	5150	5304
Organisational and Professional				
Development	500	1000	1000	1000
Overheads	82825	83945	86493	89118
In Kind expenditure	2000	2000	2000	2000
Other Expenditure/trading arm running				
costs		35000	36500	37595
Organisational reserves/extra project costs	8000	19420	21319	27747
loan repayments			10000	10000
Total expenditure	242082	360366	395939	415102

Appendix 15
Creative Links Wellbeing and Arts Partnership

Key Objectives identified from the inaugural meeting, November 2008:

Further Partnership meetings will focus on:

1. Maintaining a Strategic Overview.

- Providing an opportunity for partners to ensure they are up to date with current strategies and policies.
- Provide opportunities to discuss and establish how project delivery addresses the policies and delivers the required targets, cost effectively.
- Develop/contribute to a key resource/database [Room 102] of participatory creative activities.
- Develop Funding Packages that support project development and delivery.

2. Collect and analyse evidence to advocate for, publicise and promote the use of creative approaches to support health and well-being in B&NES.

- Through pooling monitoring and evaluation, partners can contribute to developing a body of evidence that supports the value of delivering participatory creative activities that result in improved health and wellbeing for B&NES residents.
- Establish an archive of material about projects in B&NES that address key issues, what worked and how? Including case studies, pilot projects and progression groups to demonstrate how creative projects can be used to deliver health and well-being outcomes.
- Share methods of collecting and analysing monitoring information, including imaginative use of film, drama and other media to advocate for, publicise and promote creative approaches to health and wellbeing.
- Contribute to the Social Impact of Culture Research Project being developed by the B&NES Cultural Forum, local universities and nesa.

3. Target Project delivery at key areas identified by speakers and contributors.

- Inclusion
- Age
- Gender
- Sexuality
- Culture
- Men's Health, particularly young men with alcohol and drugs issues
- Race equality – health outcomes
- Community engagement/re-engagement, community empowerment

- Skills development, towards employability, towards volunteering
- Develop and deliver projects in partnership that address these key areas.
- Examine the role of artists in the delivery of creative activity in the field of health and well-being and support them to gain skills and experience through seminars, training and mentoring opportunities.
- Develop mechanisms that will support the development of new community groups as a result of participation in a creative activity, potentially supporting the development of social and community enterprises.
- Establish support mechanisms for community groups, including skills development, training and mentoring to support inclusion and links with Information, Advice and Guidance [IAG] organisations
- Support people to volunteer their skills as members of community groups.

4. Engage with the commissioning process.

- Establish key organisational needs to deliver commissioned services in B&NES.
- Support skills development for organisations wishing to engage with the commissioning process.
- Explore the potential of establishing consortiums for the delivery of creative participatory projects.

5. Deliver a flagship wellbeing project for the Cultural Olympiad.

- Work together to pool ideas and resources for a flagship project that celebrates health and well-being for the Cultural Olympiad in 2012.