

Track record in the arts and cultural sector to December 2009

Recent Strategic Programmes completed

Interplay Theatre Trust, Leeds Kalasangam, Bradford,	Programme of organisational development between April and June 2009 (Contact – Dawn Fuller, Joint CEO) Programme to develop a new strategic plan between May and November 2009 (Contact - Dr. Geetha Upadhyaya, Chief Executive and Artistic Director & Murray Edwards, Chair of the Board Steering Group – Chief Executive Wakefield Theatres)
Rural Arts North Yorkshire, Thirsk	Strategic Review, business and organisational development , prompted by redevelopment of their building in Thirsk January – July 2009 (Contact – Angela Hall, Director)
DocFest, Sheffield	Structural review as a result of growth June to November 2009. (Contact – Heather Croall, Director)

Interplay, Kalasangam and Rural Arts all own their buildings which are at varied stages of development and a significant part of the work in each case was to assist in the establishment of sustainable business models and make the best use of the building in each case.

Funding and strategic reviews conducted on behalf of Arts Council England

Comprehensive, strategic and developmental reviews of five organisations have been delivered for Arts Council England in the last three years;

- ◆ Eden Arts, Penrith for ACE NW in 2009, commissioned by David Gaffney, Partnerships Officer
 - ◆ Development of the Arts Northwich for ACE, NW in 2009, commissioned by David Gaffney, Partnerships Officer
 - ◆ Mid Pennine Arts, Burnley, for ACE, NW in 2009, commissioned by Julie McCarthy Social Inclusion Officer
 - ◆ Lumen, Leeds, for ACE Yorkshire in 2008, commissioned by Adrian Friedli, Director Visual Arts and Literature, subsequently resulting in
 - Reinstatement of RFO status following recent funding review
 - Clear vision for the future of the organisation
 - Revised business plan with medium term horizon
 - Revised organisational structure
 - Creation of new governance structure
 - Recruitment of 6 new board members, all of whom are actively engaged
- LCAD, Liverpool, for ACE NW in 2006, commissioned by Olga Gribben, Creative Industries Officer, resulting in disinvestment.

Significant Programmes of work commissioned by Arts Council England, Yorkshire

Culture Finance (Yorkshire)	2006 - 2007	<p>Programme administered by Yorkshire Culture on behalf of Arts Council England Yorkshire</p> <p>A programme of initial diagnostic support was delivered to 16 organisations and a programme of further support to 13 of them. This programme concentrated on BME, women run and disabled organisations across Yorkshire and was focused on;</p> <ul style="list-style-type: none"> ➔ Raising financial awareness amongst organisations that traditionally rely on public funding. ➔ Providing referral and introduction to new and untried sources of finance for these organisations ➔ Assistance with planning and developing more sustainable approaches to development of these organisations ➔ Development of commercial income streams and commercial exploitation of IP ➔ Development of social enterprise and adoption of appropriate legal and operating forms to support this.
Culture Finance – early wins	2005 - 2006	<p>Programme administered by Arts Council England North West and Arts Council England Yorkshire</p> <p>Diagnostic assessment and support in developing more sustainable plans for the future with 6 BME and women run organisations, each organisation received as a result grants to access further support and resources to assist them in reaching the next step in their organisational development.</p>
Access to Finance Plus	2004 - 2005	<p>Delivered in conjunction with Arts Council England Yorkshire and Arts&Business Yorkshire.</p> <p>This programme delivered initial diagnostic reports to 8 organisations and ongoing support to 5 – all of whom were BME organisations in Yorkshire. The purpose of the programme was to promote access to finance and raise awareness of planning and financial discipline within these arts and creative organisations.</p>

Strategic and organisational development projects to 2008

Qdos Dance Theatre	2008	Strategic review and organisational Development
Rural Arts North Yorkshire	2007 – 2008	Business planning and organisational development
Sheffield Doc/Fest	2007 - 2008	Strategic review and organisational Development
C-Media Productions, Barnsley	2006	Strategic and Business Development Programme
Lovebytes, Sheffield	2006	Strategic development and examination of development of year round activity and commercial income generation
Eventus, Sheffield	2006 - 2007	Survival strategy in cash flow crisis and subsequent strategic development
Futuresonic, Manchester	2005	Organisational Development Programme for this major international festival

Board development and facilitation

Mid Pennine Arts	2009	Facilitation of board and staff visioning and planning days and review of plans as they developed
Lumen Arts	2008	Facilitation of board and staff visioning and planning day
The Pavilion, Leeds	2007	Facilitation of board and staff visioning and planning day
The Art House, Wakefield	2006	Facilitation of board and staff visioning and planning day
Whitby Musicport	2006	Facilitation of board and staff visioning and planning day
Business in the Arts North West & ACE, NW	2005	Facilitation of sessions to plan transition from RFO to merger with Arts& Business North West
Harrogate Theatre, Harrogate	2005	Facilitation of board away day.
Vincent Dance, Sheffield	2005	Facilitation of board and staff visioning and planning day
Green Room, Manchester	2005	Facilitation of Board and Staff away weekend to develop new strategy and team build
Full Body and the Voice, Huddersfield	2004	Facilitation of board and staff visioning and planning day
Northern Ballet Theatre, Leeds	2004	Programme of board development and governance review, including board assessment, facilitation of board away day and support to Chief Executive in implementing planned change/
Sheffield Independent Film and Television	2004	Facilitation of board and staff visioning and planning day/
Redundant Technologies Initiative, Sheffield	2003	Facilitation of board and staff planning day
The Pavilion, Leeds	2003	Facilitation of board and staff visioning and planning day/
Yorkshire Arts Marketing	2001	Facilitation of board and staff visioning and planning day – re Dig Yorkshire
Yorkshire Youth & Music	2000	Facilitation of board and staff visioning and planning day

Mentoring and Coaching

Individual engagements

Sharon Watson	2008	Clare Fellow
Madani Younis	2008	Director, Freedom Studios
Deborah Andersen	2007 – 2008	Head of Communications, Tyne & Wear Museums
Paul McLaughlin	2007	Clare Fellow
Anna Reid	2005 - 2006	Art House, & Pavilion Leeds
Carlotta Goulden	2004	Director – S-T-R-E-T-C-H
Tessa Gordziejko	2002 – 2003	Director, Arts&Business Yorkshire
Suzy Hargeaves	2001 – 2002	Director, Yorkshire Arts Marketing
Jan Hinde	1999 – 2000	Director, Yorkshire Youth & Music (engagement resulted in A&B Yorkshire Skills Bank Award in 2002)
Maureen Jordan	1996 – 1997	Administrative Director, IOU Theatre

Mentoring Programmes

Creative Exchange & Creativity Works	2004/6	Programmes administered by CIDA, Huddersfield - Business mentoring support provided to in excess of 30 individuals and organisations in the creative sector in business planning and implementation of these plans. Situations ranged from pre-start-up to organisations which had been trading for up to 4 years on the cusp of high growth – several of which have gone on to double or triple in size as a result.
High Growth Start-up Programme	2004/5	Programme administered by Inspiral, Sheffield. - Consultancy assignments with two social enterprises to develop more robust approaches to planning and financial management within organisations rooted in community media and visual arts, to deliver turnover in excess of £150k within 2 years of beginning trading. Organisations were Community Media Solutions & Sheffield Contemporary Art Forum

Leadership Development

Cultural Leadership Programme	2007/8	Lead bidder and co-designer and deliverer for programme delivered under the Powerbrokers strand of the Cultural Leadership programme. A national programme of Leadership Development Days delivered in 10 locations across England to in excess of 200 BME individuals in leadership positions in the arts, creative industries and heritage sectors to develop their understanding of leadership and their own skills. Programme delivered in partnership with People Create and a range of associates.
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