



ARTS DERBYSHIRE

Strategic Business Plan
2019-21

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1.0 EXECUTIVE SUMMARY

Background

Arts Derbyshire is the partnership organisation for strategic arts development in Derbyshire. It was formally set up in April 2012, bringing together two previous partnerships – the Derbyshire Arts Development Group, established in 1998 and the Derbyshire Arts Partnership, established in 2004. Since our inception in 2012, we have raised over £665,000 in funding for arts development, delivered 15 projects reaching over 108,000 live audiences, 366,000 digital audiences and 2,000 participants across our programmes, supported over 3,500 artists and creative businesses, and enabled over 10,000 volunteer hours.

From 2019, we will embark on an exciting new journey as an independent charity, drawing on our rich and strong 20-year history of high-impact arts development in the county. This plan sets out our ambitions for the next three years.

Mission & Vision

We exist to provide strategic direction for arts development in Derbyshire. We are a catalyst, enabler and amplifier of best practice arts development that enriches people's lives across the county.

Our vision is a vibrant and resilient arts ecology that enriches the lives of people in Derbyshire. In another 10 years' time, Arts Derbyshire will be a strong, agile and sustainable organisation. The Arts Derbyshire brand will be well-known and our work will make a demonstrable impact both in Derbyshire and beyond.

Impact, Aims & Objectives

There are three core impact goals that shape our aims and activities:

- 1. Stronger communities with improved health and wellbeing as a result of participation in the arts**
- 2. For Derbyshire to be recognised as an important arts and cultural destination**
- 3. A more resilient arts and creative ecology**

Core beneficiaries of our work include:

- Member organisations (including artists)
- Rural, isolated and deprived communities
- Children & young people
- Vulnerable adults

We will achieve this impact by:

1. Catalysing change

- a) Identify gaps in provision and initiate activities that meet these needs, avoiding duplication
- b) Lead activity that addresses barriers to participation including large projects, which benefit wide areas of the county
- c) Attract external funding for arts development in Derbyshire

2. Advocating for the value of the arts

- a) Demonstrate the value of our work to politicians, community leaders and other sectors through evidence and data
- b) Raise the profile of the arts in Derbyshire with both audiences and other stakeholders
- c) Initiate and coordinate responses to regional and national agendas providing a collective, strong and coherent voice for the arts in Derbyshire

3. Building capacity

- a) Establish and maintain Arts Derbyshire as a robust and resilient organisation
- b) Promote and enable collective working, information and skill sharing, and networking between our members
- c) Act a central hub and meeting point, both on and offline for members, audiences and stakeholders

During 2019-22, we will:

- Continue to initiate and lead a vital programme of work that delivers a high quality projects in response to the needs of our members and their communities
- Develop a robust and effective means of evaluating impact across all of our work
- Cement the Arts Derbyshire brand
- Establish Arts Derbyshire as an independent organisation
- Develop the capacity of the organisation
- Galvanise the Arts Derbyshire Membership

Management & Operations

Arts Derbyshire will be governed by a Board of Trustees comprising members of the existing Arts Derbyshire Board in the first instance. In the first year of operation, the Trustees will play a more active role of the management of organisations until a staff team is in place.

We will recruit one full-time Director with responsibility for strategic planning, day to day management and fundraising by November 2019. They will be supported by a part-time administrator and freelance financial administrator, who they will recruit once in post.

Finance

Arts Derbyshire will operate a mixed income model with an annual turnover of approximately £100,000. Forecasting and benchmarking suggests that a realistic goal to aim for by 2021 would be:

Statutory Income	67%
Voluntary Income	33%
Earned income	1%

Assuming that current levels of local authority income are maintained, the organisation will need to generate unrestricted income of approximately £30,000 annually to cover costs. Beyond 2022, to ensure the survival of Arts Derbyshire, regular support for core costs will need to be secured.

Risk

The biggest risk to Arts Derbyshire is failure to secure start up and organisational development funding in order to build organisational capacity. This is in part contingent on retaining positive working relationships with current funders, whose commitment will provide the initial investment into Arts Derbyshire and provide the opportunity to leverage funding from other sources.

2.0 BACKGROUND



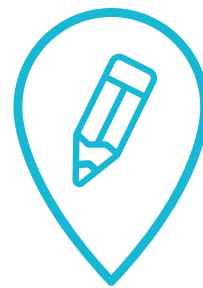
Arts Derbyshire is the partnership organisation for strategic arts development in Derbyshire. It was formally set up in April 2012, bringing together two previous partnerships – the Derbyshire Arts Development Group, established in 1998 and the Derbyshire Arts Partnership, established in 2004.

To date, Arts Derbyshire has been managed by Derbyshire County Council Arts Service, delivered by an executive officer (Head of Arts, Derbyshire County Council) and a voluntary board, comprising Arts Derbyshire members.

2.1 Impact highlights to date

- Raised over £665,000 in funding for arts development
- Delivered 17 projects
- Reached over 108,000 live audiences, 366,000 digital audiences and 2,000 participants across our programmes
- Supported over 3,500 artists and creative businesses
- Received over 350,000 visits to the website
- Enabled over 10,000 volunteer hours

From 2019, we will embark on an exciting new journey as an independent charity, drawing on our rich and strong 20-year history of high-impact arts development in the county. This plan sets out our ambitions for the next three years.



3.0 MISSION, VISION & VALUES

3.1 Mission

We exist to provide strategic direction for arts development in Derbyshire. We are a catalyst, enabler and amplifier of best practice arts development that enriches people's lives across the county.

We believe in the positive impact that arts and culture can have on:

- Strengthening communities
- Improving people's health and wellbeing
- Building resilience in our arts and creative ecology

3.2 Vision

Our vision is a vibrant and resilient arts ecology that enriches the lives of people in Derbyshire.

In another 10 years' time, Arts Derbyshire will be a strong, agile and sustainable organisation. The Arts Derbyshire brand will be well-known and our work will make a demonstrable impact both in Derbyshire and beyond.

3.3 Values

Five core values underpin our work:

1. **Accessible** – we are people-focused, open and inclusive in our approach
2. **Ambitious** – we think big and set high standards of quality in everything that we do
3. **Collaborative** - we believe in the power of networks, partnerships and working together
- 4 **Creative** - we seek new and imaginative solutions to arts development
5. **Responsive** – we listen to the needs of our communities, are flexible, agile and relevant

4.0 CONTEXT



4.1 Operating Environment

Derbyshire is a largely rural county with many sparsely populated areas alongside larger built-up urban conurbations. 28 market towns play a significant role in the local economy, with Chesterfield being the largest at a population of 104,000. The county has a total population of 782,365:

- 17% of which are 0-15 years
- 62% are aged 16-64
- 21% are 65+, forecast to rise to 29% by 2039
- 4.2% (32,652) are from BAME groups.¹

Derbyshire's population is expected to increase by 10% by 2039.

The 2015 Indices of Multiple Deprivation showed that there are 18 out of 491 small areas in Derbyshire that fall within the most 10% deprived areas across England. Most of these areas are located in the North East of the county in the former coalmining areas.²

Derbyshire's distinctive landscapes, diverse communities and rich industrial and rural heritage make it unique. Such exceptional assets inspire and support a variety of cultural experiences, including festivals, arts and sporting events. Culture and tourism are an essential part of the local economy, employing more than 27,000 people and generate more than £1.9 billion in visitor spend.³

In terms of arts and cultural provision, Derbyshire boasts a very strong network of participatory organisations and pockets of well well-established voluntary arts. Derby and Derbyshire are home to 14 of the 841 Arts Council England funded National Portfolio organisations and are also served by the Live & Local Community Touring Scheme.⁴ Historically, Derbyshire has lacked building based cultural assets such as arts centres, cinemas or theatres, apart from in the main centres of Derby, Chesterfield and Buxton.

4.2 Policy Context

Arts Derbyshire's priorities are well aligned with the priorities of Derbyshire County Council, whose stated outcomes for the next two years are:

Resilient and thriving communities where local people work together, in new and dynamic ways with public services

Happy, healthy people and families with solid networks of support, who feel safe and in control of their personal circumstances and aspirations

A strong, diverse and adaptable economy which makes the most of Derbyshire's rich assets and provides meaningful employment opportunities for local people

First class public services which enhance the educational, cultural, physical and social environment of Derbyshire and make it a great place to live, visit and work

There is also potential for a strategic partnership with the Derbyshire Culture Heritage & Tourism (CHAT) Board, whose purpose is *"to maximise the economic potential of Derbyshire's unique and distinctive cultural and environmental offer to ensure the county is an exceptional and world class destination for people to live, work, visit and invest."*

Nationally, our mission aligns with Arts Council England's core ambition for 2020 onwards, which is that "Every citizen of this country, at every point in their lives, should be empowered to develop their creativity and engage in cultural activities that are relevant to their lives on the one hand and expand their horizons on the other."⁵

The focus of our work also aligns well with national agendas, in particular arts and health. The UK-wide Parliamentary inquiry into the arts, health and wellbeing for instance found that the arts can help us meet major challenges facing health and social care. These include ageing, long-term conditions, loneliness and mental health. These findings have been adopted by Arts Council England and will feature as a major theme in the ACE 10-year strategy.

³ Derbyshire County Council Plan 2017-21, page 43
⁴ Live & Local support a network of voluntary organisations who bring their communities together to enjoy high-quality, entertaining and affordable professional live theatre, storytelling, music, dance and film screenings in their local village hall, church or school. <http://www.liveandlocal.org.uk/>
⁵ Arts Council England, Shaping the Next 10 Years, page 4.

4.3 The Need for Arts Derbyshire

We believe that high quality, arts and cultural experiences can be life-enhancing, and sometimes life-changing. Rural isolation, poverty, social exclusion and poor infrastructure should not prevent people from having good access to those experiences. While we have many unique arts and cultural assets to draw on in Derbyshire, we know that there are still a number of 'cold spots' in the county, where both provision and engagement is low.

All of our work to date has been shaped by in-depth and robust research to identify the needs of communities in Derbyshire and reveal opportunities that Arts Derbyshire could respond to. For instance, in 2012, we commissioned Nottingham Trent University to explore barriers to participation in the arts in Derbyshire⁶ and how this can best be overcome.

We serve our membership - a vibrant community of artists, arts organisations, community groups and more - who in turn respond to the needs of their local communities. Our members have told us that we are important to them because:

- We provide a strategic overview of the arts in Derbyshire, identify and seek to meet needs, and avoid duplication
- We initiate large projects which benefit wide areas of the county
- We coordinate and secure external and match funding
- We offer support to members through skill sharing, networking and information sharing
- We connect policy and decision makers with the grassroots of arts activity in the county
- We demonstrate the value of the arts to politicians, community leaders and other sectors

We have continued to adapt and evolve over the years and we believe that that the longevity of Arts Derbyshire, together with the evidence base that we have amassed over the years, demonstrates our relevance in the county and the continued need for a strong county-wide strategic overview for arts development.

⁶ Research conducted by Nottingham Trent University for Arts Derbyshire revealed that barriers to participation include the cost of arts participation, having difficulty in finding the time, and not having enough information about events on offer.

5.0 IMPACT, AIMS & OBJECTIVES

5.1 Impact & Beneficiaries

There are three core impact goals that shape our aims and activities:

1

Stronger communities with improved health and wellbeing as a result of participation in the arts

2

For Derbyshire to be recognised as an important arts and cultural destination

3

A more resilient arts and creative ecology

Core beneficiaries of our work include:

- Member organisations (including artists)
- Rural, isolated and deprived communities
- Children & young people
- Vulnerable adults

A list of the current membership can be found in Appendix II.

5.2 Aims

We will achieve this impact by:

1. CATALYSING CHANGE

- a) Identify gaps in provision and initiate activities that meet these needs, avoiding duplication
- b) Lead activity that addresses barriers to participation including large projects, which benefit wide areas of the county
- c) Attract external funding for arts development in Derbyshire

2. ADVOCATING FOR THE VALUE OF THE ARTS

- a) Demonstrate the value of our work to politicians, community leaders and other sectors through evidence and data
- b) Raise the profile of the arts in Derbyshire with both audiences and other stakeholders
- c) Initiate and coordinate responses to regional and national agendas providing a collective, strong and coherent voice for the arts in Derbyshire

3. BUILDING CAPACITY

- a) Establish and maintain Arts Derbyshire as a robust and resilient organisation
- b) Promote and enable collective working, information and skill sharing, and networking between our members
- c) Act a central hub and meeting point, both on and offline for members, audiences and stakeholders

5.2 Objectives

As a newly formed charitable organisation, our priority objectives in 2019 and 2020 will be:

1. CATALYSING CHANGE

- a) *Continue to initiate and lead a vital programme of work that delivers a high-quality projects in response to the needs of our members and their communities:*

- I. **Matinée**
- II. **All Dance**
- III. **Home Library Service**
- IV. **Sing Viva Carers Choir**
(expanding to Chesterfield,
Buxton & Matlock)
- V. **Writing Ambitions**
- VI. **Live & Local**
- VII. **Festivity**

2. ADVOCATING FOR THE VALUE OF THE ARTS

- a) *Develop a robust and effective means of evaluating impact across all of our work*

- I. We will create an evaluation framework in 2019 to monitor and measure the totality of our work more effectively
- II. We will commission a small of piece research in 2019 to collate evidence on Arts Derbyshire's impact to date

- b) *Cement the Arts Derbyshire brand*

- I. We will revitalise the existing Artsderbyshire.org.uk website to create a 'one stop shop' and central online hub for the arts and culture in Derbyshire, ensuring it functions better and is compliant privacy and data protection regulations
- II. We will launch the new website by 2020 which will also deploy a series of targeted newsletters to our membership

3. BUILDING CAPACITY

a) Establish Arts Derbyshire as an independent organisation

- I. We will establish a clear governance structure and will recruit a board of trustees from the existing Arts Derbyshire voluntary board and members in the first instance
- II. We will conduct a board skills audit and if necessary create a board development plan to address any skills shortages.
- III. Once registered with the Charity Commission, we will establish the necessary systems, processes and policies to ensure we are compliant with requirements for a new charity
- IV. We will create the necessary governing documents, including terms of reference and short job descriptions as well as establish new terms of reference with Derbyshire County Council and other key partners

b) Develop the capacity of the organisation


- I. We will secure start up and development funding
- II. We will recruit of a capable staff team (comprising a full-time director, part-time administrator and freelance financial controller) and board development
- III. We will develop an organisational strategy that has good buy-in from strategic partners and funders and reflects the priorities and concerns of our members

c) Galvanise the Arts Derbyshire Membership

- I. We will hold consultation event(s) with current members to create a membership manifesto in line with the Arts Derbyshire mission, vision and values, with the aim of signing up existing members to the newly articulated manifesto by the end of 2019
- II. We will gather intelligence via a member survey to inform our future strategy and work

A more detailed plan for the next 18 months can be found in the Appendix VII

6.0 ACTIVITIES



Our specific programmes of work are a combination of member focussed activities and projects that respond to a clearly identified, unmet need in the communities that our members serve.

6.1 ARTSDERBYSHIRE.ORG.UK

The online hub for arts activities and news across Derbyshire and Derby city, including a directory of Derbyshire artists and arts organisations, what's on, artist newsletters, opportunities, activities, festivals, links, advice and resources.

Artsderbyshire.org.uk is the 'go to' online information hub for everything about the arts in Derbyshire and will be managed by the new Arts Derbyshire charity.



6.2 MEMBERSHIP EXCHANGE

The Arts Derbyshire membership meets three times a year to:

- Take a strategic overview of the arts in Derbyshire and make recommendations to policy makers
- Receive reports on Arts Derbyshire programmes of work
- Receive presentations on particular areas of work covered by Arts Derbyshire members
- Enable collective working, information and skill sharing, and networking between our members

6.3 ARTS, HEALTH & WELLBEING

Arts Derbyshire has been working to develop the field of Arts and Health in Derbyshire since 2008. This work has several strands, including a network, strategic advocacy and development work, management of specific projects and information dissemination. Work is managed by a freelance Arts and Health Co-ordinator. Arts Derbyshire is the East Midlands representative on the new Culture, Health and Wellbeing Alliance. The current flagship project is Matinée, dementia friendly film screenings across Derbyshire, plus Sing Viva, the Derbyshire Carers

Arts Derbyshire is the East Midlands representative on the new Culture, Health and Wellbeing Alliance.⁷ The current flagship project is Matinee, dementia friendly film screenings across

Derbyshire, plus the Home Library Service, and Sing Viva – Derbyshire Carers Choir.



6.4 DERBYSHIRE DANCE

Arts Derbyshire led the development of a four-year plan to enable more people to take part in all types of dance, as audiences, participants and practitioners. One strand of this is to enable more dance opportunities for disabled people and in 2012 the first 'All Dance' project took place in centres across Derbyshire. It strove to bring dance artists and disabled dance enthusiasts together for a series of centre-based workshops to develop a performance piece. This was consolidated in 2015 when the second 'All Dance' project came about. The current iteration concludes in 2019.

6.5 FESTIVITY

Festivity is the forum for all arts festivals in Derbyshire. The group explore opportunities for joint marketing and programming, networking, sharing/developing resources and information

about funding, and best practice for work with young people.

6.6 LIVE & LOCAL

Live & Local is a not-for-profit arts organisation working with a network of voluntary groups across Derbyshire, Staffordshire, Warwickshire, Worcestershire, Nottinghamshire, Lincolnshire and Leicestershire. They provide a range of support for arts activities that keep people in touch with their communities and enhance their quality of life by touring professional arts performances to village halls and community venues. This is a member-led activity and we aim to maintain the current level of financial support from local authority partners for this activity in the first instance.



This is a new national organisation representing everyone who believes that cultural engagement and participation can transform our health and wellbeing and bring together the National Alliance for Arts, Health and Wellbeing and the National Alliance for Museums, Health and Wellbeing and involves over 50 leading organisations. The Alliance aims to bring about a step change in policy and delivery and will focus on a strong national infrastructure to support development and progress in the field.

6.7 DERBYSHIRE FILM

Derbyshire Film is a network of voluntary promoters that uses state-of-the-art cinema equipment to provide film screenings in alternative venues, particularly in areas where cinema might not otherwise be available.

6.8 D-LAB

Visual arts are not as well served as performing arts in the county and D-Lab is one project aimed at addressing this. Running from 2015-2018, D-Lab aimed to bring new digital art to Derbyshire by showcasing a range of innovative artists' projects using digital media, networking opportunities, and commissions of new work. The project also worked with four Derbyshire secondary schools on digital projects with young people. New funding opportunities are being explored to continue the success of D-Lab from 2019 onwards.

6.9 CREATIVE DERBYSHIRE

Creative Derbyshire is the umbrella term for a portfolio of business support programmes for creative and cultural entrepreneurs and businesses.

To date this has included artist development opportunities, WebinArt, as well as Writing Ambitions, a series of workshops and professional development for writers in libraries across the county.



7.0 MANAGEMENT & GOVERNANCE

7.1 Governance

Arts Derbyshire will be governed by a Board of Trustees comprising members of the existing Arts Derbyshire Board in the first instance. The following members have been approached and have accepted a space on the board:

- KALILA STOREY, [People Express](#)
- RACHEL CARTER, [Shed 2 Studios](#)
- PAUL STEELE, [Junction Arts](#)
- DEBI HEDDERWICK, [Learning Through Arts](#)
- SHARON BROWN, [Festivity](#)
- DANIEL OAKLEY, [Bolsover District Council](#)

Following a board skills audit, additional board members will be recruited to address any gaps as required. The trustees will ensure the objectives of the charity are realised, taking the 'long view' on the organisation's strategic development and sustainability, including the monitoring of financial matters such as the approval of annual budgets and management accounts. The Trustees will ensure the organisation stays relevant to the community it serves by adapting to change and responding to strategic opportunities and challenges. It is intended that Trustees will serve a term of three years.

In the first year of operation, the Trustees will play a more active role of the management of organisations until a staff team is in place with the Executive Officer. Sub-committees will be formed to in the first year and will likely include fundraising and recruitment. A budget of £7,000 has been allocated to set up consultancy to include fundraising and recruitment, which could be issued to either an independent consultant or selected members of the Board on a freelance contractual basis.

7.2 Staffing

Arts Derbyshire will aim to recruit one full-time Director with responsibility for strategic planning, day to day management and fundraising by November 2019. They will be supported by a part-time administrator (0.6 FTE) and freelance financial administrator (approximately 2 hours per month), who they will recruit once in post. The administrator will support day to day operations and marketing, and service the membership and Board of Trustee meetings.

7.3 Membership roles

Fluid, volunteer working groups formed of members will be set up for particular programmes of work and/or to respond to policies e.g. Festivity, Creative Derbyshire, Live & Local. Each member organisation can say what they would like to receive information about or be involved in shaping. Members are asked to contribute match funding to funding bids as and when these arise. There is no financial subscription for members at the moment; membership is voluntary, and members are expected to contribute their time to Arts Derbyshire initiatives.

7.4 Strategic partnerships

A number of existing contracts will continue to be managed by strategic partners on behalf of Arts Derbyshire until they expire:

- The ArtsDerbyshire.org.uk website redevelopment (Derbyshire County Council)
- The Arts & Health Coordinator contract, which runs until 2021 (Derbyshire County Council)
- Matinee contract, which runs until 2020 (Derbyshire County Council)
- All Dance, which runs until 2019 (Derbyshire County Council)
- D-LAB contract, which runs until 2019 (Derbyshire County Council)
- Writing Ambitions, which runs until 2019 (Derbyshire County Council)

Arts Derbyshire will be responsible for any new funding applications or contractual obligations that are secured after the charity has been successfully registered.

7.5 Day to day operations

We will aim for a lean and flexible operating model in order to keep overheads to a minimum. The new Director and Administrator are likely to work remotely (from home or co-working space) than take up a permanent office space.

8.0 FINANCE

8.1 Income Model

Arts Derbyshire will operate a mixed income model. Forecasting and benchmarking suggests that a realistic goal to aim for by 2021 would be:

Statutory Income	67%
Voluntary Income	33%
Earned income	1%

	2019-20	2020-21	2021-22
Statutory	£96,225.00	£91,225.00	£61,225.00
Voluntary	£15,000.00	£15,400.00	£30,800.00
Earned	£0.00	£1,000.00	£1,000.00
Total	£111,225.00	£106,625.00	£92,025.00
Annual overheads	£19,902.14	£55,375.09	£56,697.52
Project costs	£78,650.96	£31,650.96	£31,650.96
Total	£98,553.10	£98,553.10	£88,348.48
Surplus / deficit	£12,671.90	£8,071.90	£3,676.52

Set up funding would need to be secured in the first 6 months of 2019 and additional organisational development funding will need to be secured by the fourth quarter of 2020 if Arts Derbyshire is to achieve its ambitions.

Once in post, the Director will develop a long-term fundraising strategy to support to continued growth of the organisation. Assuming that current levels of local authority income are maintained, the organisation will need to generate unrestricted income of approximately £30,000 annually to cover costs. An Impact Study will be commissioned by the Board of Trustees in 2019 to support the fundraising efforts. Beyond 2022 to ensure the survival of Arts Derbyshire, regular support for core costs will need to be secured.

A copy of the benchmarking headlines can be found in Appendix III and a financial forecast can be found in the Appendix VI.

STATUTORY INCOME

Local authority members make annual contributions to Arts Derbyshire's key programmes of work. The current level of investment from each funding partner is set out in the financial forecast and assumed to be maintained at this level for the next 3 years. This is unrestricted income which supports website, provides match funding for projects and going forward can contribute to some core costs.

Arts Derbyshire manages a separate amount from the same local authority partners to support Live & Local (also listed in the financial forecast). Other project income does not feature on the forecast since these grants do not contribute to core costs and the contracts will remain with strategic partners until they expire.

We will consider opportunities for other public grant income, such a project grant from Arts Council England to support organisational development in 2021. We will explore the potential for Arts Derbyshire to become a National Portfolio Organisation from 2022 onwards.

VOLUNTARY INCOME

TRUSTS & FOUNDATIONS

In 2019, we will apply for a capacity building grant for new charities from The Fore. We will continue to explore options for Trust and Foundation funding in relation to specific strands of work, particularly those that can also make a contribution to core costs and/or organisational development. Arts Derbyshire already has a relationship with the following Trusts and Foundations, which it plans to build on:

- **Paul Hamlyn Foundation (Matinée)**
- **Esmée Fairbairn Foundation (Derbyshire Film)**
- **Heritage Lottery Fund (Derwent Valley Mills World Heritage Site)**
- **BFI Film Hub (Matinée)**
- **Clore Duffield Foundation (Writing Ambitions)**
- **Pfizer Foundation (Arts & Health work)**
- **Youth Music (Arts & Health work)**

In addition, we will explore Big Lottery as a core funder.

RESEARCH GRANTS

The Arts and Humanities Research Council and other funders have invested around £3-5m in museums/arts in health research and a significant element is researching collaborative practice. A new opportunity from research councils is that co-produced research is eligible to include costs for practicing organisations, not just the academic ones, in order to ensure ethical collaboration; this is an important aspect of effective research. There may be income potential for Arts Derbyshire as a partner in a research project and we will explore the potential for this with existing Higher Education Institutions partners such as Derby, Nottingham and Sheffield Universities.

DONATIONS & CORPORATE SPONSORSHIPS

Due to the nature of Arts Derbyshire's work, our location and demographics of our communities, we will not prioritise donations or sponsorships. We will explore options for donating online via the new website such as Mydonate, JustGiving and EasyFundraising.

EARNED INCOME

Arts Derbyshire will explore the potential to generate earned income from year 4 onwards. This will be based primarily on the needs of our membership and their propensity to pay for membership activities such as training and events. Any programme would need to generate additional income as well as be self-financing.

8.2 Financial Management

Arts Derbyshire will engage an accountant and freelance financial administrator (book keeper) to oversee day to day financial management. The administrator will provide Arts Derbyshire with guidance on appropriate financial controls during the first 3 years of operation.

To ensure financial viability we will:

- **Ensure appropriate financial management and governance mechanisms are in place**
- **Plan carefully to ensure services can be delivered on budget**
- **Develop strong partnerships and alliances that help us to diversify our income streams, draw on in kind support and develop a broad base of support**

9.0 RISK

The Trustees will review the risk assessment on a quarterly basis to ensure that all necessary and appropriate steps are taken to mitigate and minimise organisational risk. The biggest risk to Arts Derbyshire is failure to secure start up and organisational development funding. This is in part contingent on retaining positive working relationships with current funders, whose commitment will provide the initial investment into Arts Derbyshire and provide the opportunity to leverage funding from other sources.

A detailed risk assessment can be found in Appendix VII.

APPENDIX I

STRENGTHS & WEAKNESSES

+ Strengths

- Committed and highly experienced board
- Strong track history in delivery of high quality and high impact activities
- Goodwill of 200+ active members
- Strong reputation in areas of local and national priority such as Arts & Health

- Weaknesses

- Lack of capacity to fundraise and immediate funding to address this
- Urgent need for redevelopment of the Arts Derbyshire website

PEST ANALYSIS

Influencing factor	Opportunity	Challenge
Political		
Changes in Derbyshire County Council priorities		Reduction in support for Arts Service
Newly formed Culture Health & Wellbeing Alliance	Championing impact of cultural engagement and participation on health and wellbeing.	
Education policy changes and its impact - in England's secondary schools there were 20% less arts teachers and 21% less arts hours taught in 2017 compared to 2010. Arts GCSEs entries are declining, down by 34%, and access to arts provision for the most disadvantaged children is narrowing.		Long-term negative impact on arts engagement, participation and early career development for artists
Culture, Heritage & Tourism Board/Visit England Strategy (to be published soon)	Endorsements and potential for partnerships	
Economic		
12% of areas in Derbyshire fall with the 20% most deprived in the country		Little culture of arts engagement in many of these areas
Austerity measures across public services		Engagement in arts and culture become less of a priority for some individuals and communities
Use of Section 106 monies to support arts through regeneration Brexit	Financial support for community regeneration projects	
		Access to European funding e.g. ERDF as project match funding

PEST ANALYSIS (cont.)

Influencing factor	Opportunity	Challenge
Social		
Geography of Derbyshire and it's large area; largely rural setting	Cold spots where Arts Derbyshire can make a demonstrable impact	Can lead to lack of cohesion
Shortage of artists to work with on a local level	Arts Derbyshire can provide training to increase talent pool	Cost of bringing in artists from outside the area
Patchy transport provision; not a habit of travelling far (those without own transport often the most vulnerable)	Case for local interventions	
Technological		
Pace of change of technology	Website upgrade	Many communities and individuals falling behind, especially older people and vulnerable adults
Digital Derbyshire, providing access to 126,000 homes and businesses	Will enable increased access to digital interventions in parts	Still many 'cold spots' in rural areas

APPENDIX II

MEMBERSHIP & PARTNERS

MEMBERS

1623 Theatre Company	Chesterfield Borough Council
Adverse Camber	Chesterfield Canal Festival
Air Arts Derby Hospitals	Chesterfield College
Amber Valley Borough Council	Chesterfield Music Festival
Artcore	Chesterfield Studios Ltd
Ashbourne Festival	Chesterfield Walking Festival
Asian Association	Clay Cross Heritage Gala
Babbling Vagabonds Ltd	Corridor Theatre Company
Baby People	DCAS (Donut Creative Arts Studios)
Bakewell Green Festival	Déda
Bakewell International Day of Dance	Derby Arboretum
Bakewell Literary Festival	Derby Book Festival
Banks Mill Studios	Derby Caribbean Carnival
Barlow Carnival	Derby City Council
Belper Arts Trail	Derby Comedy Festival
Belper Christmas Food Fair	Derby Feste
Belper Festival	Derby FIGMENT
Belper Food & Real Ale Festival	Derby Folk Festival
Belper Goes Green	Derby Live
Bloodstock Open Air Festival	Derby Museums
Bogfest	Derby Poetry Festival
Bolsover District Council	Derby QUAD
Bolsover Festival of Brass	Derby Theatre
Bolsover Lantern Parade	DerbyArts
Bonnie Prince Charlie Parade	Derbyshire Adult Community Education Service
Bridgehead (Arts) Ltd	Derbyshire County Council
Buxton Adventure Festival	Derbyshire Dales District Council
Buxton Book Weekend	Derbyshire Eco-Centre
Buxton Comedy Festival	Derbyshire Environmental Studies Service
Buxton Crescent & Thermal Spa	Derbyshire Food and Drink Fair
Buxton Festival Fringe	Derbyshire Music Hub
Buxton Film Festival	Derbyshire Open Arts
Buxton International Festival	Derbyshire Woodland Festival
Buxton Museum & Art Gallery	Derwent Poetry Festival
Buxton Opera House	Derwent Valley Mills World Heritage Site Partnership DerwentWISE
Buxton Puppet Festival	Diwali Festival of Lights
Celebrating Cromford	Dovedale Arts Festival
Charity Shop DJ	Dronfest Music Festival
Chatsworth House Trust	
Chatsworth Road Festival	

Dronfield Arts Festival	Platform Thirty1
Duffield Arts Festival	Pomegranate Youth Theatre
Duffield Carnival & Music Festival	Qdos Creates
Eckington Summer Festival	Rationale Theatre Company
ElasticFM Festival, Clowne	Red Earth Theatre
Erewash Borough Council	Repton Literary Festival
Erewash Festival of Light	Ripley Music Festival
Exile Music Festival	Rock and Blues Festival, Pentrich
Face the Music and Dance	S4W Ltd
First Art	Shed 2 Studios
Fleet Arts	Shifting Sands Theatre Company
Format Festival	sinfonia VIVA
Four Four Time	South Derbyshire District Council
Furthest from the Sea	South Derbyshire Festival of Leisure
Glassball Art Projects	Spiral Arts
Glossop Arts Project	Spoonfest
Glossop Music Festival	Springwell Community School
Groovy Movie Picture House	Stainsby Festival
Hairpin Hullabaloo	Straight Curves
Harlequin Arts	Summer Nights Film Festival
Hecate Arts	Swadlincote Art & Architecture Trail
High Peak Community Arts	Tapton Lock Festival
High Peak CVS	The Big One @ Chaddesden Park
Holymoorside & Walton Arts	The Big Session, Buxton
Hubbub Theatre	Timber Festival
Ilkeston Festival	Vital Valley, Derwent Valley Mills World
Indietracks Festival	Heritage Site
Inspire Festival (Bankswood)	Wardlow Mires Pottery & Food Festival
Junction Arts	Wash Arts
KlezNorth Festival	West Studios, Chesterfield College
Learning through Arts	Whitwell Festival of Music
Level	Willington Arts Festival
Life Lines Thinking Theatre	WinsterFest
Live & Local	Wirksworth Book Festival
Long Eaton Art Room	Wirksworth Carnival & Well Dressing
Long Eaton Community Carnival	Wirksworth Festival
Lost Boys Productions	WORDS4work
Matinee	Y Not Festival
Matlock Bath Illuminations	YesFest!
Melbourne Festival	
Middleton by Walking	
National Stone Centre	
New Mills Festival	
New Perspectives Theatre Company	
North East Derbyshire District Council	
Oddsocks Theatre Company	
One World Festival	
OPUS Music CIC	
Peak District Artisans	
Peak District National Park Authority	
People Express	

PARTNERS

Active Derbyshire
Adult Care, Derbyshire County Council
Alzheimer's Society, Derbyshire
Amber Valley CVS
ArtWorksAlliance
Arts Council England (Midlands)
Creative Industries Federation
Culture, Health & Wellbeing Alliance
Derbyshire Carers
Derbyshire Community Health Services NHS
Trust
Derbyshire Dementia Action Alliance
Derbyshire Healthcare NHS Foundation Trust
Derbyshire Libraries
Derbyshire Museums Forum (The Princess
Royal Class Locomotive Trust)
Healthwatch Derbyshire
Manchester Metropolitan University
Marketing Peak District & Derbyshire
NHS Derbyshire Clinical Commissioning
Groups
Public Health, Derbyshire County Council
Rethink
The Mighty Creatives
University of Derby
University of Nottingham
University of Sheffield

