

High Peak Community Arts Business Plan 2019 - 2024

INTRODUCTION:

High Peak Community Arts is a vibrant arts charity with a 39 year history of engaging people in the High Peak in excellent participatory arts. We work to break down barriers to participation in the arts, including geographic location, lack of resources, disability, mental ill health, age or other personal / social circumstances. Our projects enable people to work collectively to challenge expectations and create work that reflects and celebrates life. We provide long term opportunities to make a sustainable difference to people's lives, using the arts as a tool for change.

We focus on collective working and see this as an essential component in how art impacts on people's lives. Participants get out, make friends, learn new skills (arts and social), are creative, have fun, and work together to create works of art, which we then celebrate in public events - thus building self-confidence and self-esteem, and improving wellbeing. We work in partnership with health, education and community organisations to reach those in most need. Although many see the High Peak as a 'rural idyll', in reality this masks pockets of deprivation (Indices of Multiple Deprivation, broken down into Lower Super Output Areas), as well as rural isolation, the problems of poor access to ever reducing services, and other issues such as domestic violence and mental distress which transcend geographical or class divides.

Our organisation has a low staff turnover, with our 2 programme managers sharing 38 years in the company between them, able to demonstrate considerable experience as well as passion, expertise and knowledge of their work. Our two main programmes are Arts, Health and Wellbeing, and Youth Arts.

1. Our Youth Arts programme provides both open access and targeted projects in music, film and performing arts, working with nurseries, schools, pupil referral units, youth clubs and our own community-based groups. The quality of our youth participation was recognised by the National Youth Agency with a Silver 'Hear by Right' award in 2013, and by being one of 4 national finalists at the Children and Young People Now Awards 2017, Arts & Culture category.

2. Our Arts, Health and Wellbeing programme provides targeted projects with adults experiencing mental distress and / or long term conditions; elders in the community and in care settings; and homeless women, those escaping domestic violence and in drug / alcohol recovery. Project eARTh (environmental arts and health for adults experiencing mental distress) is in its 9th year, successfully gaining a second 5 year grant, after being noted by the Big Lottery as an example of best practice. We plan to re-apply in 2019 for funds 2020 – 25.

With our Catalyst-funded Business Development and Communications Manager (2016-18) we have also introduced Arts events to raise our profile, raise funds and enable High Peak residents to enjoy theatre, poetry and music.

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Our Artistic Programme 2019 – 2021:

Arts, Health and & Well-being Programme

We have a strong history of over 20 years' high quality arts and well-being programmes.

a) Project eARTh (environmental arts and health)

This programme for adults experiencing mental distress and other long term conditions is in its 9th year, and will enter its 10th year in June 2019. It has funding from the Big Lottery until the end of May 2020. We will reapply to Big Lottery for funds in Summer 2019 to continue the project in 2020 – 2025, possibly also to Arts Council England as match funding.

It is in partnership with High Peak Community Mental Health Team, High Peak Mental Health project and High Peak CVS. In this second five year period (2015 – 2020) the project is being evaluated by Associate Professor of Mental Health, Dr.Theo Stickley of Nottingham University. This evaluation will be completed at the end of Yr 4 (Summer 2019) to enable us to re-apply .

The project will again provide a 36 week programme per year for two groups – one in New Mills and one in Buxton.

Project eARTh builds on our many years' experience in arts and health. It targets people experiencing mental distress and other long term conditions, thereby reaching people who otherwise are unlikely to have engagement with the arts. Participants develop personal relationships, learn new skills, build confidence, and express themselves creatively through their art work. The programme also draws on volunteer involvement, and the inclusion of people / organisations beyond this target group – e.g. local school children, community groups etc.

In Project eARTh, participants work to create both smaller scale art works and larger scale environmental / public arts projects requiring collaborative work between participants and artists, pushing boundaries in terms of their skills and the quality and innovation of art created. It includes high profile Launch Events throughout its programme, so participants see their work valued by local dignitaries, as well as their wider communities who will benefit from the art works created. This increases participants' self-esteem, as it gives them a positive role in the community, rather than that of 'service user'. We hold steering group meetings a few times per year, in which participants give feedback and also help to choose projects for the future. Community groups sometimes request art works (e.g. St. Georges Church asked us to create a new Altar Frontal, unveiled in July 2018; Reuben's Retreat asked us to create ceramic birds for their garden, unveiled in October 2018). Otherwise, we ask artists to send in project ideas, which are read by participants in the steering group, who then shortlist and interview artists to choose what we do.

2019 – 20 projects have not been finalised but will include some artworks towards HPCA's 40th Anniversary in 2019, including large scale willow sculptures of characters from 'The Mad Hatter's Tea Party' in 'Alice in Wonderland', and a 40th anniversary ceramic tea service. Other projects include a series of mixed media pictures on the theme 'Birds of a Feather', and metal work project for railings by a Whaley Bridge pond. We will put a call out for further ideas for 2019 – 2020.

Detailed records are kept, including weekly project diaries of photographs, description of the arts work, and participant feedback. The participants complete session and end of project evaluations, have initial interviews and regular reviews with the mental health workers to record information on their well-being (using the Warwick Edinburgh Well-being scale) as well as fuller feedback on the projects.

Target:

40 core participants attending for at least 4 months each year, of whom 12 will be new to the project each year. To also include community members / organisations including 4-6 volunteers in 2 groups x 36 workshops per year.

b) Peakabout Arts

In 2013, an arts and well-being offshoot from Project eARTh was formed, to give participants more opportunities to access arts, and for people to develop new skills in running a group. Peakabout Arts has its own constitution, bank account and management committee. The group is supported by High Peak CVS Small Groups' Project, and also by High Peak Community Arts. The group meets twice a month, and is self-led with participants working on their own arts / crafts and sharing skills. Amongst their arts workshops, they make greetings cards / other craft items to sell as a means of income.

Target:

To continue to support this group with use of a room at High Lee Hall; staff attendance at management meetings and admin/ advice as needed. Group 8-10 members x 48 workshops per year.

c) Creative Well-being

This is a partnership programme with Good News Family Care, running since 2014. This programme works with homeless women and children, including those escaping domestic violence; women recovering from drug / alcohol addiction; women experiencing mental distress in a wide range of creative arts. Workshops are held at Good News Family Care's Family Centre or Oldfield Farm.

2019 -20 will see a continuation of the 'Sheep to Craft' project funded by the South West Peak Landscape Partnership, the Ashley Family Foundation and The John Booth Foundation. This has funding for 41 workshops over 2 years, which started in January 2018. The project focuses on the Lleyn sheep at Oldfield Farm, and teaches the women all the processes to transform a sheep's fleece into carded wool – washing, sorting, dying, carding – and then use the carded wool for wet felting, needle felting and weaving; and also to spin the carded wool into yarn. Some fleece is also being sent to a local mill to be spun into yarn, which we will dye, use some in workshops for crochet, knitting and weaving; and have some for sale.

In the Income Generation side of the project, we have also created Needle Felting Kits for sale.

We have an application in to High Peak 5 ways to Wellbeing for more Sheep to Craft, Creative Writing, and Ceramics for 2019 – 20.

Target

To reach 30 women in each year in approx. 30 workshops.

d) Together Through Art

This is our programme of projects with elders in residential and community settings. We will fundraise each year to continue work with elders. At present we are in discussion with 'Thomas Fields', an extra care centre in Buxton.

Target:

To reach 12 elders in 12 workshops each year.

Children & Families Programme:

We are now in the second of a two year grant from The Ragdoll Foundation to deliver creative arts and literacy activity in early years settings.

In year one we initiated a partnership with Children's Services to identify nurseries for this year. With their local knowledge we have chosen nurseries in Hadfield, Flagg and Buxton – identified for different reasons, e.g. isolation from other initiatives and CPD opportunities or to assist their quality of provision.

Led by specialist project manager, Karl Harris, a team of artists has co-designed a programme of 10 sessions to deliver in nurseries and other early years settings. Sessions enable families and children to develop confidence in their creativity and nurture a love of books through playful and open-ended arts and music activities.

Content of the project

- 1) Training sessions (CPD) for early years practitioners at each of the three nurseries
- 2) Main project: 5 weeks of twice weekly sessions (total of 10 sessions in each nursery) including: "playful and open-ended activities, as proven in the pilot to promote a joy of books and literature, confidence in creativity and develop children's communication, early reading and literacy skills."
- 3) The sessions will be based around a book chosen by the lead artist / musician and a learning environment that they design. These environments will be rich in materials and tools and the artists will facilitate a child-led journey to re-interpret the ideas in the book.
- 4) Development of the CPD programme to reach more nurseries, with some follow up 'inset days' for selected nurseries, according to budget.
- 5) Monitoring – we will design a baseline, review and evaluation plan. Working with Sheffield University to link to their Masters' students.

Three locations – Hadfield, central Buxton and Flagg.

Target:

Each year we will work with at least 15 families on each of the three estates; 30 sessions per year and 6 CPD sessions for nursery staff.

Youth Arts Programme:

a) Film Cuts Club & Film Futures – subject to funding

The Film Cuts Club has been running since 2013 with BBC Children in Need funding which continues until May 2019. We are applying for another grant from Children in Need to continue this popular and effective club, and seek other funders to be able to give more support to members as they enter early adulthood. If successful we will continue Film Cuts Club on a Saturday club in Glossop all year round, and for a term in the Chapel en le Frith High School After School Club, with additional days in the summer and screenings as appropriate. In the sessions young people with additional needs and their family and friends have the opportunity to learn the full process of Filmmaking; from stories to scripting, pre-production, filming and editing. They also work towards an Arts Award at Explore, Bronze, Silver or Gold level and can move on to take part in our open-access programme of the Young Writers' Camp, Tall Tales and the Summer School.

Target:

At least 35 young people will take part in the club each year, in 36 full day workshops and 10 after school sessions, and 2 film screenings.

b) Music Arts Pod

The Music Arts Pod is an alternative curriculum programme, giving young people disengaged from learning, inspirational experiences with professional musicians and regional performance venues. The programme has received funding from the National Foundation for Youth Music since 2015, and is now in year two of a three year grant from the same source, running until July 2021. This year we also have support from a 3 year grant from Arts Council England.

The 3 schools will identify suitable groups of year 9 students and we will create baseline information for these young people, so that we can track the impact of the project. Then weekly music sessions will be delivered in two blocks of 10 sessions, across 2 terms, with 2 professional workshop musicians, leading taster activities which will develop into skills tuition and production of creative material and further sessions to take participants through the Bronze Arts Award. In the first few weeks the groups will go to a joint introduction day at Band on the Wall in Manchester, where they will experience working in a professional venue, and develop their goals for the programme. They will also go on trips to live music and theatre outside of the High Peak and complete the year with a final celebratory showcase of their work back at Band on the Wall. At this event they will meet staff from the music organisation, Brighter Sound, who will tell them about the open offer of activity available through them.

Throughout the year we will signpost young people into the other out-of-school programmes we have on offer, including the Film Cuts Club and Tall Tales, which forms the next part of this proposal.

Target:

At least 36 young people per year will take part in 20 sessions, 2 trips to Band on the Wall and 1 trip to a performance each year.

c) Tall Tales

Tall Tales is an extra-curricular music and performance project with young people from our two most economically deprived estates, supporting them to make progress, achieve accreditation and take part in performing for their communities. The programme has been funded from a number of sources since 2013, and is now in the second of a three year grant from the National Foundation for Youth Music, running until August 2021 and another three year grant from Arts Council England.

We will work with our existing contacts and recruit new ones by visiting at least 6 high schools, primary schools or youth clubs (age 8+) on our two target estates.

We aim to recruit those who could benefit most from confidence building and creative writing, regardless of academic ability.

From May to July, 10 evening sessions at the heart of each community will make use of the Collection from the Young Writers' Camp (see below), but will also focus on music by investing in skills development; in singing and song writing, instrumental playing, music production and collective working in ensembles and composition. Working with up to 25 young people on each estate, these will be fun sessions run by 2 professional workshop musicians, to build confidence and enjoy achieving completed pieces of work.

The Summer School will run in August, with 6 days of workshops with a team of 4 artists (at least 2 musicians) and 3 support workers. The activities will pull together ideas from the Young Writers' Camp Collection and material written on the estates to design and produce a final performance for a public audience.

Target:

At least 50 young people each year will take part in at least 16 evening workshops and 6 full days in the summer school. At least 25 young people will perform to a public audience of at least 100.

d) Young Writers' Camp

The Young Writers' Camp is a chance for participants from across our projects and from different towns to connect through creative and musical activities.

Begun in 2016 with funding from Arts Council England, this now has funding from a new Arts Council England grant and from Derbyshire Action Grants. This funding allows us to add another 13+ Writers' Camp to the programme.

Easter Camp (age 8+)

This 4 day block of activity represents the first opportunity for progression from across our youth programmes. Up to 25 young people from the schools' Music Arts Pod, our Film Cuts Club and existing participants of our Tall Tales project will come together in an inspirational location to focus on the ideas and content aspect of creative production. A team of 3 artists will use creative writing, drama and musical activity to explore environment, history and character, and the participants will produce a collection of ideas, sound and story sketches.

October Camp (age 13+)

Another 4 days, plus follow up activity will work on more mature content ideas with our older participants. Up to 15 young people from the same sources and others from local high schools will come together to explore chosen themes and issues important to them.

After both camps the Collections then form a 'Creative Commons' for all our participants to continue to use on their separate projects.

Annual target: At least 25 - 30 young people each year from across the High Peak will take part in 4 full days of workshops and produce a collection of writing and short films.

e) Arts Award

We have Arts Award embedded into all our projects and each year we have up to 50 young people working towards awards from the Explore (Entry Level) to Gold (Level 3). The accreditation is awarded by Trinity College in London and each level awards credits on the national Qualifications and Curriculum Framework, with the Gold award giving UCAS points towards university entry.

Target:

Film Cuts Club: At least 12 young people working towards awards, with at least 7 achieving, of which at least 3 will be either Bronze or Silver level.

Music Arts Pod: At least 30 young people working towards awards, with at least 18 achieving, of which at least 12 will be at Bronze level.

Tall Tales: At least 16 young people working towards awards, with at least 9 achieving, of which at least 4 will be at Bronze or Silver level.

f) Youth Governance

Our Young Steering Group meets to guide the direction of the Young Writers' Camp and Tall Tales programme – which have an intake from across our youth programme. They have the chance to see professional performance in the neighbouring cities and influence the direction of the programme.

This work is now funded mainly by our new Arts Council England grant.

Target:

At least 20 young people will take part in at least 2 cultural trips and 3 planning workshops.

Work Experience

We will continue to take up to 3 work experience placements each year, providing shadowing on a range of arts projects and an introduction to the background work of establishing, planning and running projects.

Target:

Up to 3 year 10 pupils per year will spend a week working for the organisation.

Special Events:

In 2019 High Peak Community Arts is planning a programme of events. This programme will include public viewings of art work, film and writing created by participants of both Project eARTh and our young peoples' projects.

Other ticketed events will consolidate the successes of last year's fundraising and publicity programme, whilst also providing additional theatre, music and cultural experiences for the general public.

40th Anniversary

Archiving:

2019 will be High Peak Community Arts' 40th year. We have received a grant from the National Lottery Heritage Fund to a programme to celebrate. We have 40 years' worth of history at High Lee Hall – photographs, CDs, DVDs, and written material. The Derbyshire Record Office is happy to take an archive and to host a freelance archivist to work there on our behalf.

Target:

6 months full time equivalent archivist to archive all HPCA material.

Wider Project:

The aim of our project is to use our 40th anniversary to celebrate the power of community arts and promote participation in the arts to as wide an audience as possible. The project will involve three phases: Exploring our archive; Creating original and inspirational new work with both existing and new participants; Celebrating our Anniversary, our Archive and new work at a final event, and in a film, book and exhibition. The scale of this project will depend on what funding we raise. Ideally it will follow this plan:

Exploring

This will be a unique learning opportunity for everyone connected to the organisation, to work at Derbyshire Record Office. All staff, trustees, volunteers, freelance artists and participants in all of our projects will be involved. We will also put a call out for past participants to get involved.

In structured sessions groups will work with a lead Project Artist, the Project Manager and a freelance archivist. They will learn about the role of the Record Office, what records are kept there, how the public can access them, and how an archivist works. They will learn practical skills as they look through material from High Peak Community Arts, and decide how and what to archive of our vast collection. As they do this, they will learn about the history of High Peak Community Arts and their own communities, by looking back at past projects and issues explored, e.g. 2007's community play, about the Kinder Trespass, or the 1995 'Quarries and Lorries' audio slide show.

Interesting material will be archived for future generations. As well as the archived materials to be held at the Derbyshire Record Office, digital media will be sent to the *Media Archive* for Central England (MACE), in Lincoln. Whilst sifting through all the archives,

photographs will be taken of selected material, to be digitised for an online archive for our website. It will also contribute towards a film, book and exhibition.

Creating

For the anniversary year, we will also create new work.

Initially, Project eARTh participants will create a ceramic tea service decorated with images and texts from 40 years of projects; and large scale willow sculptures of Alice, The Mad Hatter and March Hare. These will be used at 3 tea parties across the High Peak, in Summer 2019, at which we hope to gather stories from participants and ex- participants about their experiences in our projects. We will do this with or without the HLF grant. The material gathered will be incorporated into the Archive and Celebratory event and exhibition etc.

Celebrating

As well as the tea Parties in 2019, we will hold at a finale event in October 2020, with an exhibition, live and filmed performances and the launch of the archive, film and book. The project will then finish with a touring exhibition to up to 8 community venues across the area.

Targets:

Freelance Archivist to be based between High Lee Hall and Record Office for 12 months (part time) to complete archive and cataloguing.

9 Visits to the record office with current and past participant groups, staff, trustees, artists and volunteers, working with the archivist, Project Manager and Project Artists.

Average of 7 workshops with 9 participant groups, led by Project Artists to create new art work linked to the archive and anniversary.

Up to 12 interviews with current and past trustees, staff, volunteers, artists and participants for film / book.

8 workshops to create a large scale willow installation for the Tea Parties, and then for Primrose Court in Hayfield, a sheltered housing scheme.

18 workshops to create a ceramic tea service – for use at the Tea Parties – and afterwards by HPCA staff, trustees etc and at meetings.

3 days hosting the Summer Tea Parties at New Mills, Glossop Carnival and Buxton Festival - with installation, talking points, exhibition and gathering more memories.

Major Finale event– Launch and performance of the final complete collection of new work; Launch of our permanent Record Office & online archives, film, book and full exhibition.

Up to 8 community venues: Exhibition tour, including Hope Valley villages, Whaley Bridge, Furness Vale, Chinley and Chapel en le Frith.

Strategic Direction 2021 – 24

Our current fundraising strategy analyses the risks to our future operation and the results of new work undertaken in with our Catalyst: Evolve grant.

The priorities identified are:

- 1) Board development
- 2) Development of unrestricted sources of funding
- 3) Continued resources to provide a broad programme of arts

1) Board development

Training

Training for new trustees in the responsibilities of a voluntary board member has become more difficult to access. This action to be reviewed annually and offered to all new trustees on joining. We will review the nominated role of designated trustee for safeguarding matters, supporting the staff designated coordinator. All Trustees will have received introductory safeguarding training by the end of the year and the new designated trustee will received advanced level training. Trustees who volunteer at our projects are also periodically offered first aid training.

Recruitment

We will review our key skills gaps and continue to promote membership of the board on all our newsletters, annual reports, website and social media. Beyond our 40th Anniversary year we will identify other key moments to renew the profile of this role.

Succession planning

Board

We do not limit the period of trustees serving the organisation, but recommend the Chair of Trustees changes at least every 3 years. With a new Chair due to take the role at the next AGM in 2019, we will be looking to renew again in 2022.

Staff

We have had a number of staff changes in recent years, with two Finance and Administration Managers retiring and our Business Development and Communications Manager's short term contract coming to an end. The board and existing staff have managed these changes by applying our procedures for recruitment and induction, and completing a thorough hand over with departing staff. Our Business Development and Coms Manager has now joined the board of Trustees.

2) Development of unrestricted sources of funding

Local authority & Trusts and Foundations

We continue to receive £18,006 per year from Derbyshire County Council and £1,000 per year from High Peak Borough Council. As noted above each of these grants are only confirmed annually, but we support our relationship with the County and Borough councils by keeping them fully informed of all projects and sending invitations to events, with press release information.

Individual giving

We have had some success with Crowdfunding Campaigns and the launch of the Friends Scheme. There is potential for these areas to grow – although there is definitely a saturation point for Crowdfunding, which should be used maximum once a year to fund very specific campaigns with a very concrete benefit. We continue to use our 40th anniversary to promote the Friends and the Tea Parties have generated some one-off individual donations.

Corporate sponsorship

Most business operating in the High Peak is not of sufficient scale to support corporate sponsorship, with many national companies, such as Tesco, running a grants scheme for their Corporate and Social Responsibility. White Stuff Foundation continues to be our only regularly corporate donor.

Earned income

We have experimented with ticketed events and paid courses in the last couple of years and have concluded that generating income from courses would require extensive development and a full programme, so that people come to think of us as a provider. The return from this development would not be enough to justify the outlay. Events have been more successful, with certain dates proving very popular, i.e. Shakespeare in the Park, with the added bonus of raising our profile with a new audience. We will now focus on running around 4 ticketed events a year for fundraising. We have also developed a range of merchandise to trade at all our ticketed and free events, which is also bringing in a regular, if small, stream of income.

3) Continued resources to provide a broad programme of arts

Arts, Health & Wellbeing

Project eARTh

We are applying for another 5 year grant from the Big Lottery to continue this successful and popular project, 2020 - 2025. We have had indications that we will need a proportion of match funding to have a chance of success, and acknowledge that getting a third 5 year grant would be very unusual. We have one other application in with BUPA, and plans to apply to Arts Council England, Paul Hamlyn Foundation, Lloyds Foundation, the Rayne Foundation, Garfield Weston Foundation, High Peak location Public Health funds and the People's Postcode Lottery grants.

Creative Wellbeing

We have funds to continue until early 2020 and beyond we will work in partnership with Good News Family Care to identify funds to run short projects with their residential and drop in groups.

Work with Elders

Planning to apply to the new Social Connectedness fund from Public Health monies. Need to identify other sources for work in care homes and small groups in communities.

Youth Arts

We have two major grants from National Foundation for Youth Music and Arts Council England which fund a large proportion of the youth programme until 2021. All projects within the programme need to raise additional match funding to be able to provide the best possible project quality.

Film Cuts Club

If we receive repeat funding from BBC Children in Need this will run until 2023, requiring further fundraising from then on. Film Futures will be a new initiative once we have found funds, so we will plan develop from the results of our first experiences.

Music Arts Pod

We get income from School budgets, but this is under threat with pressures on their funds. Most of the rest of the budget comes from NFYM, finishing in 2021, and the continued delivery of this programme depends on school being able to support it in some way.

Young Writers' Camp (8+ & 13+), Tall Tales & summer school

The model of open access projects in school holidays will be under review from 2021.