

# Cheshire Dance

**Strategic Plan 2024-29**

**March 2024**



**Cheshire West  
and Chester**



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**ARTS COUNCIL  
ENGLAND**

# Cheshire Dance

## Strategic Plan

### 2024-29

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# Cheshire Dance Strategic Plan 2024-29

## 1 Executive Summary

This plan does not see Cheshire Dance simply trying to survive difficult economic conditions in the arts / health / education sectors in the current climate, it is a plan for growth that we've been working on successfully since 2018 and will come to fruition over the next 5 years.

It's been brought about by an outstanding creative team (both permanent and freelance staff) that is ambitious yet realistic, supported by a newly strengthened Board and Governance structure and a huge range of stake holding beneficiary groups and supporting partner organisations.

Cheshire Dance brings rich creative and social opportunity to people who would otherwise get left behind and become marginalised in a society that feels like is losing its ability to care, and yes, that includes artists. We join with others in resistance and with a cunning plan for change.

## 2 Our Mission and Values

Cheshire Dance strives to ensure everyone has access to dance and can benefit from its transformative power.

With a reputation earned over forty five years and built on quality, inclusion and access, Cheshire Dance's mission is to amplify voices, tackle inequality, champion diverse aesthetics and drive place-based and Protected Characteristic-centred partnerships spanning culture, voluntary, public and private sectors.

The organisation and its network is rich in professional and creative expertise. We make space for, listen to and engage with participants, audiences, artists and partner organisations to ensure that individuals' and whole communities dancing voices are heard. Collectively we are working towards a strong, sustainable and flourishing North West dance and arts sector.

In the pandemic, Cheshire Dance learned how to remain staunchly committed to those most vulnerable in our community, standing shoulder to shoulder with people who were facing life-threatening challenges but who continued through lockdown to prioritise dance as a means of surviving their enforced isolation and staying connected with the outside world. As a result, Cheshire Dance and its inter-dependent dancing communities and partnerships proved stronger and more resilient and adaptable than ever.

Our success remains founded on investment in our people. We run our own CPD programme, consider best practice on a daily basis with dance artists and other sector professionals – health and care, education, regeneration and place-making. Cheshire Dance is a long-standing co-creator with groups, communities and partner organisations ensuring that our work remains connected to its stakeholders and will be relevant to their needs and aspirations for years to come.

## 3 Our Beneficiary Groups and Track Record

### 3.1 Beneficiary Groups

A specialist in dance development delivering both social and artistic outcomes, Cheshire Dance targets its offer comprehensively amongst these 'priority' groups :-

- Communities in Need in Cheshire.
  - Older Adults with particular interest in people living with long term health conditions. We work in hospital, care and community settings with Older Adults and have developed specialist knowledge and practice in Falls Prevention, Dementia and exercise for Heart Disease.
  - Young People living in low income neighbourhoods and those facing learning and health and wellbeing challenges (physical, emotional and mental) both in and out of school, from early years through to young adults.
  - Disabled People, again both in and out of school, with particular interest in learning disability and more recently in a PIMD (profound, intellectual and multiple disability) context.
- Strategic regional leadership in dance
  - Lead organisation of Dance Consortia North West – including NW Dance in Higher Education Depts, Venues programming dance and supporting artist development, dance organisations and touring companies, a 200 strong network of Artists and Micro-companies
  - North West based dance artists - Artist Development and employment (employed and freelance), supporting the talent pipeline, artists pushing boundaries, making new work and new participatory dance practice.
  - New initiatives specifically in response to and in support of #BLM and LGBTQ+ communities
  - New audiences for Dance and the Arts

92% of Cheshire Dance's participatory programme focuses on people who identify through Protected Characteristics, live in areas of Low Income or as artists living through very tough economic conditions, receive subsidised training opportunities.

### 3.2 Quantitative and Qualitative Evidence

Empirical quantitative and qualitative data are fully a part of our quality regime. Please see our 'At a Glance' achievements in 2022/23 in Appendix A – Cheshire Dance and Partners, Numbers and Testimony. Outputs and evidence of achievements and outcomes are routinely reported to our Board, external funders that we are accountable to and are published on our website.

Cheshire Dance is a model delivery organisation of creative and social outcomes:

- 40+ years as a National Portfolio Organisation (or equivalent) of Arts Council England



- 45+ years regularly funded by Cheshire West and Chester Council (or former County/District structures)
- It is producing results and leading growth by driving quality and enabling access amongst stakeholders, sustaining 95% of our participation programme engaging people identified above as 'priority' groups.
- Our commitment to access, inclusion, relevance and co-creation is deeply embedded and drives artistic programming and our democratic leadership culture
- Our reputation is built on the longevity of partnerships with organisations, artists, participants and audiences.
- We manage operations, finances and projects on many different scales from the small scale and intimate to large scale events and cross-sector partnerships
- Arts Council England Quality Assessments (scheme ended in 2020) consistently reported high quality, citing the delivery of "strong artistic, social and professional opportunities" (DOPE 2017) and work "of an incredibly high standard, with all participants engaged, passionate and enthusiastic throughout." (Dance & Digital Hack 2018).
- We also won the national One Dance UK Dance and Health Award in 2018

Going beyond 'representation' of population demographics Cheshire Dance has initiated change and created impact through ongoing strategic action:-

- As the initiator and strategic partnership lead for Dance Consortia North West with strong support from Arts Council England. With Consortia partners we have published a NW Dance Plan and launched a region-wide Research Programme that is commissioning new research, new creative product and enabling artists and micro-companies across the region to develop their careers including in Priority Places and amongst diverse communities.
- By establishing a new International Dance and Street Arts Festival, Now Northwich, in its 3<sup>rd</sup> iteration in April 2022, again attracting capacity audiences in excess of 27,000 people through programming for quality, access and diversity.
- By delivering the pilot of Wildfire Rising Artist Development programme for global majority dance artists with Movema, an Elevate and diversity-led organisation based in Liverpool.
- By establishing the national Dance and Profound Intellectual and Multiple Disabilities (PIMD) Practice Sharing network and developing fruitful working relationships with Vivo Care Choices and UCLan Dance (University of Central Lancashire) to create opportunities for people with PIMD to dance.
- With University of Chester (UoC) through the development of a new participatory evaluation model to complement the Impact and Insights framework and separately the delivery Health Education England funded Creative Health placements with Trainee Nurses.
- By delivering activity in a growing number of Schools relating to the physical curriculum and supporting the mental wellbeing of young people.
- By supporting a range of North West based artists and companies including Company Carpi, Emily O'Shea/Kindred Folk, Rafael Braga Araujo, Jack Robinson/DMPC, Connor Elliman, Jenny Reeves/About Time, Movema, Fallen Angels, Chameleon, Wired Aerial, Dance Syndrome, Le Petite Mort (LPM), Together and Studio 24.

## 4 Strategic Plan 2024-29

### 4.1 Artistic & Social Outcomes 2024-29

Cheshire Dance is positioned strongly to deliver deeply rooted and co-created work with participants, communities, artists and partners which is rich in history and ambition and in quality, outputs and outcomes.

#### **Dance and Young People**

Youth voice is central to our Dance and Young People programme. Having been at the heart of the Youth Dance movement since the 1970's, we are always keen to ensure our practice is cutting edge artistically but also in terms on Safeguarding. Following our recent Young Producers and Evaluation tool pilot schemes and ongoing face-to-face delivery, we are equipped to respond to the changing needs of young creatives. Our ambition is to embed mechanisms for young people's voices to be influential in their communities and at all levels of Cheshire Dance and within the arts sector.

We will realise our ambition through:

- An ongoing, responsive and developmental process of integration and cross-fertilization between young people and Cheshire Dance Board members including:
  - Young Producers and Board Members skills and knowledge sharing including a Reverse Mentoring Scheme
  - Young Advisors to the Board and recruitment of Young Board Members
- A focus on the transformative power of dance:-
  - Deepening engagement with young people across our programme, supporting their artistic and personal development
  - Enabling young peoples' leadership in their community through performance and co-leading workshops

We will sustain a regular programme with youth dance groups focusing on youth voice, skills development, health and co-creation. At least 80% of these sessions will be sited in low income, low arts engagement communities.

We will lead place-based youth projects in some of Cheshire West and Chester Council's (CW&C) most economically deprived wards, in some cases subject to match funding.

Specific groups/projects include:

- Spotlight - dance and physical activity programme with young teenagers referred voluntarily through mental health services (currently in partnership with Youth Fed, Winsford Youth and Community Forum)
- Dance with young people living with acute mental health challenges, in partnership with Ancora House
- Step into Dance – with home educated young people in the Ellesmere Port area
- DS Dance - learning disabled dance groups with Down Syndrome Cheshire
- Projects #1#2 - LGBTQ+ young people, with Chester Pride and other partners

- Talent and Career progression with DMPC, Ludus, Chameleon, Movema, MDI, NW Universities and the Centre for Advanced Training at The Lowry amongst others.

### **Dance in Education**

We will deliver exceptional educational dance experiences that are inclusive, accessible and support children and young people in their physical, mental, and emotional development. This will consist of curricular and cross-curricular dance, extracurricular activity and teacher CPD – with a focus on long term, embedded activity.

Our five year development will focus on:

- REWIND - with Theatre in the Quarter and Blacon Avenue Services
- SEND schools – aligning with our specialist area of dance and disability practice
- Developing primary provision with an emphasis on mental wellbeing
- CPD for teachers and artists, evaluation and publishing Case Studies

We will actively engage with key partners such as CW&C, LCEP, Curious Minds, University of Chester and Edsential, One Dance UK and other cultural organisations, including for advocacy purposes.

### **Dance and Disability**

Our recognised specialism in dance with people with learning disabilities is evidenced by our extensive and valued programme which has seen recovery and growth despite the challenges of Covid-19 facing this vulnerable community. Our five year plans will see us leading nationally through practice sharing groups and conferences hosted by People Dancing, Joanna Grace/The Sensory Projects and the Centre for Dance Research at Coventry University. We will develop the dance sector nationally through Chairing and facilitating the Dance and PIMD Practice Sharing Network which explores, develops and shares models for best practice in dance.

To engage communities with learning disabilities and Profound Intellectual and Multiple Disabilities (PIMD) we will continue to work with partners including Vivo Care Choices and Down Syndrome Cheshire. Creativity, health, lifelong learning, amplifying creative voice and consent are key elements underpinning the programme. We will run 4 weekly groups for adults with disabilities (as well as 3 youth groups for people with disabilities) and co-create ambitious performance and development opportunities. We will also continue embedding our unique Wanna Dance? Dance Artist in Residence Programme, which creates one-to-one dancing opportunities between people with PIMD and professional dance artists, with the aim of exploring how dance can help meet the needs of one of the most marginalised communities in our society as well as transform the culture of care within adult social services.

We will develop dance leadership pathways for people with learning disabilities (including co-leadership models and performance opportunities) with partners including Vivo Care Choices, Downs Syndrome Cheshire, TIN Arts, Yorkshire Dance and People Dancing.



### **Dance and Older Adults**

With a long history of supporting dance for and with older adults, we will sustain a regular programme of 8 groups for older adults. Through our core and freelance artist teams we will retain and develop specialist skills, including amongst older artists, in dance and dementia, dance and Parkinson's and dance and falls prevention supported by carefully curated CPD opportunities and work with specialist partners in health, physical activity and social prescribing such as the University of Chester, NHS Care Communities, Healthbox CIC, Neuromuscular Centre, Active Cheshire and Brio Leisure.

### **Community Performance Programme**

Enabling groups to dance in ways that are right for them, that inspire them to continue to engage, explore and grow artistically, we will curate performance events over the coming years that platform Protected Characteristics groups and dancers. These will range in type and scale dependent upon the groups. Some may be sharings amongst peers and supporters, others part of bigger platforms or culminations of partnership programmes such as the Now Northwich festival, REWIND (youth dance/theatre), Kaleidoscope Festival and Chester Light Parade.

We will work closely with cultural partners to produce performance opportunities through festivals and events including Now Northwich, subject to funding and with CW&C Council to lever investment in culture-led initiatives and will be able to advise others seeking similar place-based regeneration, creative and social outcomes.

### **Artist Development and CPD**

Cheshire Dance is a long-standing pioneer in the arts, championing the role of dance artists in society. Over the next 5 years we will relish the opportunity to platform and interrogate current artistic practice and create stronger links amongst dance artists and organisations who are based in the NW, whilst increasing the skills, knowledge and partnership base of our workforce. Responding to our consultation with freelance artists, we will support artists living/working in Cheshire/NW to develop new models of engagement, innovative and alternative practices. We will also support the next generation of artists as they follow both educational and vocational pathways in dance. We will prioritise diversity in our work with artists to ensure the creative workforce of the future is fully representative of our communities.

This will be delivered through group based and individual development opportunities.

- Our popular training programme ranges from basic skills like First Aid and Safeguarding to Inquiring Bodies and other open forms of creative exploration and shared learning. We will carefully manage waiting lists to ensure demand remains high but also that we are adapting and responding to the creative needs of our artistic community. To ensure accessibility we will implement a tiered payment plan amongst freelancers, prioritising artists with Protected Characteristics and those on low incomes. This approach will enable a wider diversity in our freelance artist pool and engaging in high quality CPD.

- Cheshire Dance has a strong history of support for individual artists and their projects. We are able to advise on applications, offer in-kind support, where appropriate connect creative and social outcomes to our own and signpost artists to other support available in the cultural sector.

### **Leadership for Dance Development in the North West**

In 2018 Cheshire Dance acted on a long-established need for Dance Development in the NW. Now termed 'Levelling Up', investment in dance in the North West has been historically low in comparison to other regions/populations.

Rather than replicating Cheshire Dance's delivery model across the region, the preferred model we identified was to lead a partnership of organisations, each with a dance interest in the region. This role was negotiated carefully with Arts Council England. ACE recognised Cheshire Dance as the right organisation and have invested in our plans ever since. This enhanced partnership with ACE supports Cheshire Dance in the following ways:

- Investment in our supply chain, the artists who deliver our engagement programmes, perform at our events and join us in interrogating best practice.
- A more important, strategic relationship with ACE means a higher likelihood of long term investment in the NW dance ecology and in Cheshire Dance.
- Increased influence in the cultural sector, to form good quality partnerships in support of our desired artistic and social outcomes.

Cheshire Dance is now the established lead and host organisation for Dance Consortia North West (DCNW). DCNW is a partnership of organisations based in the region including venues like The Lowry, Contact Theatre, Bluecoat, Blackpool Grand and Storyhouse, Higher Education Institutions that host dance departments, dance organisations like us and dance touring companies as well as a network of NW based artists.

Having developed a NW Dance Plan, a roadmap for collaborative, cumulative actions to improve the NW dance ecology, DCNW has initiated a Research Programme, in order to invest in the Region's talent pipeline. See <https://danceconsortianorthwest.org/>.

## **4.2 Finance and Development**

Cheshire Dance's 2022/23 Report and Accounts, page 20, shows 95% of the free reserves target of £54,000 has been met. This includes £25,000 skeleton running costs and a further £29,000 to cover redundancy obligations as at 31st March 2023. It holds other unrestricted funds for investment purposes but aims to replenish this fund on an ongoing basis at approx. £20,000 (currently standing at £23,509). All Restricted Fund projects are well managed without risk of overspend (cash balance at 31<sup>st</sup> March 2023 £102,287)

### **Core Funding Partners**

The core funding outlook for Cheshire Dance is stable. It has an ongoing 3 year National Portfolio Organisation agreement with Arts Council England to March 2026, valued at £89,831 per year, and

has been regularly funded by ACE since the 1980's. It also holds an annual funding agreement with Cheshire West & Chester Council for which Cheshire Dance renegotiates targets and plans each year rather than having to submit full applications. As such this agreement is non-competitive.

Unusually for both core funding partners, Arts Council England and Cheshire West and Chester Council also project fund Cheshire Dance in addition to core funding :-

- Cheshire Dance was invited by Cheshire West and Chester Council Regeneration Team to establish an annual Now Northwich festival in 2018. Cheshire West and Chester Council recently committed UKSPF funding for the festival for 2024 and 2025 at £89,500. Arts Council England, having match funded the festival with every iteration, has recently awarded £86,663 for the 2024 festival.
- Since 2018 Cheshire Dance has championed a dance sector supply chain development initiative as the lead organisation of Dance Consortia North West. Arts Council England has been investing consistently in this initiative since 2018 through 2 different sources and has just renewed a strategic funding agreement for 2024/25.
- Both Cheshire West and Chester Council and Arts Council England invested in Cheshire Dance through available Cultural Recovery funding during and in the aftermath of the COVID19 pandemic.

### **Fundraising Development**

Since April 2023, Cheshire Dance has begun working with a specialist fundraiser. Having only limited capacity previously the potential for us to secure Trust and Foundation support is relatively untested up until now. A number of new funds have been secured recently and we are able to sustain these efforts in seeking external investment. Recent awards have been made by the Marjory Boddy Trust, Anne Duchess of Westminster Trust, Cheshire Police and Crime Commissioner, Active Cheshire/Sport England, Cheshire Community Foundation, Peoples' Postcode Lottery Trust and the Westminster Foundation (Small Grants).

Cheshire Dance 5 Year Annual Budget Forecasts for 2024/25 to 2028/29 are contained in Appendix B with both worse case and best case scenarios. Development priorities that may effect the forecast pathway, shifting it from worse towards best case scenario include:-

- Consolidating the work we've undertaken since 2018 surrounding our leadership role in Dance Consortia North West. The best case sees an Arts Council England NPO funding uplift in 2027/28. This would see a significant increase in unrestricted funding (amount subject to planning) along with a drop in projected restricted income/expenditure, circa £50,000 pa and consolidation of funds held outside Cheshire Dance's current audit trail, in a DCNW bank account, circa £100,000 pa.
- Again consolidating work we've undertaken since 2018 in establishing the Now Northwich festival. Anchor funds already initiated for 2024/25 and 2025/26 in both scenarios (via Cheshire West and Chester Council and Arts Council England Project Grant). Sustained at circa £100,000 pa from 2026/27 onwards in the best case. Since 2018 these funds have been held by another organisation (Cheshire West & Chester Council) whilst being managed by Cheshire Dance.
- Cheshire Dance has been invited to submit a Partnership Grant application to the Westminster Foundation. Whilst this is a great opportunity to expand our programme

with young people significantly (evidenced as in-need) in Chester and Ellesmere Port, circa £100,000 pa from October 2024, the foundational work underpinning this growth is already in place. This includes the organisational partnerships formed, pilot or ongoing work with the beneficiary groups and the creative relationships with the delivering artists.

In the best case scenario our turnover looks like it jumps from £335,637 in 2023/24 to £808,456 in 2028/29, a 140% increase. However, the actual step change we're working towards over the course of this plan is not as great due to work already undertaken and the level of funds we currently manage outside our own accounts. In 2021/22, including these externally held funds, Cheshire Dance was responsible for a turnover of circa £600,000. A growth projection of circa 33% in turnover in this plan is therefore both realistic and manageable, given that we've already been working towards this transformation for the last 5 years.

Cheshire Dance has other smaller scale development priorities that are estimated in restricted projects income/expenditure both case scenarios. These include Wanna Dance (PIMD initiative in Chester/Ellesmere Port), Spotlight (YP mental health initiative in Winsford).

In both scenarios and in accordance with our Risk Log, if funds for specific initiatives are not secured in advance, Cheshire Dance does not commit expenditure for them and they do not take place.

### **Partnership Development**

We will maximise leverage of our Arts Council England NPO status, our Regular Funding Agreement with Cheshire West and Chester Council as well as our strong reputation locally and across the arts sector by working extensively in partnership. Whilst sometimes partnership working is about investment and pooling resources, it is always about professional collaboration. Cheshire Dance is proud to be working alongside organisations in:

- The health sector (University of Chester Faculty of Nursing, NHS primary / acute / mental health and community trusts)
- Social Care (Vivo Care Choices); the voluntary sector (CWVA, Down Syndrome Cheshire, GGO, New Images Youth)
- Local authorities (Cheshire West and Chester Council, Winsford and Northwich Town Councils)
- education (Schools, Edsential, NW Universities)
- the private sector (Northwich BID, Now Northwich sponsors)
- Within the arts, we will maintain and deepen our close relationship with Dance Consortia North West Partners and the Cheshire West Cultural Consortium (in particular Storyhouse, Theatre Porto, Cheshire Rural Touring, Theatre in the Quarter, Fallen Angels Dance Theatre and Company Carpi).

## **4.3 Strategic Risk and Mitigation**

Strategically and financially, Cheshire Dance is risk-averse. We maintain an organisation-wide risk log, overseen by the Board, that seeks to understand and mitigate risk in advance.

The most important mitigation is through our Safeguarding work. With more than 92% of our participatory programme focusing on people who are 'Children or Vulnerable Adults', we take our safeguarding responsibilities very seriously. So much so, we now deliver our Safeguarding training work in-house so that we can guarantee its quality specifically for dance and the use of touch and physical contact, which are natural aspects of dance. Cheshire Dance's safeguarding training is highly regarded in the sector and we are often bought in by other dance organisations to deliver training and support Safeguarding policy development.

Our long term financial outlook understands the risk of inflation and the difficult circumstances facing the third sector and public sector, particularly the NHS, Local Authorities and Education. The Board recognises the challenge of sustaining competitive salaries, core costs and therefore funding agreement and programme delivery.

As a non-building based organisation, Cheshire Dance does not face the same challenges as others in terms of rising energy costs. It also means the organisation does not hold high levels of fixed costs. Its staffing structure holds flexibility to grow in response to opportunities and resourced ambition as well as shrink if funding agreements expire and sustainability is not secured in advance, through the use of both permanent and temporary freelance staff. Our onboarding process for all staff is thorough and again, is managed in-house for quality purposes. It includes DBS background checks and taking up references, core training including Safeguarding, shadowing current staff and team teaching, supervision and ongoing line management. Our involvement in supply chain networks like Dance Consortia North West is critical to meeting our own staffing needs and dance delivery plans.

#### 4.4 Evaluation & Evidence

Having conducted external research in partnership with the University of Chester, amongst our participant dancers across a range of groups, we have developed an understanding of the qualitative outcomes that people identify with their experience of engaging with Cheshire Dance. Now using the Arts Council England supported Impact and Insight Toolkit, we use these outcomes to ask groups about their experience on a continual basis, the results of which form part of our Board and Arts Council England reporting and where appropriate, reporting connected to restricted fund projects.

#### 4.5 Governance

Cheshire Dance Board members are all independent of the executive team and maintain a Conflict of Interest Register to detail all relevant internal/external connections. Following successful Trustee recruitment in 2023, Cheshire Dance now has 11 Board members led by Co-Chairs Holly Aston and Peter Mearns.

The Board makes use of strategic tools to inform its decision-making and delegation authority. It has a formal Constitution as a registered charity (1983), which was updated in 2018 and is a Company, Limited by Guarantee (1993).

It holds an AGM annually in November and Board meetings every quarter, all of which are recorded through documented minutes and available to funders/observers. All plans, policies, key

agreements, finance, risks and evaluations are monitored and reviewed according to an organised Schedule of Matters. This governs a robust decision-making process and is actioned at every Board meeting. The Schedule covers:-

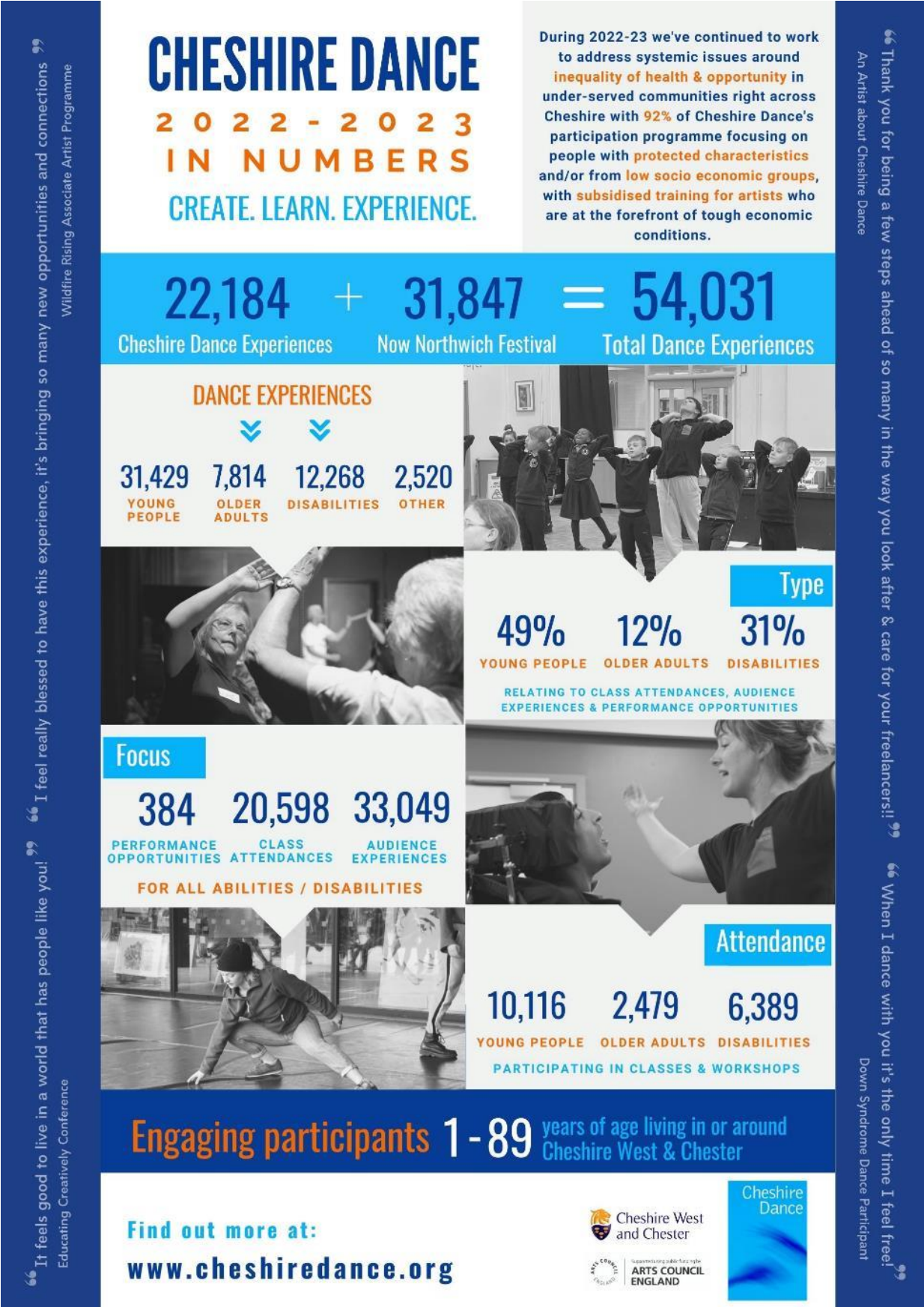
- Artistic Narrative Reports to the Board
- Artistic Programme and links to Let's Create Investment Principles and NW Dance Plan Outcomes
- Policy oversight through a suite of policy and action plans, and review schedule, see below
- A Register of Interests covering Board members and staff
- Overseeing a range of signed Partnership and Funding Agreements
- Quarterly Arts Council England and Local Authority Activity/Outcome Reports and Investment Principles Reports
- Financial control and projections including Independent Examination by Slade and Copper
- Quarterly major risks and opportunity monitoring, ensuring the risk log is up to date.
- Reporting from 5 Board Committees:- Finance, Development, People & Policy, Artistic Programme, DCNW Working Group
- Reporting from the team specifically around staffing (employed and freelance), terms and conditions and wellbeing

Through the Schedule of Matters Cheshire Dance reviews is suite of Policies and Action Plans on a regular basis. These include:-

<b>Policy Area</b>	<b>Last Reviewed</b>	<b>Next Review</b>
Safeguarding	February 2021	February 2024
Equity and Diversity	June 2023	June 2026
Risk Log Annual Review	February 2023	February 2024
Environmental and Sustainability	June 2022	June 2025
Health & Safety	June 2021	June 2024
Lone Working	June 2021	June 2024
Bullying and Harassment	June 2019	June 2024
Whistleblowing	June 2019	June 2024
Recruitment & Employment	June 2023	June 2026
Volunteering	June 2020	June 2025
Conflict of Interest	September 2023	September 2024
Reserves	September 2023	September 2024
Data Management / GDPR	October 2019	September 2024



Appendix A – Cheshire Dance and Partners, Numbers and Testimony



## Cheshire Dance Qualitative Outcomes

Our partnership with the Philip Barker Centre realised a robust and bespoke participatory evaluation tool that both encapsulates our values as an organisation but also complements the Arts Council England supported Impact & Insight framework. The outcomes below have been authored by our participant beneficiaries from across the membership of our regular and ongoing community dance groups. A pilot study undertaken, carried out by external evaluators, gave the following qualitative scores:

Key:	Score 1 = Low Quality, Score 9 = High Quality	
1) Sense of belonging to the dance group		(Score 8.3 / 9)
1a) Relationships		
i) Quality of friendships with group members		(Score 7.6 / 9)
ii) Relationship with the dance group facilitator.		(Score 7.8 / 9)
1b. Extending into wider life		
iii) Sense of growing as a person		(Score 7.2 / 9)
2). Developing agency through dance		(Score 7.3 / 9)
2a) Creative control		
iv) Being creative in the dance group		(Score 8.4 / 9)
2b) Self-confidence		
v) Sense of becoming more confident		(Score 7.0 / 9)
2c) A sense of ownership		
vi) Contribution of their ideas		(Score 6.6 / 9)
3. Keeping healthy and well		(Score 7.7 / 9)
3a) Physical & emotional health		
vii) Keeping their body healthy		(Score 7.5 / 9)
viii) Having fun		(Score 8.4 / 9)
3b) Connecting through the body		
ix) Sense of connection to each other		(Score 7.2 / 9)

## Evidence through Documentary Film

People with Profound Intellectual and Multiple Disabilities, with Vivo Care Choices

[https://www.cheshiredance.org/groups\\_and\\_projects/wanna-dance/#fancybox](https://www.cheshiredance.org/groups_and_projects/wanna-dance/#fancybox)

Young People & Mental Health – Spotlight Project with NHS Social Prescribers and Youth Fed

[https://www.cheshiredance.org/groups\\_and\\_projects/the-spotlight-project/#fancybox](https://www.cheshiredance.org/groups_and_projects/the-spotlight-project/#fancybox)

DOPE Male Performance Company

<https://www.youtube.com/watch?v=7PorlwrGip4&t=3s>

Black & Global Majority Artists with Liverpool based Movema

[https://www.youtube.com/watch?v=RhoMtG24EGI&t=30s&ab\\_channel=CheshireDance](https://www.youtube.com/watch?v=RhoMtG24EGI&t=30s&ab_channel=CheshireDance)

Community Performance with Lancaster based About Time Dance Company

[https://www.cheshiredance.org/groups\\_and\\_projects/salt-stories/#fancybox](https://www.cheshiredance.org/groups_and_projects/salt-stories/#fancybox)

Festival, Now Northwich

[https://www.cheshiredance.org/groups\\_and\\_projects/now-northwich-festival/#fancybox](https://www.cheshiredance.org/groups_and_projects/now-northwich-festival/#fancybox)

Older Adults in Care, Cheshire Dance's Tea Ladies touring Care Homes

[https://www.cheshiredance.org/groups\\_and\\_projects/tea-ladies-care-home-tour/#fancybox](https://www.cheshiredance.org/groups_and_projects/tea-ladies-care-home-tour/#fancybox)



During 2022-23 Cheshire Dance continued to work to address systemic issues around **inequality of health & opportunity** in under-served communities right across Cheshire.

Some **92%** of its participation programme focused on people with **protected characteristics** and/or from **low socio economic groups**, with **subsidised training for artists** who are at the forefront of tough economic conditions.

“It's a lovely community of supportive dancers where we get the chance to be creative without any pressure.”  
Young Person Participant

**30K**  
Audience Experiences

“We are really fortunate to have your support and we do not take it for granted! Easily the best regional dance agency in the UK.”  
An Artist about Cheshire Dance

“It feels good to live in a world that has people like you!”  
Educating Creatively Conference

“There is a big need for more of these kinds of events where independent dance artists and somatic movers can resource themselves and as a collective.”

An Artist on Inquiring Bodies

“The group has made a big difference to my quality of life and how I'm able to do more of my daily tasks; it's so inclusive!”

Participant with Scoliosis

“When I dance it's the only time I feel free!”

Down Syndrome Dance Participant

“Having the parents, dance students and artists all dancing together was some kind of magic.”

Northwich Rising event

“Having had a stroke, the class has been great for improving my balance & strengthening my muscles and limbs.”

Older Adult Participant

**54,031**  
Total Dance Experiences in 2022-23

“A dancing crowd of happy, friendly people – so good for my mental wellbeing.”

Older Adult Participant

“Your amazing sessions have equipped our staff well and they feel really confident in delivering dance in PE.”

School's Programme

“It's the first thing in a long time she's seemed genuinely excited about.”

Parent of a Young Participant

**384**  
Performance Opportunities

“Thank you CD for being a few steps ahead of so many in the way you look after and care for your freelancers!!”

An Artist about Cheshire Dance

“You have such a gift for weaving together so many meaningful layers, thank you so much!”

Chester University

**20.6K**  
Class Attendances

“Such rich and gentle time shared in dance – great facilitators, wonderful atmosphere.”

An Artist on Inquiring Bodies

Words from our participants, artists and partners

Cheshire Dance

Thanks to funding and support from regional and national organisations, during 2022-2023 Cheshire Dance was able to provide over 50,000 Dance Experiences to people of all ages, abilities / disabilities right across Cheshire.

With continued funding from Arts Council England as an NPO & from Cheshire West & Chester Council, as well as grants from Postcode Lottery, Cheshire Community Foundation and Active Cheshire – PLUS support from tens of other organisations – we have been able to reach more people with protected characteristics and have employed and supported the career development of high-quality artists who have joined us in bringing dance into the lives of so many.



CHESHIRE  
COMMUNITY  
FOUNDATION



Supported using public funding by  
**ARTS COUNCIL  
ENGLAND**



Cheshire West  
and Chester

THANK YOU  
FOR YOUR  
SUPPORT

**54,031**  
Dance Experiences



**42**  
Freelance Artists

**40%**  
Received CPD Bursaries



**6**  
Core Staff



2022 - 2023



**63**  
1-1 Artist Surgeries



**30+**  
Partners



**36**  
Volunteers



Cheshire Dance

## Appendix B – Cheshire Dance Management Accounts Forecast

Cheshire Dance Mgmt Accounts				January 2024			
5 Year Annual Budget Forecast 2024/25 to 2028/29							
WORSE CASE SCENARIO		Revised Budget	Forecast Budget	Forecast Budget	Forecast Budget	Forecast Budget	Forecast Budget
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
<b>INCOME</b>							
<b>Public Grants</b>							
Arts Council England		89,831	89,831	89,831	89,831	89,831	89,831
Cheshire West and Chester		39,606	39,606	39,606	39,606	39,606	39,606
<b>Income Generated</b>							
Prof Fees Earned		18,000	20,500	22,000	25,000	27,500	30,000
Employment Allowance		5,000	5,000	5,000	5,000	5,000	5,000
Core Income - Young People		12,500	12,500	12,750	12,750	13,000	13,250
Core Income - People with Disabilities		11,000	11,500	12,000	12,750	13,250	13,500
Core Income - Older People		15,000	15,000	15,000	15,250	15,500	16,000
Projects Income (Restricted Funds)		138,000	230,000	230,000	170,000	170,000	180,000
Other Income		700	700	700	900	1,100	1,100
Transfers		6,000	0	0	0	0	0
Total Income		335,637	424,637	426,887	371,087	374,787	388,287
<b>EXPENDITURE</b>							
Salaries & NI		(125,392)	(128,527)	(131,097)	(133,719)	(136,394)	(139,122)
Employers Pension Cont		(3,500)	(3,856)	(3,933)	(4,012)	(4,092)	(4,174)
Office Contracted Staff		(1,600)	(100)	(100)	(100)	(100)	(100)
Staff Costs		(6,220)	(6,700)	(6,850)	(7,100)	(7,250)	(7,500)
Resources / Venue Costs		(12,200)	(10,600)	(10,800)	(11,000)	(11,200)	(11,400)
Central Marketing		(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Office Costs		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Finance Costs		(6,700)	(6,450)	(6,550)	(6,650)	(6,700)	(6,800)
Core Expend - Young People		(9,000)	(9,000)	(9,000)	(9,500)	(9,500)	(9,500)
Core Expend - People with Disabilities		(10,000)	(10,000)	(10,000)	(10,500)	(10,500)	(10,500)
Core Expend - Older People		(11,000)	(11,000)	(11,000)	(11,000)	(11,500)	(11,500)
Projects Expend - Artists/Sector Development		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Projects Expend - Other Restricted		(88,000)	(180,000)	(180,000)	(120,000)	(120,000)	(130,000)
Transfers		(4,250)	0	0	0	0	0
Total Expenditure		(335,362)	(423,733)	(426,830)	(371,081)	(374,735)	(388,095)
<b>Bottom Line</b>							
<b>A) Unrestricted Undesignated Surplus/(Deficit)</b>		<b>275</b>	<b>904</b>	<b>57</b>	<b>6</b>	<b>52</b>	<b>192</b>
Closing Reserves		51,430	52,334	52,391	52,397	52,449	52,641
<b>B) Designated Funds</b>							
Opening Funds		23,509	17,509	17,509	17,509	17,509	17,509
Transfer to Designated		0	0	0	0	0	0
Investment		(6,000)	0	0	0	0	0
Closing Funds		17,509	17,509	17,509	17,509	17,509	17,509
<b>Funds held outside Cheshire Dance Management Accounts but managed by Cheshire Dance</b>							
		<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
Now Northwich Festival		100,000	-	-	-	-	-
Dance Consortia North West		100,000	100,000	100,000	100,000	100,000	100,000

Cheshire Dance Mgmt Accounts							January 2024	
5 Year Annual Budget Forecast 2024/25 to 2028/29								
BEST CASE SCENARIO		Reference Actual 2022/23	Revised Budget 2023/24	Forecast Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29

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