



**Business Plan
2007-2009**

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Foreword

Foreword by Laura Dyer, Regional Executive Director, Arts Council England & Sukhy Johal, Executive Director, Culture East Midlands

Arts Council England wants to engage as large and diverse a range of people in the cultural life of this country. In the East Midlands, Cultivate will be a key partner in achieving this.

Arts organisations must do as much as they can to ensure value for money and good business practice in their management and governance. Customer focus is key to achieving this as we need to broaden and deepen the range of audiences and participants throughout the entire sector. With over £130 million of new arts facilities opening before 2009 this is a key objective for our region. These are exciting but challenging times and innovative initiatives such as Cultivate should ensure the East Midlands sees a tangible social and economic return for this significant investment.

The Arts Council is proud to have supported Cultivate in its set up phase and hopes to be a long-term partner. We are delighted that Culture East Midlands saw the potential for an organisation to support all Cultural Organisations and I hope the interest shown by other agencies will turn into active support. We believe there are examples of some excellent practice in arts organisations within the East Midlands and beyond that could be shared across the cultural sector. Equally we know there is much we could learn from potential partners in museums, libraries, sports and heritage.

With Cultivate, our region leads the way in business support for cultural businesses. I wish it every success and hope by the end of this plan we will be able to demonstrate smarter cultural working, a more sustainable sector and a more vibrant and exciting East Midlands.

*Laura Dyer
Regional Executive Director
Arts Council England*

Culture East Midlands is delighted to have worked closely with Arts Council England in establishing Cultivate, the new public engagement and organisational development agency for cultural organisations in the East Midlands.

Through extensive consultation we have identified that many of the issues and needs of organisations and individuals are common across the cultural sector. As a sector, we certainly all share audiences. The establishment of Cultivate will benefit all cultural areas and by taking an audience-focused as well as business-orientated view, will provide a platform to develop current and potential cross-over between cultural sectors.

We see this as an innovative project that will deliver benefits throughout the Cultural Sector and have taken the strategic lead in establishing this innovative new independent agency in the East Midlands which will place public engagement at the heart of more holistic support for organisations to allow them to thrive in the 21st Century. *The Place of Choice* regional cultural strategy clearly prioritises establishing Cultivate as the key business support for the sector in the region

We look forward to working in close collaboration with Cultivate to support and enhance cultural organisations across the East Midlands.

Sukhy Johal
Executive Director
Culture East Midlands

Introduction

This Business Plan presents the background context against which Cultivate was created, and describes the organisation's vision, mission, aims and objectives. The resourcing, budgeting and activity plan for Years 2 & 3 (2007/08 & 2008/09) are also presented.

The 2006/07 Start-Up Year Business Plan provided the framework within which this newly established organisation would operate, pending the preparation of a three-year Plan covering the period 2006/07 – 2008/09. The 2007-2009 Business Plan should be read in conjunction with the 2006/07 Start-up Year Plan

This document has been developed by the Board and Chief Executive of Cultivate

March 2007

1 Mission Statement and Vision

1.1 Vision

We will work with cultural organisations of all scales to maximise potential, stimulate growth and enable them to become more successful, so that people in the East Midlands can enjoy a vibrant and thriving cultural sector.

Mission

We will cultivate continuous improvement in business practice and public engagement and new, relevant ways of working through:

- Driving and sharing best and new practice and exemplary business skills
- Promoting the practical application and usage of national, regional and local market data and intelligence
- Encouraging collaborations and co-ordinating joint action in business development and public engagement across the cultural sector and beyond
- Being a catalyst for change

1.2 Values

- We are committed to culture and increasing public engagement and business acumen across the sector
- We respect people as individuals and do our best to include everyone's perspective
- We believe in building strong effective collaborations and partnerships with individuals, organisations and agencies in order to bring people together to achieve our shared goals
- We encourage and promote new ideas and best and next practice in the cultural sector and strive for excellence
- We are transparent, accountable and monitor and evaluate our performance
- We strive to achieve best value for culture in the East Midlands

1.3 Aims & Objectives

Aims

Developing Organisational Skills

- Improve business practice
- Identify needs and source training and support for the business development of cultural organisations
- Work with organisations to identify and implement best business practice
- Support the development of leadership skills in the Region
- Develop and strengthen partnerships and networks
- Optimise value for money

Building Public Engagement including participation and audience development

- Stimulate and collaborate with organisations in the Region to sustain, develop and diversify participation and audiences
- Drive and contribute to national and regional programmes and activities
- Identify and respond to collective information needs and skills requirements

Aims and Objectives

Developing Organisational Skills

Aim	Objectives	Outputs 2007/08	2008/09
Partnerships and networks	Develop & maintain partnerships with regional cultural agencies, LAs and others	Continue joint working/projects with seven partner organisations including MLA East Midlands/Heritage/emda EMB/ACE East Midlands/MMM/Out There & Beyond Touring Venue Network, Capital Network Group/EMPAF	Develop five new partnerships including Sport England, Olympic Cultural Programme, Tourism East Midlands, GNPs, DMPS
Training and support	Develop programme of training identified by audit and collaborative working	Identify and address three primary needs such as Data use/recruitment procedures/Governance training/finance training for non-finance managers; Implement programme to address these primary needs	Identify and address at least two enhanced needs such as CPD for senior marketing staff and advance financial/ training for non –financial and HR training for small organisations
Best practice	Research & disseminate regional, national and international best practice	Disseminate examples in three key areas	Disseminate and collaborate on implementation of three key areas of best practice
Leadership skills	Disseminate cross sector best examples; implement programme of development	Address two key areas including actions following DEMOS research/CLP priorities and projects	Implement at least two projects addressing leadership skills including CEO/Chair network/BME Leadership in EMids/retention of skills base in EMids

Building Public Engagement

Aim	Objectives	Outputs 2007/08	2008/09
Sustaining & developing audiences	Work in partnership with ACE EM, & National, AMA, NETWORK (Audience Development Agencies network), Arts & Business and MLA, EM	Continue legacy of A&B marketing initiative through Hub & Spoke project. Support five AMA bursaries per annum	Develop programme of at least two collaborative audience development initiatives cross culturally i.e. museums/theatres; visual art galleries/heritage; new writing/libraries
Drive and contribute to national programmes	Participate in national initiatives	Manage and lead on a minimum of two projects	Manage and lead on a minimum of two projects
Identify and respond to information needs and skills	Work with the Regional Observatory, Cultural organisations, providers including regional audience development agencies and research companies	Host data interpretation seminars Provide advice and interpretation solutions. Provide advice and training on data initiatives such as ADUK for marketing staff at all levels	Develop programme of research identified in partnership with cultural organisations. Disseminate in collaboration with Regional Cultural Observatory findings and identify key actions

2 Strategic Context

2.1 Culture

Background

Cultivate was established in May 2006, 23 years after the first cultural marketing consortium was established in Cardiff in 1983.

By the mid 1990s most major conurbations in the UK had created some form of collaborative marketing agency, and further agencies were being established to serve smaller towns and also rural areas.

During the late 1990s the emphasis changed from marketing to audience development, and early in the 21st Century some of the longer established agencies began to merge: Audiences Central was an amalgamation of two organisations in Birmingham and Warwick; Audience Development South East (ADSE) is an umbrella body covering agencies in Hampshire, Surrey and Sussex; in the North West an alliance framework has been created to cover Liverpool, Manchester and Cumbria; and in 2006 Audiences Wales was launched as an amalgamation of three smaller agencies.

In the East Midlands Arts Marketing (MAM) had been providing a research, distribution and marketing service. However, it ceased trading in August 2001 and since then there has been no dedicated marketing agency to serve the cultural sector in the Region.

By the spring of 2006 all of the English regions, Northern Ireland, Scotland and Wales had access to the services of audience development agencies, with the exception of the East Midlands. As a result, the Region has missed out in a number of ways:

- Cultural organisations in the Region could not benefit from national initiatives
- There were no mechanisms to encourage sharing of expertise and best practice
- Isolation took precedence over collaboration and shared resources
- Organisational and professional development were piecemeal

- There was a lack of coherent, co-ordinated market intelligence
- This in turn inhibited policy development and planning
- The profile of the collective cultural offer in the Region was weak

In the recent past a number of the audience development agencies have begun to provide a more holistic service for cultural organisations, looking at their organisational development needs and at policy work being undertaken to ensure that they are fit for purpose. These initiatives have in turn informed the concept for Cultivate.

Consultation

Arts Council England, East Midlands and Culture East Midlands undertook an extensive consultation exercise prior to deciding upon an appropriate model for the region. This consultation included cultural providers on all scales and across the archives, libraries, museums and performing arts. A consultant was also commissioned to canvas the views of eight Local Authorities and regional stakeholders representing the interests of museums, libraries, archives, heritage, development, regeneration and sport.

Comparators

An examination of other audience development agencies around the UK was also instructive. The more urban and/or geographically focused organisations lend themselves to a membership model since they have support from a cluster of cultural providers, and membership fees provide a major revenue stream. However, this does not work for more rural catchments and those needing to cater for a wide diversity of organisation and scale.

Some agencies enjoy support from Local Authorities as well as variously receiving subsidy from Arts Council England, the Arts Council of Northern Ireland, the Scottish Arts Council and Arts Council of Wales.

Little funding has yet been forthcoming from the Museum, Library and Archive Councils (MLA), although museums and, potentially, other organisations in the heritage sector, constitute important members of individual agencies and partnership working has been increasing across the cultural sector.

All of the comparators derive income from a variety of additional sources including fees for consultancy, training, market research and data analysis; support from private and public bodies for partnership projects; and contributions from charitable trusts again for specific projects.

To date the comparator models position themselves first and foremost as audience development agencies, although in practice most are undertaking organisational development work. The vision for Cultivate is to position it as an organisational development agency, at the heart of whose operation lies an audience development function.

Culture East Midlands

The Place of Choice – the new Regional Cultural Strategy for the East Midlands was launched in early July 2006. Culture East Midlands, the Regional Cultural Consortium has developed 4 themes and a series of work strands for cultural sector partners in the region to align with, and direct resources towards. It also offers the opportunity for partners beyond the cultural sector including education, health, regeneration, economic development, natural environment sectors to align with and support cultural sector programmes and projects.

The Consortium also developed 10 Immediate Priorities to focus upon in the first period of this 5-year strategy. These priorities will be revised annually. The second of these priorities refers to developing support programmes for cultural leadership and entrepreneurialism. It also refers to building the capacity of Cultivate to further support cultural organisations. In this way, Cultivate knits closely into the delivery of all of the strategic cultural sector interests in the East Midlands, and will also contribute to the delivery of a 'premier league' regional strategy.

2.2 Key Stakeholders

Culture East Midlands is the first Regional Cultural Consortium to sponsor an agency of this kind. Cultivate currently considers its stakeholders to be the Members of the Regional Cultural Consortium:

- Arts Council England East Midlands
- Big Lottery Fund

- East Midlands Development Agency
- East Midlands Museums, Libraries & Archives Council
- East Midlands Regional Assembly
- Sport England East Midlands
- East Midlands Tourism
- EM Media
- English Heritage
- Government Office East Midlands
- Heritage Lottery Fund
- Regeneration East Midlands

and all cultural providers and second-tier cultural support organisations in the Region.

Cultivate is currently seeking the support of:

- Local Authorities in the East Midlands
- EMB - East Midlands Business Link
- Sub-regional Strategic Partnerships
- Destination Management Partnerships
- Learning and Skills Council
- Sector Skills Council

2.3 Operating Context

A full analysis of the Social, Technological, Economic and Political operating context has been prepared in conjunction with the Business Plan. This section therefore provides a summary of key indicators.

Population

The East Midlands is England's fourth largest region, covering an area of 15,607km.

The Region is a mix of urban and rural areas. It is the third most rural of England's regions in terms of the percentage of its population that live in a rural area (29.5% compared to the national average in England of 19.4%).

The East Midlands population is 4,172,174; 51% are female and 49% are male.

Profile

The age profile is very similar to that of England and Wales.

In the UK the number of people of current state pensionable age and older will be one and a half times larger than the population under 16 by 2028: the East Midlands will be particularly affected by this trend and is expected to experience the most significant growth in the pensionable age group of all the English regions.

Ageing will particularly affect the rural parts of the East Midlands, with a trend for growth in the number of older people moving in and the number of younger people migrating out to urban centres.

The majority of the East Midlands population is White (93.4%). In addition 4% is Asian, 1% is Mixed Race, and 0.9% is Black.

2.4 Economic Context

Gross value added

The average GVA per head of population for the UK as a whole was £16,800 in 2004. The GVA per head of the East Midlands population is lower than the national average at £15,400;

In 2004, the East Midlands showed the highest growth of all the UK regions in gross value added (GVA) at current basic prices (5.3% growth compared to 2003).

Industry

The manufacturing sector is relatively large in the East Midlands where it accounts for 23.2% of output and 19.3% of employment; this compares to UK figures of 15.9% and 13.2% respectively.

Labour market

61.3% of the East Midlands population are employed, while 3.3% are unemployed and an additional 1% are in long term unemployment. 14.1% are retired. Individuals working in the East

Midlands earn 6.6% less than the national average; £17,713 compared to £18,961 in the UK.

Disposable income

The gross disposable income (GDHI) per head in the East Midlands is estimated at £11,612, compared with £12,952 in England.

Economic forecast

The EMDA forecasts:

- Regional economic growth is expected to increase by 2.6% per year in the period 2004-2014 (an absolute increase of £18bn) in line with the UK average
- Also in line with the UK average, employment growth is forecast to be 0.4% per year in the period 2004-2014 (an absolute increase of around 63,000 jobs)
- Sector employment growth is likely to be most rapid in the business services sector (estimated growth of just over 30%) and the communications sector (estimated growth of 28%); significant employment growth is also expected in the health, other services (which includes cultural and sporting activities) and hotels and catering sectors
- Continued reductions in employment are expected in the production and primary sectors and losses are also forecast for the public administration and defence sectors

Culture, Leisure and Tourism Economy

10% of the region is employed in the cultural industries and in 2002 the total GVA of the cultural industries in the East Midlands was £3.69 billion (6.6% of the region's total).

Tourism contributes £4.4bn to the local economy and provides jobs for around 152,000 people.

2.5 Technological Context

In 2004/05 54% of households in the East Midlands had access to the internet; this is in line with the UK average of 55%.

67% of households with televisions in the ITV central region (which covers East Midlands) have digital television; this is just below the national average of 70%.

Complete digital switchover in the ITV central region is timetabled for 2011.

2.6 Political Context

The East Midlands is home to 46 Local Authorities, including the Peak District National Park Authority.

Within the cultural sector a number of initiatives will have a bearing upon the work of Cultivate:

- MKSM Growth Zone
- 2012 Olympic Games and Paralympic Games
- Arts Council England's Cultural Leadership Programme
- Renaissance in the Regions
- The £6m Quality and Innovation Fund for Culture
- Creative Sparks
- Creative Partnerships and Artsmark
- Young People's Arts Award

3 Organisation, Management and Resources

3.1 Organisation

Organisational Status

Cultivate is a Company Limited by Guarantee and not having a share capital and is a registered charity.

The Charity's objects are to:

- a. Advance and promote education in Culture and the Arts for the public benefit
- b. Promote Culture and the Arts for the public benefit
- c. Promote industry and business in Culture and the Arts for the public benefit
- d. Assist Arts-based and Culture-based charitable organisations to develop and to increase their efficiency and effectiveness
- e. Carry out any other purpose which is charitable under the laws of England and Wales from time to time

Premises

Cultivate operates from 6th Floor, City Gate East, Toll House Hill, Nottingham NG1 5FS

3.2 Board of Directors

The Board of Directors currently consists of eight members, 5 male and 3 female who have considerable skills and expertise in the cultural sector, business, academia and finance. Further recruitment of an additional member representing the Museum sector will be completed by June 2007. Co-options and additional members will be recruited once a full skills audit has been completed by June 2007. The Board is committed to the key principles of good governance as laid out in 'Good Governance: A Code for the Voluntary and Community sector',¹ and the Cultivate Board Terms of Reference (Appendix B) namely:

The Company will convene four formal meetings of the Board of Directors each year, to be supplemented by a sub-committee to monitor financial details and to provide support as required. Further sub-committees will be convened as appropriate.

3.3 Staff Structure

Cultivate is committed to maintaining a small, flexible infrastructure and to relying upon external partners to provide complementary skills and support. The structure currently is:

¹ See Appendix A for list of directors

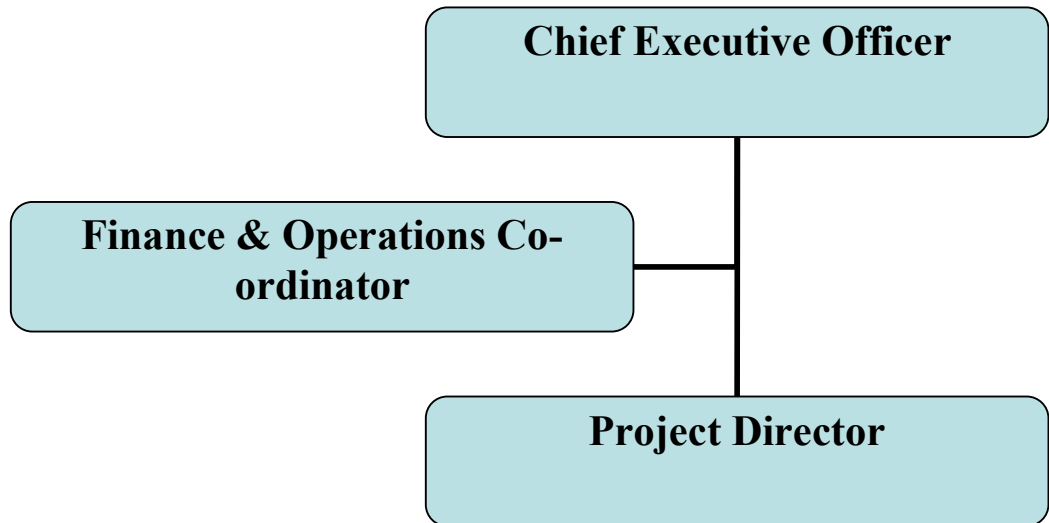


Figure 1

Project managers for specific projects and initiatives are employed on short term/ fixed term contracts as and when the need arises. Budgets for each project reflect these costs and are recharged to Cultivate. Fees for all consultancy and project managements are scaled according to level of activity and fee scale charges are fully transparent. In general, a fee of 15% is charged as a management fee subject to full recovery costs on each project.

In the mid to longer term it is Cultivate's intention to enhance its infrastructure and to provide professional development opportunities for the cultural sector through providing secondments and internships in conjunction with partner organisations.

Outline Job Descriptions

Chief Executive Officer

Cultivate employs a full time Chief Executive Officer responsible for all full, part time, freelance and voluntary staff and reporting to the Board of Directors.

The CEO's role is to establish Cultivate in the first instance, and to implement the organisation's initial business plan. Thereafter the CEO is responsible for developing the organisation's reputation and activity programme through: participating in existing networks; identifying new projects, partnerships and networks; collaborating with key agencies

and stakeholders; identifying and applying for additional sources of support.

The CEO will be responsible to the Board of Directors for financial monitoring and reporting, and for delivering the organisation's aims and objectives. In addition the CEO will oversee the recruitment, induction and appraisal of staff, and will line manage all staff.

Project Director

The Project Director will be responsible for developing and managing Cultivate's audience development and organisational development projects in collaboration with external delivery partners. This postholder will also be responsible for appointing individuals/teams to manage key events, and for identifying potential activities and partnership organisations. The Project Director will also deputise for the CEO as required.

Finance & Operations Co-ordinator

The Finance & Operations Co-ordinator will be responsible for managing the day to day running of the Cultivate office; for financial systems and monitoring; and for providing support with administrative duties and project logistics.

4 Operation

4.1 Core Activity

Core Activity is Cultivate's work as an active partner in developing and facilitating organisational development; maximising business skills in the cultural sector and acting as a catalyst and key deliverer for public engagement (including participation and audience development).

In order to ensure that Cultivate is at the forefront of developing ideas into action, this activity includes working in collaboration with key agencies such as ACE East Midlands, MLA East Midlands, EMMedia, AMA and others in facilitating and delivering surgeries, workshops and seminars. It also includes work on a regional and sub-regional basis as well as being as Special Advisor to EMB, the East Midlands Business

Link and member of Network, the audience development agencies network.

Cultivate plays an important role in advocating a more viable and sustainable cultural sector in the East Midlands and influencing future policies for the investment in culture. This requires Cultivate to engage with cultural organisations and agencies as well as local and central government at the highest level.

This work is undertaken primarily by the CEO supported by the Project Director as follows:

- Collaboration with cultural organisations of all scales and agencies in the East Midlands
- Involvement/partnership with Social Enterprise East Midlands (SEEM), Creative Launchpad, Community Launchpad, EMDA, EMB
- Membership of relevant representative bodies such as AMA, Network

Cultivate advises and provides consultancy to cultural organisations where appropriate. While a proportion of this work may be provided free of charge, as part of Cultivate's core activity, some organisations may require additional in-depth consultancy and appropriate fees will be charged accordingly.

Core Activity creates the organisational framework and professional network that enables Cultivate to deliver an extensive programme of projects on public engagement and organisational development.

4.2 Project Activity

Projects are the programme of public engagement initiatives and business and organisational development activities created and delivered within a specific timeframe.

Project funding is raised as necessary against a prepared individual budget for each project which includes provision for Cultivate to recover appropriate costs and charge a service or management fee. The income earned from these projects provides a core income generation strand for the company.

4.3 Key Delivery Partners

Key delivery partners may include subject to quality assurance and capacity:

- Arts & Business
- Arts Training Central
- Arts Council England, East Midlands
- Culture East Midlands
- Enterprise East Midlands
- Museums, Libraries & Archives Council, East Midlands
- Mainstream
- Sports England
- Cultural organisations and/or individuals who are exemplars of good practice

Cultivate also appoints specialist assistance from relevant individuals and organisations working both inside and outside of the East Midlands region as and when required and appropriate.

5 Milestones & Activity Plan: 2007/2008 & 2008/09

Key areas of activity are maintaining and further developing the profile of the organisation, communicating with the sector as widely as possible, identifying prime areas of activity and continually building new business. All projects are subject to key priority relevance and dependent on meeting the aims and objectives of the company. A matrix is reviewed regularly by the Board to ensure that all activities meet these priorities and that adequate resources, human and financial are available to ensure quality and delivery.

The following output tables are indicative of the level of activity which the company will undertake in 2007 to 2009 but are in no way definitive. Cultivate will be flexible and have the ability to meet unforeseen needs and demands as and when required as well as initiative and provoke new and stimulating ways of working more smartly in the cultural sector, regionally and nationally.

Output area 1: Developing Organisational Skills/Partnerships and networks		
	Timescale	Cost
<ul style="list-style-type: none"> • Develop and implement key potential partnerships 	Ongoing	Core
<ul style="list-style-type: none"> • Facilitation, development and administration of Capital Network Group, Out There & Beyond – Touring Venue Forum and Heritage forum region wide 	Ongoing	Core & Project
<ul style="list-style-type: none"> • Establish service contract with MLA, EM 	June 2007	Core
<ul style="list-style-type: none"> • Establish Specialist Advisor status with EMB 	June 2007	Core
<ul style="list-style-type: none"> • Collaborate with Creative Launchpad and Community Launchpad Nottingham through Hub & Spoke project 	April 2007	Project
<ul style="list-style-type: none"> • Support Social Enterprise East Midlands/ collaboration on Northamptonshire 	April 2007	Project
<ul style="list-style-type: none"> • Collaborate with Derbyshire Arts Development Group – marketing development initiative through Hub & Spoke project 	March 2007	Project

Output area 2: Developing Organisational Skills/Training needs and support		
	Timescale	Cost
<ul style="list-style-type: none"> Collaborate with regional training delivery organisations such as A&B, ATC on addressing training needs in cultural sector 	April 2006 onwards	Core
<ul style="list-style-type: none"> Identify core pan regional needs 	Ongoing	Core
<ul style="list-style-type: none"> Establish regular monitoring and evaluation of training programmes and update resources and needs audits. 	Annually in March	Core

Output area 3: Developing Organisational Skills/Best practice		
	Timescale	Cost
<ul style="list-style-type: none"> Continue regular research of examples of best practice in governance transition. Continue regular research examples of best practice in capacity building 	Ongoing	Core
<ul style="list-style-type: none"> Research examples of best practice in CPD for staff at all levels in cultural sector 	March 2008	Core
<ul style="list-style-type: none"> Research examples of best practice in leadership skills development and case studies identifying clear benefits to cultural organisations 	March 2009	Core
<ul style="list-style-type: none"> Dissemination of best practice in the above 	Continual	Core

Output area 4: Developing Organisational Skills/Leadership skills		
	Timescale	Cost
<ul style="list-style-type: none"> • Disseminate MMM Initiative 	Through to May 2007	Core
<ul style="list-style-type: none"> • Research and disseminate leadership initiatives from other domains 	Mar 2008	Core
<ul style="list-style-type: none"> • Identify specific leadership skills requirements and how best to address these i.e. Demos research (arising from needs audit undertaken above) and possible resources i.e. Clore Leadership /Cultural Leadership Programme/Demos 	March 2008	Core
<ul style="list-style-type: none"> • Undertake two CLP projects in collaboration with ACE national office 	March 2009	Core

Output area 5: Building Public Engagement/Sustaining and developing audiences		
	Timescale	Cost
<ul style="list-style-type: none"> • Work in partnership with Arts and Business to deliver surgeries, network meetings and training 	Ongoing	Core
<ul style="list-style-type: none"> • Work in partnership with the MLA,EM audience development group 	Mar 2009	Core
<ul style="list-style-type: none"> • Provide support for five Arts Marketing Association bursaries per annum 	Mar 2009	Core

Output area 6: Building Public Engagement National and Regional initiatives		
	Timescale	Cost
<ul style="list-style-type: none"> • Lead on Maximise project 	Mar 2008	Project
<ul style="list-style-type: none"> • Develop and lead on Family Friendly initiative 	Mar 2008	Project
<ul style="list-style-type: none"> • Assist and promote Audience Data UK 	Ongoing	Core
<ul style="list-style-type: none"> • Participate in Network 	Ongoing	Core

Output area 7: Building Public Engagement Information needs and skills		
	Timescale	Cost
<ul style="list-style-type: none"> • Work with newly established Regional Cultural Observatory 	Ongoing	Core
<ul style="list-style-type: none"> • Host a series of regional seminars on interpretation and use of data 	June 2008	Project/core

6 Communications Strategy

6.1 Introduction

Cultivate's communication strategy has been developed in association with Jackson Consultancy to identify key messages that Cultivate will communicate with the cultural sectors, the methods by which it will achieve this and how it will build relationships with its key stakeholders, clients and organisations.

The Communications strategy is a living, working document, which will be constantly updated and revised as it develops our programme of work and identifies and consolidates partnerships and collaborations. It is written in line with the annual review of business plan and evaluation.

6.2 Background context

Cultivate is the UK's first cultural organisational development agency.

It is essential that Cultivate communicates effectively to partners and stakeholders across the cultural sector. This Communications and Relationship Strategy outlines the actions which will achieve this.

Cultivate's vision, mission and values are detailed in full in this Business Plan.

6.3 Communication aims & objectives

Aims

Communicating Cultivate's core work²:

- Disseminate information on what Cultivate does, how it can work with the sectors and what benefits it can bring to culture across the East Midlands
- Identify new opportunities and mechanisms for communication with the sectors

² Cultivate's core services include: business development, advice, marketing and advertising, diagnostics, offering collaborative solutions and specialist expertise.

Increase access to national, regional and local intelligence:

- Inform the sectors of new thinking and ways of working
- Inform the sectors of regional priorities and projects, which inform best practice

Increase partnership working and networking:

- Increase awareness of the organisation
- Identify how to effectively engage with critical partners and networks across the region covering all cultural sectors
- Gather and disseminate information from the sectors on best practice for contribution to regional and national programmes
- Gather and disseminate information from the sectors on new ways of working
- Strengthen existing partnerships and identify potential new partners

Objectives

Aim	Action	Objective(s)
Communicate Cultivate's core work	Series of host events across all sectors	Identify calendar of appropriate events allowing for Cultivate to add on a host party Increase Cultivate's profile
	Networking	Identify how best to engage with critical networks
	Inclusion within existing meetings, networks and forums	Inclusion of Cultivate aims on respective agendas
	Develop press and PR	Identify regular good news stories emanating from Cultivate's partnership working Increase Cultivate's profile
Increase access to national, regional and local intelligence	Communicate regional and national agendas	Improve website and introduce an electronic newsletter
Increase both partnership working and networking	Partnerships	Broker partnerships within the region and identify new partners into the cultural mix
	Networking	Identify how best to engage with critical networks
	Gather and disseminate information from the sectors	Identify ways this can be done effectively, i.e. message board on the website

Communication mechanisms to achieve these aims and objectives include:

- Seminars and workshops, which Cultivate is either facilitating or delivering informed by individual meetings and follow ups from initial presentations and planning meetings
- Training programmes, facilitated or delivered by Cultivate and informed by the sector's needs
- Formal membership of representative bodies as required
- Initiation of projects and initiatives which embrace all sectors and sub-sectors
- A cross fertilisation between the sectors, facilitated by Cultivate either through networking, project based work, conferences, seminars and workshops
- Sharing of best practice between the sectors, again with Cultivate as a catalyst for change in establishing cross sector cultural working

6.4 Key messages

Cultivate's key messages are clear, as set out in our vision and mission statement:

Vision

We will work with cultural organisations of all scales to maximise potential, stimulate growth and enable them to become more successful, so that people in the East Midlands can enjoy a vibrant and thriving cultural sector.

Mission

We will cultivate continuous improvement in business practice and public engagement and new, relevant ways of working through:

- Driving and sharing best and new practice and exemplary business skills
- Promoting the practical application and usage of national, regional and local market data and intelligence
- Encouraging collaborations and co-ordinating joint action in business development and public engagement across the cultural sector and beyond
- Being a catalyst for change

This is further detailed in this business plan under the aims and objectives of the company.

6.5 Key communication targets

Cultivate has identified the following key communication targets who are potential beneficiaries over the next five years. All communications will be disseminated as widely and appropriately as possible to the following target groups:

- Cultural providers
- Media organisations
- Sports providers and organisations
- Not for profit and voluntary organisations
- Individual artists
- Heritage and tourism organisations

6.6 Key stakeholders & partners

Stakeholders

Cultivate has identified the following key stakeholders: (further details of these stakeholders can be found in appendix 1)

- Arts Council England – East Midlands³
- MLA – EM
- EM Media
- English Heritage
- emda
- Sport England – EM⁴
- Big Lottery Fund
- East Midlands Regional Assembly
- GO-EM
- Heritage Lottery Fund
- Regeneration EM
- East Midlands Tourism⁵

³ In 2004-05, Arts Council England – East Midlands invested £14M in the arts. £110M from the National Lottery was spent on 2,000 arts projects in the region between 1994-2004. A recent ACE report, undertaken by Comedia states that there are 12,375 creative industries employing over 80,000 people in the East Midlands.

⁴ There are 3,600 sports related businesses in the region. Source: The Economic Impact of Sport in the East Midlands 2004. Over 46,500 people are employed in sport related activities in the East Midlands.

⁵ Tourism provides employment for around 152,000 people in the region.

In addition to those viewed as key stakeholders, Cultivate is also developing close working relationships with:

- Local authorities⁶
- Business Link
- Sub-regional Strategic Partnerships
- Destination Management Partnerships
- Learning & Skills Council
- Sector Skills Councils

Cultivate has initially identified the following list, subject to quality assessment and capacity, as key partners in delivering the company's ambitions:

- Arts Council England – East Midlands
- MLA – EM
- Culture EM⁷
- Sport England
- Arts & Business
- Arts Training Central
- Mainstream Partnerships

6.7 Non-cultural partners

Through collaborative working within the cultural sector, it is also likely to find ourselves working alongside other disciplines, such as the NHS and PCTs and educational organisations. This is particularly likely in the East Midlands as the region has cutting-edge arts and health work currently happening, through such organisations as Leicestershire County Council's Healthy Schools Initiative, Leicester Comedy Festival, City Arts in Nottingham and Derby Dance, amongst others.

In addition, the following are key targets as they are not only affiliated to the above sectors, but could also include cross-sector working.

- Networks⁸
- Forums
- Associations

⁶ The East Midlands region has 45 local authorities. Derbyshire 10, Leicestershire & Nottinghamshire 9 each, Lincolnshire & Northamptonshire 8 each, Rutland 1.

⁷ Whilst Culture EM is Cultivate's sponsor. Culture EM is seen very much as a delivery partner who can assist the company in ensuring that the region's cultural agenda includes and embraces Cultivate's ethos.

⁸ A recent study for Arts Council England – East Midlands found that there were in excess of 100 arts and creative networks alone in the region.

These organisations, individuals and networks are primary markets for targeted 'campaigns' by Cultivate either directly or via stakeholders and key deliverers as a partnership initiative. Initially, the organisations listed above will:

- Feature on invitation lists for launch and host events
- Feature on distribution lists for publicity material, newsletters and press releases
- Be targeted for individual meetings and presentations, or included in networks and planning meetings
- Develop a comprehensive regional and national database of organisations, individuals and networks

Consultants

Cultivate is working with a newly formed network of Nottingham based arts consultants, many of whom have been actively involved in research, evaluation and offering marketing expertise to the sector prior to the establishment of Cultivate. The initial aim of the network is to develop a code of practice in this field, which will eventually inform the database of specialist consultants to be included on Cultivate's website.

6.8 Workplan

Cultivate will communicate its aims and objectives to its target audiences, key stakeholders and partners through:

- Establishing ways in which it can work together with organisations in delivering and facilitating a range of initiatives
- Targeting cultural organisations that are embraced by these stakeholders and who would benefit from additional support or expertise
- Giving presentations within these target audiences, key stakeholders and partner organisations
- Individual meetings with target audiences, key stakeholders and partner organisations
- Networking
- Inclusion of target audiences, key stakeholders and partners organisations on Cultivate distribution lists
- Invitation to target audiences, key stakeholders and partners to Cultivate events and activities
- Becoming a member of representative bodies

- Sharing examples of good practice between target audiences, key stakeholders and partners
- Ensuring regional outcomes are fed into national statistics and agendas, through networking, partnership working, press and PR

Identity/ General PR

Cultivate's staff and Board are the company's greatest asset in terms of communicating our key messages and generating positive PR for the company, as well as being an advocate for the cultural sector across the region.

Cultivate's staff and Board have the skills and opportunity to deliver the organisation's key strategic aims and objectives, through the following mechanisms:

- Attendance at meetings, forums and conferences where Cultivate has a platform or presence; where staff and Board members can present or convey our work and ethos and be an advocate for the company
- Networking through existing networks and projects across all cultural sectors across the region
- Strategic planning meetings with our Board, stakeholders and potential partners

Branding

Cultivate has adopted a house-style and produced guidance notes on the usage, colours and positioning of its logo. The increased usage of our logo on partner print and websites will develop awareness of Cultivate's position in the market place, and this will be supplemented by a profile-raising campaign that highlights the company's key messages.

By the end of the next two years, Cultivate's logo will consistently have been placed on partner publicity materials where Cultivate has worked on specific projects with partners or stakeholders. Cultivate will be the brand guardians and ensure that the logo is used appropriately on quality materials.

Cultivate already uses every opportunity to increase PR for the company through networking and partnership working, as well as through delivering our core work with the cultural sector. Such opportunities include:

- Press liaison
- Inclusion in the launch or conclusion of a project; in which Cultivate is or has been a key partner in its delivery
- Other opportunities to piggy-back onto relevant events, publications or link to websites
- Raising our profile at network events; including promotional activities that allow Cultivate to deliver and promote its key strategic aims

Every opportunity to establish the brand of Cultivate as well as demonstrating the professionalism of the company through its core work.

Internal communication

Internal communication will be effective, concise and relevant. It will ensure appropriate information gathering and sharing from staff networking; Board meetings and through the delivery of core work.

To facilitate the effective flow of information the following have been put in place:

- Weekly staff meetings
- Quarterly Board meetings
- Regular planning meetings
- Staff and Board Awaydays and Team Building
- Regular partnerships meetings and updates with delegated officers from agencies and Stakeholders

The above meetings will be minuted and fed into regular evaluation reports.

External Communication

Cultivate's external communication methodology to convey their core work and ambitions are:

- Press releases
- Developing positive media relations

- Attendance at events across the cultural sector, i.e. previews, first nights, official launches and openings of key stakeholders or target audiences etc.
- Print and exhibition material
- Website
- Regular electronic newsletters
- Piggy-backing onto other events with appropriate branding

Cultivate also delivers the following communication and relationship activities:

- Facilitation of seminars, conferences and meetings
- Networking
- Delivering and facilitating training initiatives
- Information gathering and dissemination
- Project management
- Hosting formal and informal events for the sector

Media relations

Press databases will include local, regional and national press, as well as specialist sector periodicals.

Media relations will continue to be developed as the company grows. Cultivate, as a strategic body, expects to find most success in media relations indirectly through our affiliation with other organisations and projects that it is involved in. However, Cultivate will also develop a PR strategy following its first year to disseminate information about the work it has done and intends to do in the future.

Public affairs

Cultivate will use every opportunity to place its aims and objectives on the respective agendas of key public organisations across the region, these include:

- Local authorities
- Strategic agencies and government bodies
- Sub-regional strategic partnerships
- Destination Management Partnerships
- Learning and Skills Council
- Sector Skills Councils

Publicity material

Following the first year of business, an assessment will be made as to the necessity for a piece of literature explaining Cultivate's work. This may be a useful publication to take to potential clients or to hand out when attending networking events. If it is agreed that this is necessary, it would be essential to include case studies on the projects managed in our first year.

Cultivate has also printed banners which are displayed at all events in which it participates or facilitates.

Events

Cultivate's brief embraces many sectors – the arts, heritage, tourism and sport. In order to communicate how Cultivate can assist these various client groups within the respective sectors effectively, Cultivate will identify and attend appropriate events within each of the sectors. This serves to allow us to host a series of small introductory sessions running alongside a calendar of existing events. The sorts of events we have already attended, and will continue to attend, include previews, conferences and seminars, official openings or launches of high-profile events and activities. These events attract target audiences, key stakeholders or partner organisations and therefore organisations which Cultivate ultimately wants to target and work with.

Website

The existing website www.cultivate-em.org.uk is a valuable tool allowing Cultivate to disseminate information and broadcast our aims and objectives to reach our target audiences across the cultural sector of the East Midlands.

However, we want to use the website for business-to-business purposes and whilst it is essential that plain English is used throughout (especially for the purposes of directing press and media enquiries), we must also appreciate that this website is not intended to appeal to the masses or to attract millions of visitor sessions.

The website already includes or is intended to include the following features in the future:

- An updated contact page and map
- Details/biogs of staff and board members
- A plain English summary on what Cultivate does on the home page
- Cultivate's business plan
- A register here option
- A calendar of key meetings, forums and networks across the region, allowing members to be made aware of what is happening across the cultural sector, allowing for greater partnership working
- Increase the library of audience development/ organisational development research available to download. This could offer a link to signpost members to other key stakeholder sites, such as Arts Council England, New Audiences and Culture EM
- The facility to access appropriate training, mentoring and networking opportunities, allowing members to book courses on-line, or be signposted to partner sites
- The facility to download regular newsletters from Cultivate as well as from other 'members' across the cultural sector, in effect, making the Cultivate website a unique clearing house for cultural organisational development
- Introduce the option of allowing members to network via the site, allowing for interactive activity and the option of posting questions, news and other relevant information that would be of value to others using the site
- Development of a quality assured directory of consultants and organisation

6.9 Evaluation

Cultivate will document our methodologies and the outcomes over the next 12 months. The company will undertake evaluation on the impact it has had on the cultural sector since set-up, allowing all documentation recorded by Cultivate to be fed into the final report; which will span the first eighteen months of operation. This will be particularly relevant with Cultivate being a new organisation.

Evaluation would enable Cultivate to fully understand perceptions of the new company and to learn the extent to which it is achieving targets. Evaluation would also allow it to keep on track and be measured against its strategic targets.

Cultivate will undertake the evaluation of the communications strategy for year one and year two. The evaluation will assess:

- If it met its aims and objectives
- How it achieved its objectives
- Successes and failures – lessons learned
- Recommendations for the future

7 Finance

7.1 Income & Expenditure Budget

Budgets for Years 2007/08 and 2008/09 are included which make assumptions of funding levels for Years 2 & 3 of operation. Assumptions which have been made on the level of Arts Council revenue funding from Year 3 which Cultivate would seek to secure have been based on the level of ACE funding awarded to other regional Audience Development Agencies. It is the intention of Cultivate to generate not only additional funds from other cultural agencies in recognition of key deliverables and collaborations but also to maximise earned income from management of major projects and initiatives.

The Finance and Operations Committee will be examining the potential of all sources of income for the future operation of the company whilst ensuring that adequate reserves can be built during the period of the 3 year Business Plan.

Budget 2007/08 to 2009/10

		2007/08	2008/09	2009/2010
Operating Income				
	ACE Managed Funds	45000		
	ACE Revenue Funding		130000 ¹	136500
	Grants and Trusts	30000	30000	35000
	Core Partner Revenue	32000	35000	37500
	Project Income transferred to Operating Budget	36750	37837	39300
	Operating Income transferred to Projects			
	Bank Interest	600	300	300
	Miscellaneous Income			
Total Income		144350	233137	248600
Operating Expenditure				
Staff	Salaries and benefits	136251	154693	165522
	Recruitment	2000	2000	2000
	Training	3740	4002	4202
	Travel	7000	7350	7718
	Sub Total	148991	168045	179441
Administration	Accommodation	12500	13125	
	Equipment and IT	5000	5250	
	Telecoms	3000	3150	
	Stationery	4000	4200	
	Photocopying	600	630	
	Postage/courier	1500	1575	
	Catering and Hospitality	1500	1575	
	Gifts	400	420	
	Subscriptions	1500	1575	
	Conferences - Operational activities	5000	5250	
	PR and Marketing, inc launch	10000	10000	
	Website	5000	5250	
	Professional Fees: audit and legal fees	8000	8000	
	Bank & Finance Charges	300	315	
	Insurance	1000	1050	
	Miscellaneous inc Corporation Tax	300	315	
	Sub Total	59600	61680	64764
Total Expenditure		208591	229725	244205
Predicted Operating Surplus/Overspend		-64241	3412	4395
C/f		87599	7120	10532
Reserves		-16238		
Balance		7120	10532	14927

¹ This is purely aspirational as ACE has given no signal on levels of long term funding and is subject to discussion with ACE. This estimate is around the average for ACE funded audience development agencies nationally.

8 Monitoring & Evaluation

8.1 Monitoring

Progress towards objectives in this and subsequent Business Plans will be monitored in the following ways:

- Quarterly reviews with the full Board of Directors
- Interim reviews with Executive group
- Monthly income and expenditure update by CEO and team
- Monthly activity review by CEO and team
- Annual away day for Board and staff to review progress in relation to Vision, Mission and Aim

8.2 Risk Analysis

The following risk analysis highlights the main risks envisaged which could have an impact on the future operation of the company

Risk	High	Medium	Low	Control
Sustaining core funding	x			Negotiation for 08/09 in 06/07; early identification of new sources of support, e.g. from MLA
Generating earned income		x		Competitive pricing policy; early auditing of key gaps/must-have services
Identifying/attracting delivery partners			x	Core partners already identified; range of potential partners also identified
Attracting calibre staff			x	Integration with the national Network of agencies and regional partners

Achieving buy-in from cultural organisations		x		Rollout of quick wins; development and project programme in year 1; development of testimonials
Delivering to different stakeholder agendas		x		This plan defines clear areas of activity; communication of outputs at launch and in follow-up communication strategy
Maintaining focus	x			Adhere to objectives in this Plan; establish criteria for developing in new directions (i.e. fulfilment of mission/income opportunity etc)
Delivering audience development projects			x	Participation in national initiatives/with Network; CEO strong skills base in this area
Delivering organisational development projects			x	Work with key partners including A&B, Arts Training Central, Creative Launchpad
Cultivating organisational champions			x	Testimonials from clients; development of Board; already have advocacy in CEM and ACEEM
Feeding/breeding from national initiatives			x	Already a strong infrastructure nationally; good links with ACE national office

8.3 Reporting

Cultivate will produce an Annual Report which will detail the activities and achievements of the company on an annual basis.

Regular updates against milestones and activities are provided to key stakeholders. Board members received regular updates via internet and at quarterly Board meetings.

Culture East Midlands will include a progress update on the development and work of Cultivate as part of its Annual Report which will be disseminated across the region and presented to Parliament.

APPENDIX A

Board members

Chair

Jon Holmes is Managing Director of Jon Holmes Media Ltd. He was previously Chairman of SFX Europe and the former Chairman of Leicester City Football Club with over thirty years' experience as a client manager, FA Licensed Players' Agent, and with a wealth of television and media knowledge. Jon is an occasional contributor to newspapers, TV and Radio on Sports Management related topics. He is also an accomplished speaker on the topics of Sports/ Sponsorship/Marketing/ Branding.

Jon has overseen the development of a number of media productions including co-devising with Gary Lineker the screenplay for ITV's "All in the Game" drama series broadcast in 1993, and "Gary's Golden Boots" for BBC1 in 1998. He has worked as a Programme consultant to "They Think It's All Over" BBC TV/TalkBack (1995-2000) and "Trevor's World of Sport" BBC TV/Hat Trick (2003).

Jon's other interests include the theatre, reading, sport, politics, current affairs, general financial affairs and journalistic issues.

Members

Rebecca Blackwood has twenty years wide-ranging experience of corporate communications including brand development and corporate positioning. Her experience with cultural institutions includes Arts Council England, Museums Libraries and Archives Council, Regional Development Agencies across the country and the Contemporary Art Society as well as numerous high profile museums, galleries and performing arts

Clare Cooper is Co- Director, Mission, Models, Money a two year action research programme and campaign for change which seeks to develop new approaches to organisational and financial sustainability in the arts and cultural sector. She is currently a Trustee of LIFT and Trinity Laban.

Ray Dinsdale is currently Chair of East Northamptonshire Cultural Community Partnership. He has twenty years of experience as a plc board member, fifteen as a CEO. He is an experienced non-executive Director and Chairman with strong financial expertise.

Peter Helps is Chief Executive of sinfonia ViVA, the East Midlands only professional orchestra. He has been General Manager of the Theatre Royal in Glasgow for Scottish Opera and Theatre Manager of The London Coliseum for ENO. He is Chairman of Derby's Arts Forum and was founding Chairman for Derby's Creative Industries Network

Sukhy Johal is the Executive Director of Culture East Midlands and an active volunteer with a number of organisations, including the New Art Exchange of which he is also a board member, the Black Environment Network and Apna Arts.

Professor John McRae has been Special Professor of Language in Literature Study at University of Nottingham since 1992 and since 1999 Professor Invité at the University of Avignon, He has published a number of books on language and literature as well as being co-editor of the Penguin Student Editions. He is also Deputy Chairman of the British Council's Language in Literature and Culture Committee.

Shona Powell is Director of Lakeside Arts Centre, University of Nottingham. She was founding Director of the Lemon Tree in Aberdeen in 1992. She is Deputy Chair of Culture East Midlands and also Chair of Derby Dance Centre.

Finance & Operations Sub-Committee

Ray Dinsdale
Sukhy Johal
Shona Powell

APPENDIX B

Governance Code of practice

This code of governance aims to outline Cultivate's principles of operation and set out the arrangements for ensuring they are met. It is structured as follows:

1. Principles of operation
2. The role of the board
3. Monitoring mechanisms
4. Effective performance
5. Integrity
6. Openness

Appendices

- a) Board member role description
- b) Chair role description
- c) Board member appointment and rotation procedure
- d) Letter from board member upon joining
- e) Remit – Finance Committee
- f) Finance Committee member role description
- g) Chief Executive recruitment process
- h) Cultivate's governance structure
- i) Schedule of actions to implement these guidelines

These guidelines are drawn up in reference to *Good Governance: A code for Voluntary and Community Sector*, published by Governance Hub, and Cultivate's Memorandum and Articles of Association. They have been drafted by the Chief Executive in consultation with the Governance sub-committee of the Board. These guidelines were first adopted by the Cultivate board on Monday 16 January 2007.

Where further detail is given in appendices, this is indicated in the main body of the text in brackets.

1. PRINCIPLES OF OPERATION

The Cultivate board operates with the following principles:

- Cultivate's board provides non-executive leadership for the organisation, ensuring delivery of its objects, setting strategy direction and values
- Cultivate's board aims to promote and safeguard the vision and development of Cultivate
- The board is responsible and accountable for ensuring and monitoring the performance of the organisation
- The board understands its responsibilities and functions and aims to discharge these effectively
- The board will regularly review its effectiveness
- It delegates areas of work to sub-committees and the executive team and these groups report back and are monitored effectively by the board
- The board and individual trustees act according to high ethical standards and avoid conflicts of interest
- The board aims to be open and accountable to all of Cultivate's stakeholders

2. THE ROLE OF THE BOARD

The board has ultimate responsibility for ensuring delivery of the organisation's mission, monitoring the affairs of the organisation, ensuring it is solvent, well-run and delivering outcomes it is committed to.

2.1 In order to achieve this it will:

- Ensure all work falls within Cultivate's mission and the objects of the charity as set out in the Memorandum and Articles, regularly reviewing the relevance of the mission to the communities it aims to serve
- Approve policies, plans and budgets to achieve these objectives and monitor performance against them
- Plan for and monitor the financial health of the organisation.
- Ensure Cultivate complies with charity law and meets its requirements with Companies House and the Charity Commission
- Appoint and appraise the Chief Executive
- Establish delegation and internal control
- Maintain effective working conditions for staff and sufficient lines of communication for them

- Risk assess the organisation's position, activity and finances (Appendix i)
- 2.2 The board oversees the strategic direction of the organisation and delegates the delivery of this direction through operational matters to Chief Executive.
- 2.3 The board will define roles and responsibilities for board members, the chair, members of the Operations & Finance committee and other working groups in writing (Appendix a, b & c).
- 2.4 The board will ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties.
- 2.5 The board will set clear terms of reference for the Operations & Finance committee. It will receive a quarterly report from the committee and receive minutes from all of its meetings (Appendix e & f).

3. MONITORING MECHANISMS

The board will collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent and complies with all of its obligations.

3.1 Compliance

The board will ensure compliance with:

- Its memorandum and articles of association
- Laws requiring submissions of annual returns, reports and audited accounts.
- Charity law and the Charity Commission
- Company law and Companies House
- Employment law
- Health and Safety legislation
- Data protection legislation
- Legislation against discrimination

The board will have in place policies to ensure compliance with the above and they will be reviewed annually or more regularly as required (Appendix i).

3.2 Internal control

The board will support the Executive team to create and maintain guides to:

- Financial procedures
- Staff behaviour
- Training and development
- These will be reviewed annually and more regularly as required (Appendix i).

The board will monitor the annual plan of work as part of Cultivate's strategic business plan. It will review this twice a year (Appendix i).

3.3 Managing risk

The board will act prudently to protect the assets and property of the organisation and ensure that they are used to deliver the organisation's objectives.

Risks to which the organisation is subject will be assessed annually or more regularly as required. (Appendix i)

Through this the board seeks to:

- Avoid undue risk to users, beneficiaries, staff, property, assets and reputation
- Understand all risks facing the organisation and take steps to manage exposure to these risks
- Get professional advice to help manage risk where required
- Deal directly and effectively with any internal conflicts
- Have in place a mechanism, which allows each confidential reporting of any misconduct, misuse of funds or mismanagement.

3.4 Equality and diversity

The board will uphold and apply the principles of equality and diversity and ensure that the organisation is fair and open to all sections of the community.

It will do this in the following areas:

- Identification and assessment of needs
- Allocation of resources
- Membership of the board
- Staff recruitment, selection and retention

- Communication with stakeholders and the public
- Buying of goods and services

The board will regularly review the organisation's cultural diversity action plan and any action plans attached and ensure that the targets in these plans are adequately resourced (Appendix i).

4. EFFECTIVE PERFORMANCE

The board will have clear responsibilities and functions which complement the responsibilities and function of the executive and should compose and organise itself to discharge them effectively.

4.1 Operation

The board will review its own effectiveness every two years, responding to these reviews and making changes to principles and operation of the board as required (Appendix i).

Each Cultivate board member will have a role description upon joining the board (Appendix a).

Upon joining the board, Board members will be given a full induction on the Cultivate operation and will need to sign a letter acknowledging the role description and the defined duties and responsibilities (Appendix d).

Board members will on act on behalf of the organisation with proper authority from the board.

The full board will meet at least four times a year. Other meetings either of specialist subgroups or with individual board members will be arranged when necessary.

The agenda will focus on the strategic direction of the organisation.

The board will comprise between 3 and 15 members (as set out in its memorandum and articles of association). Meetings are quorate with three or more members (or their proxies) present. In practice Cultivate will aim to have 8 board members at any one time. The following skills and knowledge will be within the board:

Cultural Practitioners
Cultural management

Politics, local, regional, national
Regeneration
Business
Marketing
Finance
Legal
Income generation across a wide spectrum including Fundraising and trading

The board will aim to have a diverse group of trustees who are broadly representative of the communities it serves.

The Chair will make best efforts to ensure that all trustees can contribute to meetings.

Notice of Board meetings will be circulated at least 14 days in advance and Board papers will be circulated at least one week in advance of Board meetings, and at least 21 days in advance of AGMs.

Professional advice will be sought where required. Where doing so for important decisions, the board will not rely on a single source of advice.

All new trustees will receive an induction which will include:

1. Pack of information containing:
 - History of the organisation
 - Mission statement
 - Memorandum and Articles of Association
 - Current business/programme plans and budget
 - Board Management guidelines and attendant roles and responsibilities documents
 - Minutes of recent meetings - going back one year
 - Latest annual report and audited accounts
 - Personnel and admin organisation chart
 - Board list: names, addresses, phone numbers
 - Dates, times, locations of future meetings
2. Meeting with Chair and Chief Executive
3. Introductions to all staff and the organisation's activity

The board will ensure regular supervision, appraisal and personal development of the Chief Executive. This will be managed by the Chair.

The board will set the remuneration of the Chief Executive at a level to attract and retain the right candidates.

The board will each year set itself targets and review these at the end of the year (Appendix i).

4.2 Board renewal

Trustees will serve terms of three years, up to a maximum of two terms. The Trustees may determine by ordinary resolution that a Trustee who has served six years in office may stand for re-election for a further term or further terms in accordance with the provisions relating to retirement by rotation in this Article 9 if they determine that it is in the best interests of the Charity that that Trustee should do so.

When seeking new trustees the board will seek to fill any gaps in its list of skills and knowledge. (Appendix c)

4.2 Review

The board will undertake a strategic review of Cultivate at least once every two years, and more regularly as required.

5. INTEGRITY

The board and individual trustees should act according to high ethical standards and ensure that conflicts of interest are properly dealt with.

5.1 Basis of integrity

Trustees will not benefit from their work with the organisation except: where permitted by law and Cultivate's Memorandum and Articles of Association; where this is agreed by the board as demonstrably in the interest of the organisation.

No board member will benefit personally from the organisation's work.

Project managers, consultants or facilitators selected to lead Cultivate projects should not be members of the board.

Where a level of payment needs to be set for a trustee, the individual should not be involved in the discussion and where appropriate independent advice should be sought.

Full disclosure of any payments will be made in the organisation's annual report and accounts.

Trustees will be invited to claim travel and accommodation costs to attend meetings, by sending an invoice with receipt to the Chief Executive after each board meeting.

5.2 Conflict of interest

Cultivate keeps a register of interests.

It will seek declaration of interests at the first board meeting each year and from each new trustee upon joining the board (Appendix c).

Where a material conflict of interest occurs in a board meeting the trustee should not vote on the matter or participate in discussions. She or he should also offer to withdraw from the meeting and the other trustees should decide whether this is required.

When a trustee has a major or ongoing conflict of interest, she or he should offer to resign.

5.2 Probity

Trustees should declare all personal gifts received and hospitality accepted whilst on the organisation's business. These should be recorded in board minutes.

Trustees should accept nothing if there is a risk that this could be seen as being likely to influence the decisions of the board.

6. OPENNESS

The board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work.

Cultivate will identify its stakeholders and ensure that there is regular and effective communication with them about the organisation's achievements and work.

The board's strategic review will identify stakeholders.

The board's names will be published in Cultivate's annual report and accounts and in the organisation's website and updates.

The annual report will be an accurate assessment of the organisation's successes and failures and comply with legal requirements.

The board will hold an AGM once a year.

APPENDICES

- a) Board member role description
- b) Chair role description
- c) Board member appointment and rotation procedure
- d) Letter from board member upon joining
- e) Remit – Finance Committee
- f) Finance Committee member role description
- g) Artistic Director recruitment process
- h) Cultivate's governance structure
- i) Schedule of actions to implement these guidelines

Appendix a Board member role description

This role description references Cultivate's memorandum and articles of association and links to Cultivate's board guidelines.

The Board collectively and individually offers support to the strategic development principles of Cultivate and to its operating environment. It is therefore important that all Board members ensure that they understand the history of Cultivate and its current situation, and keep abreast of other issues that might affect the company.

Cultivate board members will aim to:

- know and support Cultivate's mission, goals, policies, programmes, services, strengths and needs
- offer a range of expertise to Cultivate
- assist Cultivate by attracting potential income streams through personal influence with others (individuals, organisations, companies etc.) or by other means (donations etc.)
- act as an advocate for Cultivate and Cultivate's vision and facilitate introductions to relevant contacts
- provide support and advice to Cultivate's team, either by telephone or in person

- attend meetings regularly and participate in committees and working groups
- prepare for and participate in meetings
- ask timely and substantive questions at Board meetings
- support the majority decision on issues decided by the Board
- ensure the organisation complies with the law and Charity Commission requirements
- avoid even the appearance of a conflict of interest, and disclose any possible conflicts to the Board in a timely fashion
- not make detailed project or activity decisions
- avoid pursuance of personal agenda through membership of the Board and relationships with management and staff
- avoid prejudiced judgements on the basis of information received from individuals and urge those with grievances to follow established policies and procedures
- suggest possible Board members who can make significant contributions to the work of the Board, and Cultivate as a whole
- maintain independence and objectivity, and act with a sense of fairness and personal integrity
- maintain confidentiality of the Board's meetings
- bring a sense of humour to the Board's meetings

Attendance and availability:

At quarterly Board meetings, any extraordinary general meetings, an Annual General Meeting and at agreed working groups or committees. Between the schedule of meetings Cultivate Board members should be available to the Cultivate Chief Executive as necessary for advice, guidance, introductions, support in meetings, advocacy and other activity as appropriate. Cultivate Board members are encouraged to attend Cultivate events.

Appendix b Chair role description

In addition to the role as a member of the Cultivate board the Chair will aim to:

- chair meetings efficiently and effectively
- agree and discuss agenda with Cultivate's Chief Executive before each meeting
- involve all Board members in active debate and prevent long-winded and irrelevant contributions from colleagues
- discuss and confirm decision making processes and structures with Cultivate's Chief Executive

- act as decision-maker on any matters that cannot be progressed without Board involvement and that cannot wait until the next meeting of the Board. Ideally this responsibility will be delegated at previous meetings
- bring decisions made between meetings to the Board for ratification
- receive reports from committees of which h/she is not a member
- act as principal spokesperson for the Board and nominate a deputy where necessary

Appendix c Appointment and rotation of board members and chair

As stated in 4.2 above, trustees will serve terms of three years, up to a maximum of two terms.

Six months before the retirement of the Chair the board will review whether it has candidates amongst it to take over as Chair.

The procedure for recruiting new board members will be:

- assessment of needs of the board in terms of skills and knowledge
- advertising/identifying candidates through the strategy formulated by board and carried out by Cultivate executive
- prospective candidates sent information about the organisation and asked to submit CVs
- prospective candidates met by Cultivate's Chief Executive and Chair or a member of the board
- review of candidates presented to the board and selected members invited to join
- selected candidates attend a meeting to observe.
- candidates are asked by Chair whether they would like to join the board
- if appointed to the board, a new board member will fill in a Register of Interests (Appendix i)
- if appointed to the board, a new board member shall hold office only until the following Annual General Meeting, when they shall be eligible for re-election (but shall not be taken into account in determining the Directors who are to retire by rotation at such a meeting)

According to the Memorandum and Articles, at every Annual General Meeting one-third of the board members shall retire from office. These shall be those who have been longest in office since their last election. If it is between board members appointed simultaneously this shall be

decided upon by lot. A retiring board member is eligible for re-election for up to two terms of office.

Appendix d Letter from board member upon joining the board

Date

Dear (Name of chair)

Cultivate board – declaration of intention

In joining the Cultivate board I am agreeing to uphold the values and objectives of Cultivate by undertaking the attached board member role description and by acting in line with the Cultivate board guidelines. I undertake to give adequate time and energy to the duties outlined in these guidelines, including attendance at Board and other meetings, preparation for any such meetings, attendance at functions and events, and individual support of the Cultivate executive as required. I will at all times act with integrity. I will declare any personal conflicts of interest to the chair and will complete the attached register of interests.

Yours sincerely

(Name of trustee)

Appendix e Remit of the Operations & Finance Committee

At each meeting (quarterly or as required):

Review Cultivate’s management accounts

Consider Cultivate’s next annual budget

Review Cultivate’s fundraising position

Review Cultivate’s Risk management strategy and mitigating actions

Review Cultivate’s reserves policy

At board meetings

Report on the Finance Committee’s business.

Annually

Risk assess Cultivate as an organisation.

Review Cultivate’s Financial Procedures

Assess salary levels for staff.

Meet with the auditor for a detailed review of the Cultivate accounts.

Appendix f Finance Committee Member role description

The overall principles of the committee are to:

- Support the effective financial management of Cultivate.
- Advise and shape Cultivate's approach to financial planning and monitoring.
- Ensure high standards are achieved in this area of Cultivate's work.
- Seek to maximise Cultivate's income and control expenditure and maximise the use of Cultivate's financial assets.
- Ensure a stable and realistic approach to managing Cultivate's finances to allow the organisation to undertake its charitable objects in the short, medium and long term.

In addition to duties as members of the Cultivate board, members of the finance committee will aim to:

- Monitor and advise Cultivate's executive on Cultivate's management accounts.
- Advise Cultivate's executive team on budget planning for future years.
- Monitor and advise the Cultivate executive team on fundraising to meet Cultivate's income requirements.
- Report on financial matters to the full board at each board meeting.
- Review the Cultivate Financial Procedures annually and report to the board.
- Review risk and performance.
- Monitor and participate in the audit process.
- Agree a reserves policy
- Present and draft audited accounts to the board.
- Approve and recommend staff salary levels to the board
- Act as a first point of consultation on any other financial matters, including VAT, NI, and Pensions.

Appendix g Cultivate Chief Executive recruitment process

In the event of the need to recruit Cultivate's Chief Executive, this appointment will be made by the board. A role description is recorded.

Appendix h Cultivate's Governance structure

Board of Trustees

Jon Holmes (Chair)
 Rebecca Blackwood
 Clare Cooper
 Ray Dinsdale
 Peter Helps
 Sukhy Johal
 John McRae
 Shona Powell

Operations & Finance Committee

Ray Dinsdale (Chair)
 Sukhy Johal
 Shona Powell

Appendix i Schedule of actions to implement these guidelines

Action	By	Responsibility	Reviewed	By
Complete policies to ensure compliance with 3.1	July 2007	Governance Committee	Annually or more frequently as required	Board
Financial Procedures, Staff Behaviour , training & development	April 2007	Executive	Annually or more frequently as required	Operations & Finance Committee
Business Plan KPIs	Board Meeting 16 April 2007	Executive	Quarterly at board meetings	Board
Cultural Diversity Plan	End of April 2007	Executive	Annually	Operations & Finance Committee
Equal Opportunity Policy	End of April 2007	Executive	Annually	Operation & Finance Committee
Board Appraisals	June 2008	Board	Every two years	Chair
Chair Appraisal	July 2008	Chair	Every two years	Chair
Board targets	July 2007	Governance committee	Annually at Year end	Board

APPENDIX C

Description of stakeholders and partners.

Organisation	Role
Arts Council England - East Midlands	The national development agency for the arts in England, distributing public money from Government and the National Lottery.
Big Lottery Fund	BIG distributes half of the good causes money from the National Lottery.
emda	East Midlands Development Agency is one of nine regional development agencies in England, set up in 1999 to bring a regional focus to economic development.
MLA – EM	The Museums, Libraries and Archives Council is the lead strategic agency for museums, libraries and archives. The Partnership acts collectively for the benefit of the sector and the public, leading the transformation of museums, libraries and archives for the future
East Midlands Regional Assembly	One of eight established in England (outside London). It is responsible for scrutinising the development and delivery, by the region's economic development agency (emda) of a successful strategy for the East Midlands.
Sport England – EM	Their main function is to help develop a strong and effective infrastructure of sport and active recreation in the region.
East Midlands Tourism	emda's dedicated tourism body is responsible for developing key tourism targets for the region.
EM Media	The regional screen agency for the East Midlands, one of nine agencies across the UK.
English Heritage	Exists to protect and promote England's historic environment and ensure its past is researched and understood.
GO-EM	With ten government departments under one roof, GO-EM is the hub of central government in the East Midlands.
Heritage Lottery Fund	Set up by Parliament in 1994 to give grants to a wide range of projects involving the local, regional and national heritage of the UK. It distributes a share of the money raised by the National Lottery for good causes.

Regeneration EM	Exists to promote the delivery and effectiveness of regeneration in the East Midlands. Bringing together the activities of the East Midlands Funders Forum, Intelligence EM, and Opun (the Centre for Architecture and the Built Environment). REM provides a range of services to support those working in any aspect of regeneration, in any sector and in any location across the region.
Business Link	Primarily funded by the DTI, Business Link also receives funding and support from a range of other government departments, agencies and local authorities. Business Link provides information, advice and support for those wishing to start up a new business and provides a fast track service to expert help locally as well as providing advice and support itself.
Sub-regional Strategic Partnerships	Bringing together businesses, public sector, voluntary and community groups – SSPs make sure the Regional Economic Strategy is delivered in local communities throughout the region. The region's SSPs are: <ul style="list-style-type: none"> • Lincolnshire Enterprise • Alliance SSP • Derby & Derbyshire Economic Partnership • The Welland SSP • Greater Nottingham Partnership • Leicestershire Economic Partnership • Northamptonshire Partnership
Destination Management Partnerships	The primary tourism marketing delivery bodies in the region, with core funding from emda. The region's 5 agencies are: <ul style="list-style-type: none"> • Derbyshire & the Peak District • Experience Nottinghamshire • Explore Northamptonshire • Leicestershire Promotions • Lincolnshire Tourism
Learning & Skills Council	The LSC is responsible for planning and funding high quality vocational educational and training for everyone.
Sector Skills Councils	Each SSC is an employer-led, independent organisation that covers a specific sector across the UK. SSCs provide employers with a

	unique forum to express skills and productivity needs that are pertinent to their sector.
Arts & Business	A & B acts as a crucible where businesses and arts organisations come together to create partnerships to benefit themselves and the community at large.
Arts Training Central	ATC is the regional training centre for the arts and creative industries in the East Midlands and is both a client and a key strategic partner of Arts Council
Culture EM	Established by government in 1999, as one of eight regional cultural consortia. Funded by the DCMS, their role is to promote the value and importance of culture in the region.
Mainstream Partnerships	Exists to promote the opening up or professional development opportunities to culturally diverse artists, arts organisations and audiences in the East Midlands, by building up active links between sector and non-sector support agencies and BME groups and individuals.
Sport England	Sport England encourages people to get involved in sport and physical activity. They distribute funding and invest in a range of sporting projects, including the Active England fund. They influence decision makers and public opinion on sport.