



Cheshire
Dance

Cheshire Dance

**Diversity & Business Plan
2018-19 and Beyond
December 2017**

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Cheshire Dance

Diversity & Business Plan 2018-19 and Beyond, December 2017

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1 Executive Summary

Cheshire Dance is a registered charity and company limited by guarantee, based in Winsford, Cheshire and has built its reputation in the arts, community, public realm and education sectors over the last 40 years. In recent years Cheshire Dance has developed a specialism and leadership role in Dance, Health and Wellbeing and has championed a new partnership for Dance Development in the region, Dance Consortia North West.

Our work brings us together with people in civic halls, leisure centres, day centres, residential homes, hospitals, youth clubs, schools, nurseries, FE and HE as well as into theatres, parks, forests, beaches, high streets, shopping centres, railway stations, conference centres, museums, heritage sites and stately homes. In 2012 we led the Cultural Olympiad programme in Cheshire and Warrington, welcoming the Olympic Torch to the North of England, involving more than 900 performers and 15,000 audiences.

Our aim is to ensure everyone has access to dance and can benefit from its transformative power and we do this through the development of innovative, person centred dance practices and collaborations with participants, audiences, artists and other organisations. We champion dance and the voices of those who engage.

Excellence and diversity is at the heart of everything Cheshire Dance does. The need to embrace diversity is more important than ever as mainstream politics diverges into polarized populist views with the potential for dramatically different outcomes. Awareness of the need to act is consistent across the public, voluntary and arts sectors and has been for many years and for us this means valuing the different backgrounds, perspectives and ambitions of those we seek to work with. We aim to amplify the lesser heard voices in society and support those people to derive new aesthetics in dance and encourage engagement amongst their peers.

In 2018/19 we will co-create bespoke activities and outcomes with our stakeholders:-

- Our specialism is dance, health and wellbeing will take us into the heart of many communities across Cheshire with a particular focus on working with older people, people with disabilities, young people and in areas of low arts engagement, championing the role of the dance artist in public engagement.
- We will begin a new investigation with young people and artists, exploring the human/digital interface
- We will publish our artist services offer to complement our well established and year round Continuing Professional Development programme that attracts artists from across the country and community professionals locally (teachers, youth workers, health and care staff)
- We will create, produce and present dance to audiences in partnership with a range of arts, public and voluntary sector organisations in both traditional and unusual locations.
- We will pioneer and establish Dance Consortia North West, an emerging group of dance employers, HE institutions and a network of more than 150 dance artists in the region.
- We will ask the various groups we work with about their needs and the benefits they derive from dance and we will use this evidence to attract support for our charitable goals, enabling more people to access the arts and deepen their cultural experience and learning.
- As always we will work with good grace and humour, open and honest with an unstinting passion for dance and an ambitious outlook for the future.

If you enjoy reading this plan, whether you know us or not, please get in touch with queries, comments and ideas. We'd love to hear from you.

Jan Halloran, Chair and Adam Holloway, Director
On behalf of the Board and Staff of Cheshire Dance

2 Overview

Cheshire Dance is a registered charity and company limited by guarantee, based in Winsford, Cheshire and has been in existence for more than 40 years.

Its prime charitable objective is to promote, maintain, improve and advance education amongst the public in the arts and in particular dance, in all its forms.

Last year Cheshire Dance's annual turnover was in the region of £250,000. It maintains a healthy reserve to cover contractual obligations. In the last year Cheshire Dance sustained high levels of engagement, attendance/audience figures. During 2016/17 we achieved 28,496 attendances. The range of people engaged in our programme is diverse, particularly in age and ability and we are active in many areas of otherwise low arts engagement.

Cheshire Dance is proud to be a National Portfolio Organisation of Arts Council England and also attracts significant support from Cheshire West and Chester and Cheshire East Councils. It works with many partner organisations across public, arts and voluntary sectors.

2.1 Vision

To ensure everyone has access to dance and can benefit from its transformative power.

2.2 Mission

Through the ongoing development of innovative, person centred dance practices and collaborations with participants, audiences, artists and other organisations, we champion dance and the voices of those who engage with it and we do this with a commitment to excellence and diversity.

2.3 How we achieve our Mission

We make space for, listen to, engage and celebrate with participants, audiences, artists and other organisations to enable everyone's dancing voice to be nurtured and heard. Through our own creative practice and as part of a sector rich in expertise we develop and promote excellence in dance through our creative values. We encourage diversity, foster innovation in practice and develop participation and audiences. Collectively we work towards a strong, sustainable and flourishing dance and arts sector, where those touched by the transformative power of dance are living and working in a society that is thriving.

Cheshire Dance

- Leads the artistic provision and support of dance across Cheshire.
- Co-ordinates Dance Consortia North West, bringing together diverse artistic interests with dance employers, promoters and education institutions, to create new opportunities in dance.
- Commits to increasing access and transforming lives through dance, taking positive action to address equality and health issues.
- Champions the role of the dance artist as the key to public engagement and sector growth, supporting dance artists across the country and community professionals locally (teachers, care, youth and health staff).
- Devises and supports innovative forms of creative practice and supports bespoke artist development.
- Works with people to champion diversity as a source of creativity throughout its programme and advocacy work, including:-
 - Dance and young people in community and school settings, in areas of low arts engagement and for young talent development.

- Dance and people with disabilities in day care and community settings
- Dance and older people in health, community, care and home settings
- Dance originating from Black and Minority Ethnic cultures
- Creates place-making celebration events at both small and large scale with communities, whether in theatre spaces or in vastly unusual settings like hospitals, parks, prisons, forests, high streets, museums, shops, beaches, historic buildings and grounds.
- Co-programmes and supports dance platforms and incoming dance touring companies with local and regional partners.
- Communicates transparently, engaging stakeholders in decision making, programming and promotion. We do this as part of local, regional and national networks, partnerships and collaborations, enabling greater impact in Cheshire, across the region and beyond.

2.4 Our Values of Creative Practice

Cheshire Dance understands excellence through the use of a set of creative values. In sharing our 6 values we emphasise learning, exploring and debating in the knowledge that they are open to interpretation, requiring dialogue as part of deepening understanding of creativity.

Awareness Of self and others, physical and emotional as well as the space, environment and context.

Flexibility Adapting to others needs and aspirations, the environment and changing circumstances.

Authenticity True to our own unique way of moving, encouraging people to be themselves.

Diversity Celebrating difference as a source of creativity.

Enquiry Forever curious, exploring boundaries, open to new ideas and challenges.

Ownership Developing belonging and personal/group progression

Through our values we support each individual to develop authenticity and a genuine sense of personal enquiry in their own unique way of moving and dancing. To develop ownership we seek to heighten awareness and value the detail and diversity of peoples' own and others moving with natural progression to the creative process of dance making and performance. Improvisation, somatic-based dance practices, connection and touch are key to our approach, irrespective of the dance style employed, which champions person-centred, inclusive practice with the inherent flexibility to meet individual needs.

3 External Environment

3.1 Political and Economic

Brexit holds considerable uncertainty right across Government and all industrial sectors. In the arts, the ability to collaborate with artists across European borders may become more challenging. Whilst the economic outlook post-Brexit is uncertain the impact will also be social. The need to embrace diversity and enable creative talent to cross borders freely is more important than ever if this country is not to become isolated. The Creative Industries Federation, Arts Council England and Local Authorities share common goals with arts organisations to make a strong creative case for diversity and an equally strong economic case for the sector. The majority of Cheshire Dance's programme is focused on supporting more diverse voices in dance.

Austerity policies have dominated national and local government. Public sector expenditure remains unresponsive to inflationary pressure, requiring arts organisations to persistently increase income targets from other sources or to cut areas of expenditure in order to remain competitive in terms of rates of pay and maintain quality through suppliers. The last election signaled a public appetite for significant shifts in policy however, particularly support for stronger public services, health, education, social welfare and by association potentially, culture. Government deficit projections are already no longer defined by austerity and the next election may yet see further moves towards the political left by both main parties, particularly as the demographics of voting swing in the direction of younger people. An acceptance that austerity can achieve little more should increase confidence and encourage investment, particularly in emerging talent.

Devolved Government in Manchester and Liverpool can open new opportunities in the arts as decisions are made in response to more local issues. The North West is the largest region and the most highly populated outside of London. The Northern Powerhouse, centred on Manchester, will create a real and lasting difference to the status and development of artistic practice and the creative industries. For Cheshire Dance and amongst Dance Consortia North West partners, it is important dance is pioneered as one of the key drivers of change.

3.2 Legal

Core issues relating to health and safety, safeguarding, employment, financial and data protection compliance requires specific knowledge to be held within the organisation. Support comes through Arts Council England, Local Authorities, charity and arts sector support organisations. The Board has embarked upon a full review of Governance and Policies, involving senior managers and the rest of the team consistently and progress reports are given at Board meetings by the Chair. Guided by the review and policy action plans, the team is able to implement policy consistently and across the breadth of the organisation's programme.

3.3 Social, Health and Education

Cultural entitlement and instrumentalism remain key concerns in achieving wider social goals through public investment in the arts. There is political awareness that the arts play a fundamental and unique role in society. In health, one of the more significant demographic trends continues to be the ageing population, as highlighted through the Office for National Statistics -

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/july2017>. In rural areas including Cheshire, the demographics highlight an ageing population that is comparatively more exaggerated than the UK average. For example:-

- The number of people over 65 years old in Cheshire East (as a % of total population) increases from 18% in 2006 to 26% by 2026. In Cheshire West a similar trend is noticeable. These are markedly higher than the UK average 15.9% in 2006, increasing to 20.5% in 2026.

As people live longer, the health and social care sectors are coming under increasing pressure to achieve more with less resource. According to Age UK, <https://www.theguardian.com/society/2016/feb/01/ageing-britain-two-fifths-nhs-budget-spent-over-65s> , 40% of the NHS budget is spent on those aged over 65.

There is a focus on integrating health and social care systems and to introduce more person-centred practice with an added focus on more cost effective prevention over rehabilitation. This represents an opportunity for the arts and for dance in particular with its unique combination of physical, neurological, social benefits alongside the creative benefits of engagement. Cheshire Dance is a key innovator in this market responding creatively to the lesser heard voices of older adults in society and practically with Health and Care partners.

In Education the EBacc continues to dominate and amongst the creative subjects dance is subject to the greatest negative impact. Dance is experiencing the decrease in GCSE uptake at twice the rate of other performing arts subjects., <https://culturallearningalliance.org.uk/gcse-results-announced-today-see-a-continuing-free-fall-in-arts-subject-entries>. Pressure to include creative subjects from a wide range of lobbying forces both outside and within government are increasing. Arts Council England is responding with the Cultural Education Challenge and is combining with Local Authorities to establish Local Cultural Education Partnerships (LCEP), including in Cheshire West and Chester where Cheshire Dance is a strategic partner.

3.4 Technological

Migration of cultural/entertainment/leisure activities to digital domains continues for younger age bands and increasingly for older age bands too. New cultural models are being created faster in the commercial market place as opposed to subsidised, and based on interactivity rather than passive consumption. This could result in a divide between 'new' and 'old' culture: one widespread, popular and privately funded, the other of narrower appeal and dependent upon public funding and the goodwill of political/decision makers.

As a result of digital development, 20th Century media is under pressure (mainstream TV and print journalism) as people migrate to social media. The marketing and advertising sector is re-structuring to take advantage of these new ways of reaching people and is investing heavily in doing so. Business structures are changing to take advantage of more effective ways of doing business online (access to customers, suppliers, big data, streaming content, operating methods and cost savings).

The arts however hold a unique position. Combining the shifts in demand towards higher quality and often physical experiences of digital culture with the arts ability to create rich content and innovative forms of engagement, perhaps the arts can compete despite the investment imbalance between commercial and subsidised culture.

3.5 Arts Council and Local Authority Goals

Cheshire Dance responds to all 5 Arts Council England Goals:-

Goal 1 Excellence

- Excellence is thriving and celebrated in the arts, museums and libraries

Goal 2 For Everyone

- Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries

Goal 3 Resilience

- The arts, museums and libraries are resilient and environmentally sustainable

Goal 4: Leadership and Skills

- The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

Goal 5 Children and Young People

- Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

Cheshire Dance responds to 5 of Cheshire West and Chester Council's corporate priorities:-

Thriving Residents and Thriving Communities

- Older People and Vulnerable Adults are compassionately supported to live fulfilled and independent lives
- Vibrant and Healthy communities with inclusive leisure, heritage and culture opportunities
- All our families, children and young people are supported to get the best start in life
- Vulnerable adults and children feel safe and are protected

Thriving Economy

- People are well educated, skilled and earn a decent living

Cheshire Dance responds to 3 of Cheshire East Council's corporate outcomes:-

- Our local communities are strong and supportive
- People have the life skills and education they need in order to thrive
- People live well and for longer

4 Aims

To ensure everyone has access to dance and can benefit from its transformative power.

4.1 Priority Groups (including Protected Characteristic Groups)

Attendees	Older People, People with Disabilities, Young People, Areas of Low Arts Engagement
Artists (Employed / Trainees)	Older Artists, Artists with Disabilities, Emerging Artists, BME Artists
Partners	Who work with these groups

See also Appendix 1 - Artistic Programme Summary 2018-19
Appendix 2 – SMART Objectives - Statements below in **bold** are numbered (**1,2, 3**) and are specifically linked between Sections 5-8 and Appendix 2.

4.2 Dance, Health and Wellbeing (ACE Goal 1)

Aim: A leading specialism in dance, health and wellbeing, responding to priority group need and ambitions, policy and demographic trends and connected to similar priorities and pockets of excellence nationally.

To strengthen participation in dance we will:-

- **Deliver a programme targeting older people, people with disabilities and areas of low arts engagement (2-5, 6-7).** This includes:-
 - **Regular 8 older peoples' groups – Increase sessions from 58 in 2016/17 to 210 in 2018/19 (2)**
 - **Sustain a Leighton Hosp group – Increase sessions from 17 in 2016/17 to 45 in 2018/19 (3)**
 - **Establish 6 Improvement groups with AESOP – Increase from 16 sessions in 2016/17 to 126 in 2018/19, employing artists with Postural Stability Instructor (PSI) training (5).**
 - **Sustaining 6 groups for people with disabilities - No increase in number of sessions (6)**
- Support individuals and groups through person centred practice and participatory leadership
- Involve artists renowned for their work in particular fields of practice and proactively include artists from within those fields (e.g. older artists, emerging and disabled artists) as well as artists from BME groups to support diversity in the profession
- Contribute to a more common understanding of excellence in the dance, health and wellbeing field of practice through evaluation, sharing and CPD, partnerships and network activation. In addition, support action-based professional development pathways for artists and professionals from other sectors, involving participants in the learning opportunity whenever possible.
- Tackle specific inequalities of opportunity and health amongst protected characteristic groups
- Celebrate through live and digital performance and as part of place-making initiatives
- See section 4.8 for more information on our work with young people

4.3 Artist & Professional Development (ACE Goal 1)

Aim: Enabling artists, and professionals connected to dance, to fulfil their potential.

Artists are increasingly turning to Cheshire Dance and Dance Consortia North West for support. Alongside supporting artist and talent development, Cheshire Dance opens much of its CPD opportunities out to non-arts professionals with an interest in integrating dance into their work. This includes teachers, care and health staff and youth workers.

Through our artist and professional development work we aim to :-

- Deepen understanding of excellence and diversity through our creative values

- Disseminate practice in participatory and performance environments both through live experiences and through digital engagement and seek knowledge sharing partnerships with specific programmes and artists across the region, nationally and internationally
- Establish meaningful relationships with artists from different backgrounds, creating a sense of belonging to a rich dance ecology and supporting retention of talent in the region.
- **Increase the % of artists employed and trained from our identified priority groups, strengthening our networks as needed (8-9).**
- Support continual progression of individuals and groups, identifying need and creative aspiration and by creating value that addresses that need and aspiration on an individual and group level.
- Work in partnership with other NPOs/Arts organisations, Higher Education, the artistic community and other sectors by aligning and distinguishing our offer in the development context of Dance Consortia North West and connected to the wider dance infrastructure.
- **Support artists own career and project development ambitions through a set of publicised 'artist services', including creative, production and business development, making resources available, distributing information and brokering partnerships (10)**
- Promote opportunities far in advance and diversify the networks we promote through.

4.4 Creating, Producing and Presenting Dance (ACE Goal 1)

Aim: Work with partners to create, produce and present dance of the highest quality.

What we will do to achieve our artistic outcomes for audiences

- **Support the creation of new work performed as part of NOW Dance, made by professional artists and groups in partnership with Chester University (11)**
- Support and promote other professional and educational platforms and showcases.
- **Support the programming and outreach work of incoming touring product in partnership with Cheshire Rural Touring, the HE venues, the Barnaby Festival and Storyhouse (12)**
- Cheshire Dance (Producer from year 2 onwards) has begun working with Graham Lister at Cheshire West & Chester Council (former Project Director for Storyhouse capital programme) and Stephen Munn at Deda Producing (Producer in year 1). **As a regeneration and potentially an LCEP project in Northwich (and Winsford) our aim is to establish a New Festival in Northwich, an outdoor dance-lead initiative, currently anticipated for Autumn 18 / Spring 19 (13).**
- Gather and publicise North West dance listings through seasonal campaigns

4.5 Dance Consortia North West (ACE Goal 1)

Aim:- Our shared vision is to realise the vastly untapped potential of dance that has a uniquely North West influence and identity.

Better regional co-ordination in dance was directly called for through regional network meetings, stakeholder surveys and echoed at a focus group session involving key NW venues and promoters and amongst those organisations now coming together to form DCNW. Cheshire Dance is the lead Co-ordinator of Dance Consortia North West. DCNW is a group of dance employers (including 5 Arts Council England NPOs), 8 Higher Education Institutions and the 150+ strong Artists Led for Artists (ALFA) network. The group has come together to express, in the best way that it can, the voice of the dance sector in the region and to create the conditions for dance to thrive in the future.

Our purpose is to strengthen the offer for artist and talent development and address issues around more/better dance production, developing dance audiences, engagement and sector knowledge. The best way to achieve this is through strategic co-ordination that will lead to resource development and more opportunities through both independent and collaborative dance development initiatives (14)

Dance in Cheshire is impacted on by national and local policy and by the state of health of the dance sector in the region and nationally. The Board understands that while the organisation could thrive without DCNW, it would be all the stronger working in partnership. Support in-kind is a natural part of partnership working but the Board additionally recognise this needs careful monitoring.

4.6 Diversity (ACE Goal 1)

Aim: To engage more people and employ more artists from diverse backgrounds as a driver of new aesthetics in dance.

Cheshire Dance's business model is built upon targeting activities amongst specifically identified groups and settings and which includes the artistic community itself. At a strategic level this is informed by Arts Council England's Creative Case for Diversity, the demographic and health priorities identified in Local Authority Strategic Plans (See section 3.5) and Joint Strategic Needs Assessments.

Taking positive action in support of our diversity aim is threaded throughout all sections and appendices of this plan. To highlight elements of our plan, our Artistic Programme and Key Performance Indicators that contribute to our equality and diversity would be to highlight virtually the entire plan (1-19, 22-27).

This includes a specific Mandatory equality smart objective for the Board and Staffing (8,23).

In delivering our Artistic Programme and making the Creative Case for Diversity we will :-

- Encourage peoples' own individual movement style differentiated through person-centred practice
- Wherever possible, enable group-owned creative decision-making, to ensure the diversity of creative voices present are heard and acted upon.
- Advocate, draw attention to and celebrate emerging dance aesthetics
- Plan a series of creative debates with the artistic community, linked to events and activities which draw a range of people and perspectives together. Focus on inclusive practice, BME artists, older dancers and older people dancing and disabled dancers and disabled people dancing.
- Publish our 'Artist Services' and work proactively with these artist groups to ensure all artists are able to access support and create and disseminate work in more settings.
- Create connections across programme areas (eg incoming touring and outreach to other local provision) to add further value and to support legacy outcomes
- Deepen/build new partnerships with organisations and groups with whom we share diversity aims.
- Evidence and share knowledge of diversity needs and impact through demographic data analysis, documented debates and through the evaluation of our programme.

4.7 Engagement and Audiences (ACE Goal 2)

Aim: To deepen engagement and develop new audiences for dance, with a particular focus on those least engaged in the arts.

During the year Cheshire Dance will work with 30 groups over extended periods of time. In relation to our equality and diversity commitment, 28 of these groups are Protected Characteristic groups (2, 3, 5, 6, 15) . Cheshire Dance will also develop/partner and deliver a vast range of less regular (perhaps monthly, termly or annually) and sometimes one-off projects, programmes and events at similar levels in terms of total attendance as our weekly programme. This activity deepens engagement for those inspired to seek more opportunities and, in areas of low engagement, is designed to attract and sustain activity with new audiences.

Where possible we engage user-groups within our continuing professional development programme. For

example, hosting CPD with one of our protected characteristic groups. This ensures participants are able to influence both the content of training and co-design the shared learning experience between participants, artists and other professionals. It ensures our CPD is relevant to the beneficiary groups we work with and the professional environments we work within (e.g. hospitals, care homes, schools).

To deepen engagement and develop new audiences we will:-

- Advocate across health and care sectors our Dance, Health and Wellbeing specialism
- Increase knowledge of and dialogue with our 3 target markets (participants, artists and professionals, dance audiences)
- Sustain and develop new partnerships across the arts, public and voluntary sectors
- Broaden and refine our suite of communication channels specific to our target markets
- Maintain congruence and efficacy throughout brand awareness, key messages and service delivery
- Reflect and evaluate throughout the journey of engagement to inform planning
- Monitor numbers, loyalty, capacity filled and new audiences and act accordingly

Through our NPO agreement with Arts Council England (ACE) in band 1 (less than £250,000 of investment per year), we have prioritised a **Mandatory Goal 2 outcome – ‘Engagement levels have increased amongst those currently least engaged in arts and culture.’**

In comparison to 2016/2017 and as a result of our development work over the last year, this increase will be seen through a significant growth in our work with older people (2,3 and 5) and may go further depending on the outcome of a Celebrating Age application and Brightlife co-tender. (4)

4.8 Dance and Young People (ACE Goal 5)

Aim: To amplify the voices of children and young people, providing opportunities to participate, progress, create, celebrate and lead.

Cheshire Dance will work extensively in partnership with other organisations in the arts, public, education and voluntary sectors to develop children and young peoples’ dance and pursue the following aims:-

- **Access - Provide regular opportunities for all young people to dance (minimum of 7 groups), tackling inequality and addressing the barriers that children and young people might face (15)**
- **Progression - Enable children and young people to achieve their full potential including through our own youth platforms, U. Dance and the Centre for Advanced Training, DOPE, Homegrown and Takeover in partnership with Action Transport (16)**
- **As a trial project with DOPE and supported through the Cheshire Community Foundation, we will support young people to build capacity within their groups to realise their artistic ambitions and sustain progression pathways (17)**
- Retention - Develop valuable relationships with children and young people by providing support to sustain engagement. We will create employment and continuing professional development opportunities to support talent retention.
- Health and Wellbeing – Through dance, promote and improve the physical, cognitive and emotional health and wellbeing of children, young people, their families and communities.
- Positive impact – Remain at the forefront of quality improvement, collecting, gathering and sharing evidence and success stories through both live and virtual forms of dissemination.
- **Place-Making – Create opportunities for children and young people to use dance as a tool for community development, regeneration and creative place making including partnering on a forthcoming regeneration project in Northwich with Cheshire West and Chester Council and Deda Producing. We will support work that animates the fabric of the area, opens up alternative performance spaces and where young peoples’ voices are heard and celebrated (13)**

Through our NPO agreement with Arts Council England (ACE) and as a band 1 organisation (in receipt of less

than £250,000 of ACE investment per year), we are asked to prioritise at least one **Mandatory Goal 5** relating to either **digital development, Arts Award and ArtsMark**. In choosing we have developed a specific smart objective:-

- **To develop dance and digital practice with children and young people to reach wider audiences, to diversify learning, participation and engagement in dance and to create and disseminate digital content made by, for and with children and young people (18)**

4.9 2019/20 and Beyond

Looking strategically, our aims beyond 2018/19 will be to:-

- Further develop our national specialism in Dance, Health and Wellbeing amongst older people, people with disabilities and young people in early intervention contexts.
- Support emerging talent through our work with Young People, including shifting our focus beyond experimenting with digital dance practices with young people (Goal 5) to more ambitious implementations.
- Artist and Continuing Professional Development – Open access and bespoke support for artists career development
 - Emphasising older artists, disabled artists, emerging artists and BME artists and artists seeking to develop a Dance, Health and Wellbeing specialism.
 - Creating and producing work and touring, ensuring offer complements but is distinct from anything developed through DCNW.
 - Review the way in which our Artist Services Offer is utilised and managed in terms of our capacity and establish targets for engagement demographics in our CPD programme following baseline assessment in 2018/19.
- Audience development
 - Cheshire Dance programme which potentially including the Northwich Festival
 - With Cheshire partners and through DCNW.
- Develop the work of Dance Consortia North West from organisational development into new strategic programmes and opportunities for artists, talent and audience development in the region.
- Review our smart objective and revise this plan Dec 2018/Jan 2019, including for example:-
 - Shift emphasis beyond our Goal 2 priority of *'Increasing levels of engagement'* to *'demonstrating an increase in the depth and quality of people's cultural experiences'*. The longitudinal studies conducted in 2018/19 will give us a baseline to work from. Our emphasis on making the creative case for diversity will benefit from the case-making evidence that emerges, much of which will focus on the Protected Characteristic Groups we work with.
 - Fundraise (still as part of the Catalyst programme) for the development of the above programme.
 - Review progress on diversifying Board membership and Board interaction with protected characteristic groups.

5 Resourcing

5.1 The Team and Artistic Community

Aim: To invest in core assets and resource development to increase organisational and sector resilience.

Cheshire Dance has developed an enviable brand and reputation in artist development, for the quality of its delivery and for encouraging more people who are amongst the least engaged in the arts. Many organisations identify Cheshire Dance as their 'one-stop' shop in accessing excellence in the local dance sector. We will sustain and build this reputation by investing continuously in a range of key assets :-

- Our creative team and as part of a sector rich in expertise who have extensive experience in leading and developing dance in a vast range of delivery, making and producing contexts.
- Alongside retaining in-house expertise, our ability to act as 'agent', brokering relationships between the artistic community and partners in the arts and other sectors.
- Our creative leadership and ability to influence the sector through sustaining partnerships and a viable CPD and artist development programme.
- Our strong networks, working extensively in partnership with other organisations to utilise and contribute to a common understanding of excellence in the arts as well as in other sectors
- Our ability and record of sustaining dance in areas of low arts engagement and increasing diversity in the sector.

Most recently, Cheshire Dance has reviewed its staffing structure and reached a decision through this Business Planning phase to make a permanent investment in building capacity within the organisation to generate income from private and public sources. This is considerably more than that described as cash match funding in the Catalyst application. Adverts for 2 roles will be publicised in the Jan 2018:-

- **0.6FTE Business Development Manager on the same salary scale as the Creative Director. The incumbent will work as a key part of the senior management team to implement the fundraising strategy as described in the Catalyst application. If the application is successful implementation will be faster and guided by external expertise (22).**
- 1 day per week admin support to release the Business and Marketing Co-ordinator to work more closely with practitioners and the range of groups with whom we engage with a focus on earned income, cost saving, supporting volunteering and crowdfunding and building local sponsorship relationships with individual groups.

5.2 The Board

A full Governance and Policy Review is underway and is reported on consistently at Board meetings.

Additionally, the Board has conducted a skills and demographics audit. Its aim is to :-

- Enable and act upon more diverse voices coming from our stakeholder groups
- Retain access to a fuller complement of appropriate skills, knowledge and experience

Further to the core function of the Board, key actions include:-

- The Governance and Policy Review will culminate in a monitoring schedule timetabled for specific Board meetings annually.
- The Board currently has 5 members (100% women, 60% older adults, 20% participant/parent, 40% practicing artists). **Target advertising through diverse channels and to encourage applications from groups that represent the organisations programme, particularly amongst BME and people with disabilities (23)**
- A detailed audit has been conducted recently (Nov 2017 Board papers). Advertise for Board

- members who have specific skill and knowledge in the areas of marketing, fundraising, legal and HR.
- **Applying to be part of CVS Cheshire East's Young Trustee Programme (23)**
- Testing a framework for Board meetings linked more closely to groups and partners - eg. Artists, CYP, older people and disabled people. Whilst potentially difficult to organise the Board seeks opportunities to increase dialogue with partners and user groups, listen to peoples' experiences of engaging with Cheshire Dance and to enable greater influence amongst stakeholders over the Board decision-making and Governance role.

5.3 Partnerships

Our partners include Arts Council England, Cheshire West and Chester Council, Cheshire East Council, AESOP, Mid Cheshire Hospitals NHS Trust, University of Chester, Manchester Metropolitan University, Vivo Care Choices, Active Cheshire, Age UK Cheshire, Dope Male Performance Co., Home Grown Dance Theatre, Theatre in the Quarter, Action Transport Theatre, Storyhouse, Fallen Angels, Lion Salt Works, Barnaby Festival, Dance Consortia North West partners, People Dancing, One Dance UK and many schools, FE colleges and voluntary organisations.

Whilst many of these partnerships are developed on a bespoke basis and are project or programme specific, others are named and more recognisable. Cheshire Dance is for example:-

- A founding partner of Dance Consortia North West, leading dance and market development.
- A supporter of, and through the artistic team members of, Artists Led for Artists, a North West and sub-regional network of dance artists and as co-ordinator of Dance Network North West, which additionally includes professionals working in or connected to dance in the region
- A partner in the Cheshire West Cultural Education Partnership which supports young people to access and progress their creative learning
- A member of the Northern Children and Young Peoples' Dance Network which supports young people and emerging dance artists
- A member of the National Arts & Health Providers Network, supported through AESOP and a Founding Dance Partner of Dance to Health

Whilst we seek to deepen partnership working with many of those with whom we are already working, we will also be exploring new partnership during the year (24), including with :-

- Cheshire Centre for Integrated Living
- Council for Voluntary Service Cheshire East (CVSCE)
- Individual partners of the Local Cultural Education Partnership, including
 - Philip Barker Centre at Chester University (Creative Education and Creative Health)
 - Chester Zoo
 - Cheshire West Heritage team
- Northwich BID Team and Deda
- AESOP Dance Partners
- Possible digital partners

5.4 Communications

Cheshire Dance is active across many digital channels. In 2017/18 it secured investment to re-develop its website and communications platform. The development centres on a new database driven website that :-

- Is visually impactful and functional
- Is comprehensive in profiling news and events, artists, projects and groups and partners and is efficient in linking across programme areas and through social media, newsletter and what's on promotion. The idea being 'input once' distribute through 'many channels'
- Is also comprehensive in 'about us' coverage including our purpose, artistic policy and profiles of staff, board, independent artists and our regular programmes

- Is fully interactive with our email database (currently Outlook Business Contact Manager but will move to Mailchimp setup as part of launch)
- Is mobile optimised and fully integrated with our Social Media and Digital Media platforms inc. Facebook, Twitter, Instagram and Youtube/Canvas
- Is responsive to the forthcoming changes in GDPR legislation
- Is fully user updatable (artists, groups, partners, promoters) via a Content Management System (CMS) including interactive user profiles
- Is a showcase of our digital content and the work we create or promote with others
- Can act as a platform to attract donors and sponsors
- Can process online payments and provide information in support of offers and promotions

The website structure is now complete and aesthetic design work about to commence, with an agreed action plan for eventual launch in May 2018. This timescale allows for initial groups of users to register, populate their profiles and upload content (particularly for artists, groups and partner profiles).

6 Finance

Aim: To invest in core assets and resource development to increase organisational and sector resilience.

See Appendix 3 – Budget 2018/19 and Beyond attached. This budget includes a revised budget for 2017/18, a base and applications budget for 2018/19 and outline budgets for 2019/20 to 2021/22.

6.1 Fundraising Strategy

The fundraising strategy, as described in the Catalyst application, that underpins these budgets seeks to ensure ongoing fundraising and partnership development for Artist Development, our CPD programme and strategically through Dance Consortia North West, combined with staggered development of our participatory programme, albeit that some initiatives will cross programme areas. The development of older peoples' dance has been the focus during 2017/18, our young peoples' programme will be the main focus in 2018/19 and dance and disability will become the focus during 2019/20. Once the focus moves from one programme area to the next, legacy development will continue.

The key aims of our fundraising strategy are:-

- To realise the potential of current and planned investment in organisational development, raised from private sources
- To generate externally evaluated data from across the organisation's artistic programme that will feed artistic practice
- To build fundraising capacity and utilise external fundraising expertise
- To generate new diversified income

6.2 Income Projections

In total the projected income for 2018/19 is circa £407,000, a significant increase from 2017/18 at £245,118. Since the staff restructuring came into effect from October 2016 the team and Board have been able to take a more consistent approach to income generation. Specific fundraising initiatives include:-

- Secured investment for 2018/22 from Arts Council England (National Portfolio) and Cheshire West and Chester Council for 2018/19, annually renewable through a Service Level Agreement.
- Older Peoples' programme development including secured investment / applications:-
 - Applied - Cheshire East Council £10,000 per year for 4 years (Dance and Dementia)
 - Applied - Mid Cheshire Hospitals NHS Trust £5,000 annually renewable (Dance and Dementia)
 - Secured - AESOP £60,000 for the first part of the Phase 1, 3 year rollout of Dance to Health (Falls Prevention). The budget includes anticipating an income dip in 2020/21 as Phase 1 is evaluated and Phase 2 fundraising takes place.
 - Applied - Arts Council England / Baring Foundation Celebrating Age £99,325 over 3 years, April 2018 to March 2021 (Dance and Dementia).
 - Co-Tendering – With Retain Wellbeing to Brightlife Cheshire West Dementia £75,000 over 2 years, May 2018 to Mar 2020 (Dance and Dementia).
- Young Peoples' programme development including secured investment / applications:-
 - Secured - Cheshire Community Foundation £4,240 for DOPE Development
 - Applied - Cheshire East Council £1,000 for DOPE Development.
 - Secured - Private sources £14,000 for dance and digital identity programme development
 - Applying - Further sources anticipated in 2018/19 and supported through the Catalyst programme. Target for YP/digital development £30,000 and growing in future years.
 - Generated - Ongoing income through the regular programme of approximately £10,000 per year

- Dance and Disability programme development including secured investment / applications:-
 - Secured - People Dancing's More Reasons to Dance legacy £3,500
 - Generated - Ongoing income through the regular programme of approximately £10,000 per year
 - Applying - Further sources anticipated, to be identified and potentially through the Catalyst programme for application from 2019/20

- Artist and Dance Development including secured investment / applications:-
 - Generated - For Cheshire Dance's ongoing CPD and artist development programme, approx. £10,000 annually
 - Applying - Further sources anticipated, currently being identified and potentially through the Catalyst programme for application during 2018/19. Target £15,000 and growing in future years
 - Applying - Northwich Festival Year 2 programme (Year 1 - Deda Producing). Part modelled on Derby Feste (£160,000 turnover in 11th year, 75% anchor funded by ACE and Local Authority)
 - Applying - For DCNW initiatives (whether fundheld by Cheshire Dance or through other mechanisms), anticipating Arts Council England support circa £40,000 with £20,000 match funding in 2018/19 and significant ambition for growth through sources to be identified.

- Organisational development through secured investment / applications:-
 - Secured - Catalyst application to Arts Council England for £27,500. With these funds we are able to accelerate to accelerate programme development and crucially, involve external expertise to guide and sharpen focus at this most opportune time and the development of Cheshire Dance and DCNW:-
 - Longitudinal evidence gathering for the 30+ regular groups that we work with regularly.
 - Connected to research currently being undertaken via DCNW and the 3 Task Groups - ALFA, the Dance HE Consortium and The Lowry led Dance Promoters group
 - Fundraising training with the 'catalysts of change'
 - Senior Managers and the Board (strategic development)
 - The whole team (programme development)
 - Volunteers connected to the regular groups (community capacity building)
 - The independent artistic community, potentially connected to ALFA/DCNW partners and accessible from across the North West (collaborative and independently initiated projects) as per the DCNW vision.
 - Research into income from private sources, closely aligned to Cheshire Dance/DCNW programme ambitions, including Trust and Foundations, sponsorship and philanthropy.
 - Submission of a range of applications and testing a key giving platform
 - Full integration with the company website and promoted through established social media channels and specific stakeholder campaigns.
 - Target to reduce % Income from:-
 - Core public sources from 58% in 2017/18 to 37% in 2021/22
 - ACE sources from 42% in 2017/18 to 23% in 2021/22 (includes Celebrating Age and Catalyst as ACE sourced. Does not include DCNW).

Summary Key Performance Indicators

- **Increase levels of contributed (including earned) income to £120,000 in 2018/19 (20)**
 - o 2016/17 Actual £ 66,330
 - o 2017/18 Actual £62,500 Target £ 88,554
 - o 2018/19 Actual £69,958 Target £120,000 If All Successful £252,616
- **Increase unrestricted, undesignated reserves to meet £44,000 target by 2021/22 (21).**

7 Risk

The Board maintains a risk log which is updated at every quarterly Board meeting or more frequently as circumstances dictate. Options for Mitigating Action are reviewed at the Trigger point, agreed and implemented as appropriate.

7.1 Summary of Major Risks

A decline in core and non-core income, particularly from Public Sector partners

- Diversify income sources – See 6.2 income projections including summary SMART Objectives
- Key investors are contractually obliged to give 6 months or more notice of investment changes
- Expenditure on projects is only committed when investment is backed by signed agreements
- Attendances are monitored live and budgets by the Board on a quarterly basis
- Pricing and fees are reviewed annually
- The reserves policy is managed to support contingency under specific scenarios.

Senior Managers and Key Lead Artists leave the organisation

- The succession plan is documented and budget forecasts ensure competitive salary levels, which are occasionally benchmarked across the sector
- The decision-making culture is open and insists on participatory leadership and ownership of the strategic context amongst both staff and Board

Safeguarding, risk management and quality of practice

- Regular training is led in-house and all staff and freelance practitioners are contractually obliged to top-up their training on a regular basis.
- A Continuing Professional Development and Artist Development offer is a fundamental part of the organisation's artistic programme
- All key programmes of work are either led or monitored by the core team, ensuring practice delivery is of consistently high standard
- The organisation continually supports dialogue with stakeholders and beneficiaries

Cheshire Dance's leadership role in Dance Consortia North West compromises Cheshire focused delivery

- Progress and resource commitment is monitored by the Board and has included consultation with Cheshire Dance core partners
- Alignment of Cheshire Dance aims with DCNW aims is in place, albeit that each has a different area of focus
- DCNW needs to achieve sustainable income

7.2 Organisational structure and decision making mechanisms

The Board of Directors (the Trustees of the charity) is responsible for the governance of the organisation. Directors are elected by invitation and rotated as detailed in the Memorandum and Articles of Association. The Board is responsible for decision making with regard policy and overall direction linked to the aims of the organisation. The Board monitors progress of programmes, finance and other strategic developments relating to Cheshire Dance. The Artistic and Strategic direction of Cheshire Dance is developed by the Director in collaboration with both Board and Staff. Key decision-making can originate through any stakeholder group. Options are developed by staff and/or the Board in consultation with stakeholders and appraised by the Board for decision.

8 Monitoring and Evaluation

8.1 Evidence of the Quality of the Organisation's Work (ACE Goal 1)

More than 90% of the locations where Cheshire Dance is able to be proactive in choosing where to programme dance will continue to be targeted in Lower Super Output Areas (LSOAs) amongst the 20% most deprived in England and amongst communities of Protected Characteristic groups.

Cheshire Dance has built a strong body of evidence as to the extent to which its work targets people who are amongst the least engaged in the arts and in society. Alongside work with young people in areas of deprivation (49% of all participation) this additionally includes significant groups of people with disabilities (36% of all participation) and groups of older people (16% of all participation).

Retention rates amongst groups that meet regularly are high (over 80%) and we have evidenced in the past that artists often return to Cheshire Dance to deepen their learning and career prospects through ongoing engagement in our CPD offer and artist development programme.

8.2 Further Evidence Gathering

Aim: To produce evidence of need and impact amongst priority groups for use in fundraising and advocacy.

Through preparing for a Catalyst application we have planned an evaluation project that seeks to evidence the quality of the organisation's work amongst its regular groups. This will enable a longitudinal look at the bulk of our engagement programme (25, 26). This included deepening our understanding of how we evidence our work in response to both internal and external calls for evidence in relation to :-

- Cheshire Dance's own Creative Values
- Arts Council England quality principles and metrics
- 5 Ways to Wellbeing

This self-evaluation will complement previous evaluations amongst artists, occasional external evaluations for key projects and the positive outcomes from Arts Council England's own Artistic and Quality Assessment visits.

Whilst the evaluation work amongst our regular groups will continue as part of our NPO programme, it will be accelerated and enhanced through the Catalyst programme. We will be in a position to retain external expertise to ensure a more dedicated focus on research methodologies, stronger alignment of internal and externally validated tools and benchmark data as well as a series of cases made ready for implementation through the fundraising stage of the Catalyst programme.

In parallel Dance Consortia North West is progressing research through 2 of its 3 Task Groups (27).

- ALFA - is leading on an Artists Survey and will be holding a series of 5 sub-regional focus groups in the spring 2018
- The Dance HE NW Consortium - Cheshire Dance's emerging artist has begun a series of telephone interviews with HE Dance Depts across the region.

Findings will be brought to a DCNW meet, end Feb 2018. The third, Promoters Task Group, led by The Lowry will likely also conduct specific research into the dance development role of arts venues and promoters, programming dance and audience development.