



**Business Plan
2009–2012**

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1 Chairman's Foreword

As Chairman of Cultivate I am delighted to present our three year Business Plan from 2009 to 2012. Since its creation in 2006 Cultivate has established itself as a key part of the cultural infrastructure in the East Midlands.

We have provided advice and support to over 250 organisations and individuals through projects such as Maximise, a national initiative to develop BME audiences and BME work in mainstream arts, Progress, a scheme to support and develop organisational capacity for small and emerging arts organisations and on an individual one to one basis. We have facilitated an extensive range of networks and collaborations and overseen and managed the development of two new agencies in the region, Writing East Midlands and The Mighty Creatives, the regional successor to Creative Partnership. In 2007 we presented in partnership with Arts Council England East Midlands a highly successful Family Friendly conference which included a range of keynote speakers including Greg Dyke and Dea Birkett, Director of the "Kids for Museums" Campaign and a specially commissioned poem from performance poet Michael Brome.

As we move forward into the next three years our focus will be on developing and supporting the cultural sector in what will clearly be challenging times. We plan to do this by providing a range of services including cultural leadership programmes for established and emerging leaders in the sector, training courses and seminars focussing on developing key competencies and continuing our highly successful series of Teatime Talks and seminars.

My thanks to all of you who have made our first three years so successful. This includes our key stakeholders, our team and of course all of those who have worked with us, attended our events and courses, been a member of a network or collaborated on a project. Without you Cultivate would not be able to confidently plan for the next three years and beyond.

Jon Holmes
Chairman

2 Executive Summary

Cultivate is a company limited by guarantee not having a share capital and is a registered charity. It was established in 2006 and operates regionally in the East

Midlands. It was created to meet the strategic need for an agency in the East Midlands to provide support for organisational and audience development. Since 2006 the demand for Cultivate's services has grown and become more focused on cultural leadership and key organisational competencies.

VISION AND MISSION

Our vision is to secure a vibrant, stimulating and thriving cultural offer in the East Midlands for audiences, visitors and participants.

Our mission is to empower continuous improvement in cultural leadership and organisational competencies through:

- Motivating and sharing best practice and exemplary leadership and organisational competencies
- Encouraging collaborations and co-ordinating joint action in leadership and organisations across the cultural sector and beyond
- Promoting the practical application and usage of national, regional and local market data and intelligence
- Being a catalyst for change

AIMS

- Improve cultural leadership and organisational competencies
- Develop and strengthen partnerships and networks
- Stimulate and collaborate with organisations in the region to sustain, develop and diversify participation and audiences
- Identify needs and provide training and support for the development of leadership and organisational competencies in cultural organisations
- Identify and respond to collective information needs and skills requirements
- Work with organisations to identify and implement best practice
- Optimise value for money
- Research and disseminate regional, national and international best practice in cultural leadership and organisational competencies
- Research and develop collaborative value for money and shared services projects

KEY STAKEHOLDERS

This plan outlines the strategic context for the organisation and identifies its key stakeholders:

- Arts Council England East Midlands
- Local Authorities in the East Midlands
- EMB (East Midlands Business)
- East Midlands Business Link

- Sub-regional Strategic Partnerships and their successors
- East Midlands Creative & Cultural Economic Partnership
- EM Media
- Museums, Libraries & Archives Council
- Cultural Olympiad East Midlands
- cultural providers and second-tier cultural support organisations in the Region
- its staff and Board

ACTIVITY

Cultivate works as an active partner in developing and facilitating cultural leadership and organisational competencies; maximising business expertise in the cultural sector and acting as a catalyst and key deliverer for public engagement (including participation and audience development).

Cultivate advocates a viable and sustainable cultural sector in the East Midlands and influences future policies for the investment in culture. This work is undertaken primarily by the CEO, supported by members of the staff team, as follows:

- Collaboration with cultural organisations of all scales and agencies in the East Midlands
- Involvement/partnership with EMDA, EMCCEP, SSPs and their successors and Local Authorities
- Membership of relevant representative bodies such as AMA, Network, NCVO

Cultivate also provides consultancy to cultural organisations on a wide range of issues including marketing strategies, business planning and governance.

Projects

Projects are the programme of facilitations, initiatives and activities created and delivered with partners within a specific timeframe. Project partners include:

- Arts & Business
- Arts Council England, East Midlands
- Business Link
- Creative Leicestershire
- EMMedia
- Local Authorities
- Museums, Libraries & Archives Council
- Mainstream Partnership
- National Council for Voluntary Organisations
- University of Nottingham
- Cultural organisations and/or individuals who are exemplars of good practice

ACTIVITY PLAN: 2009-2012

In pursuit of its objectives, Cultivate will deliver seven programmes of work in the period 2009-2012:

- Programme 1: Cultural leadership & organisational competencies - Develop and enhance leadership and organisational competencies
- Programme 2: Partnerships - Develop & maintain partnerships and networks with regional cultural agencies, Local Authorities and cultural organisations
- Programme 3: Participation and audiences – Increase public engagement with the cultural sector across the region
- Programme 4: Training and support – Improve competencies through a programme of generic and specific training
- Programme 5: Information needs and skills - Improve skills in collection and use of audience, visitor and participant data
- Programme 6: Best practice - Research and disseminate regional, national and international best practice in cultural leadership and organisational competencies
- Programme 7: Value for money - Research and develop collaborative value for money and shared services projects

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

3 Mission Statement and Vision

3.1 Vision

To secure a vibrant, stimulating and thriving cultural offer in the East Midlands for audiences, visitors and participants.

3.2 Mission

We will empower continuous improvement in cultural leadership and organisational competencies through:

- Motivating and sharing best practice and exemplary leadership and organisational competencies
- Encouraging collaborations and co-ordinating joint action in leadership and organisations across the cultural sector and beyond
- Promoting the practical application and usage of national, regional and local market data and intelligence
- Being a catalyst for change

3.3 Values

- We are committed to culture and increasing leadership and organisational expertise across the sector
- We respect individuals' experiences and do our best to include different perspectives
- We believe in building effective collaborations and partnerships with individuals, organisations and agencies in order to achieve our shared goals
- We encourage and promote new ideas and best and next practice in the cultural sector and strive for excellence
- We are transparent, accountable and monitor and evaluate our performance
- We strive to achieve best value for culture in the East Midlands

3.4 Aims & Objectives

Aims

- Improve cultural leadership and organisational competencies
- Develop and strengthen partnerships and networks
- Stimulate and collaborate with organisations in the region to sustain, develop and diversify participation and audiences
- Identify needs and provide training and support for the development of leadership and organisational competencies in cultural organisations
- Identify and respond to collective information needs and skills requirements

- Work with organisations to identify and implement best practice
- Optimise value for money

Objectives

- Develop leadership and organisational competencies
- Develop & maintain partnerships and networks with regional cultural agencies, Local Authorities and cultural organisations
- Increase public engagement with the cultural sector across the region
- Improve competencies through a programme of generic and specific training
- Improve skills in collection and use of audience, visitor and participant data
- Research and disseminate regional, national and international best practice in cultural leadership and organisational competencies
- Research and develop collaborative value for money and shared services projects

4 Strategic Context

4.1 Background

Cultivate was established in May 2006, following an extensive period of consultation with the Arts Council England, East Midlands and Culture East Midlands prior to deciding upon an appropriate model for the region. This consultation included cultural providers on all scales and across the archives, libraries, museums and performing arts. A consultant was also commissioned to canvas the views of eight Local Authorities and regional stakeholders representing the interests of museums, libraries, archives, heritage, development, regeneration and sport.

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

- Cultural organisations in the region could not benefit from national initiatives
- There were no mechanisms to encourage sharing of expertise and best practice
- Isolation took precedence over collaboration and shared resources
- Organisational and professional development were piecemeal
- There was a lack of coherent, co-ordinated market intelligence
- This in turn inhibited policy development and planning
- The profile of the collective cultural offer in the region was weak

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

Culture East Midlands was the first regional consortium to sponsor an agency of this kind. Cultivate was unique in its conception as an agency that delivered audience development and supported organisational development. It was the first agency to provide holistic support to cultural organisations clearly identifying audience development as integral in good organisational practice.

4.2 Key Stakeholders

Critical to the success of Cultivate are its relationships with key cultural stakeholders, its ability to generate funds, and to initiate and deliver strategic projects and activities. Cultivate has identified the following key stakeholders:

- Arts Council England East Midlands
- Local Authorities in the East Midlands
- EM Media
- Museums, Libraries & Archives Council
- emda (East Midlands Development Agency)
- EMB (East Midlands Business)
- East Midlands Business Link
- Sub-regional Strategic Partnerships
- East Midlands Creative & Cultural Economic Partnership
- cultural providers and second-tier cultural support organisations in the region
- its staff and Board

However major restructures of key national and regional agencies and funders has created an ever-changing landscape in which Cultivate works. MLA introduced a new structure from April 2009 and ACE will undertake a radical restructure during 2009/10. These and other major changes such as the demise of Culture East Midlands, which was a key sponsor of Cultivate, and the restructuring of the sub regional partnerships will continue to have an impact on how best Cultivate can engage with the culture sector.

Coupled with the changes to the function and capacity of the regional cultural agencies, there is considerable change in other regional arrangements which affect the core activity and purpose of Cultivate. Most notably within the sphere of business support there will continue to be changes to the way sub regional economic partnerships are governed and managed. The region will see a new suite of local authority sponsored economic development companies which will assume responsibility of the region's Sub-regional Strategic economic Partnerships (SSPs) and it will be critical that Cultivate develop relationships with these new key partners in ensuring the development of tailored business support measures to the creative and cultural businesses within the respective areas of the region.

As well as reinforcing relationships with the current key stakeholders and their successors Cultivate will continue to develop and seek support from:

- English Heritage
- Government Office East Midlands
- Heritage Lottery Fund
- Regeneration East Midlands
- Destination Management Partnerships

5 Organisation, Management and Resources

5.1 Organisation

Organisational Status

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

The Charity's objects are to:

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

Premises

Cultivate operates from 15 Wheeler Gate, Nottingham NG1 2NA

5.2 Review of Business Model

Cultivate continually reviews the most appropriate business model for its operation. A full review of current models is in process and options will be presented to the Board annually. Cultivate aims to ensure that the business model is not only appropriate for its operation but that it forecasts effectively future operational needs and identifies best practice in meeting these. This may include establishing trading subsidiaries if undertaking commercial enterprise or reviewing the current charitable status and board structure.

5.3 Board of Directors

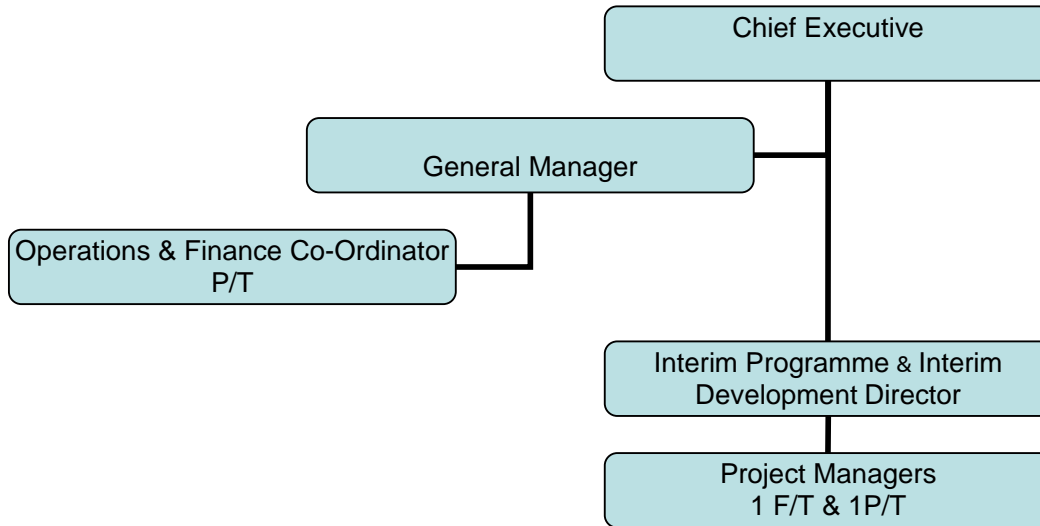
The Board of Directors (Appendix A) currently consists of eight members who have considerable skills and expertise in the cultural sector, business, academia and finance. Further recruitment of members with financial, local authority and entrepreneurial skills and expertise will be completed by June 2009. A full skills audit and appraisal will be undertaken annually. The Board is committed to the key principles of good governance as laid out in 'Good Governance: A Code for the Voluntary and Community sector' and the Cultivate Board Terms of Reference (Appendix B) namely:

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

5.4 Staff Structure

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

Figure 1



A full staff review and the introduction of a performance management scheme will be undertaken in 2009/10. This is to ensure that Cultivate has the appropriate structure enabling Cultivate to provide exemplary delivery and management of projects and services as well as strategic leadership.

Cultivate plans to establish a group of associates consisting of specialists and experts in their fields who will work with Cultivate on specific projects and initiatives. Cultivate will continue to engage project managers and consultants for specific projects and initiatives on short term/ fixed term contracts as and when the need arises. Budgets for each project reflect these costs and are recharged to Cultivate.

Fees for all consultancy and project managements are scaled according to level of activity and fee scale charges are fully transparent.

Cultivate continually reviews its capacity to deliver and its intention to enhance its infrastructure and to provide professional development opportunities for the cultural sector through providing secondments and internships in conjunction with partner organisations.

Outline Job Descriptions

Chief Executive Officer

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

The CEO is responsible for developing the organisation's reputation and activity programme through: participating in existing networks; identifying new projects, partnerships and networks; collaborating with key agencies and stakeholders; identifying and applying for additional sources of support.

The CEO is responsible to the Board of Directors for financial monitoring and reporting, and for delivering the organisation's aims and objectives. In addition the CEO oversees the recruitment, induction and appraisal of staff, and will line manage the Interim Programme & Development Directors, Project Managers and General Manager.

Interim Programme & Development Directors (contracted to Sept 2009)

The Interim Programme and Development Directors work closely with the Chief Executive to ensure the success of Cultivate, and deputise for the Chief Executive as required. The Interim Programme & Development Directors drive project procurement and manage project development and delivery.

As such the Interim Programme & Development Directors identify initiatives and opportunities which develop the cultural sector, meet the organisation's aims, and achieve fundraising and income generation targets, working closely with the Chief Executive. They are also responsible for the development and implementation of policies such as Procurement and Quality Assurance.

Project Managers

The responsibility of the Project Managers is to co-ordinate Cultivate projects and events across the cultural sector as directed by the Interim Programme & Development Directors and Chief Executive.

This includes the co-ordination of internal and external projects, as directed by Interim Programme & Development Directors; managing relationships with, and expectations of, project partners and funders and delivering work on specific projects.

General Manager

The General Manager is responsible for the business and financial operation including all financial accounting and HR of the company and administration including events. The General Manager produces financial and board papers including management accounts and liaises directly with the company's auditors in producing the year end accounts.

The General Manager acts as Health and Safety Officer, ensuring the company complies with current legislation and line manages the Finance and Operations Co-Ordinator.

Operations and Finance Co-ordinator

The Operations and Finance Co-ordinator supports the General Manager in maintaining the financial and administrative systems of the company. Responsibilities include the co-ordination of the practical and domestic arrangements for events, meetings, conferences etc and arrangements for the Chief Executive such as diary, meetings and travel.

5.5 Operation

Internal

Cultivate continually monitors and reviews its internal performance and as part of this process is currently introducing a performance management programme for all staff. This will synthesise key objectives of the company with professional development for individuals. The staff review will include a skills audit to identify clear training needs to be addressed and which will be integrated into annual staff appraisals.

A Race Equality Scheme and Plan will be completed by October 2010. All staff policies and procedures including recruitment and salary levels are reviewed and updated annually on a rotational basis by the Operations and Finance Committee. The following schedule of work has been agreed in principle by the Operations and Finance Committee

Risk Register

Comprehensive Risk Register – identifying, categorising and assessing risks

Health & Safety

Review of Health & Safety Policy, ensuring all necessary precautions/statutory requirements are in place

HR Policies and Practice including Staff Development/Training

Review of Cultivate Staff Handbook, updating where necessary. Also review of policies regarding staff development and updating Committee on training received and planned

Continuity Plan

Overview plan of essential company procedures to be written by General Manager (focussing particular on financial procedures) to ensure company can continue to function in exceptional circumstances (e.g. the absence of key staff due to long term-sickness)

Following initial set up phase it is suggested that the above are reviewed on a regular basis following agenda plan below:

End Quarter 1 (June)

Report on Audit and preparation of Annual Accounts (Annual audit likely to be held in May each year)
General update/review of HR policies including training and development, also any Health & Safety issues

End Quarter 2 (September)

6 month review point (with particular focus on Project Income to ensure Cultivate raising necessary levels of additional income)
Risk register to be reviewed/updated where necessary

End Quarter 3 (December)

Draft budget for forthcoming year to be assessed by Committee
Review of reserves policy

End Quarter 4 (March)

Agreement of budget for forthcoming year
Update on Staff Appraisals, including recommendations and agreement of proposed salary increases/bonus payments/cost of living increases
Risk register to be reviewed/updated where necessary

A 360 degree evaluation will be undertaken annually on the performance of the Chief Executive by the Chair. The Board is considering an appraisal process consisting of a "partner" scheme by which members of the Board will be paired and each pair assess the performance of their fellow board members including staff and CEO responses. The first appraisal will be completed by June 2010 and undertaken biennially. The Board will on an annual basis review its recruitment and board procedures to ensure best practice.

5.6 Activity

Cultivate works as an active partner in developing and facilitating cultural leadership and organisational competencies; maximising business expertise in the cultural sector and acting as a catalyst and key deliverer for public engagement (including participation and audience development).

In order to ensure that Cultivate is at the forefront of developing ideas into action, this activity includes working in collaboration with key agencies such as Arts Council England East Midlands, Museum Libraries and Archives, EMMedia, Sub Regional Strategic Partnerships and their successors, Local Authorities and others in facilitating and delivering surgeries, workshops and seminars. It includes work on a regional and sub-regional basis as well as being as Special Advisor to East Midlands Business Link and member of Network, the audience development agencies network.

Cultivate plays an important role in advocating a more viable and sustainable cultural sector in the East Midlands and influencing future policies for the

investment in culture. This requires Cultivate to engage with cultural organisations and agencies as well as local and central government at the highest level.

This work is undertaken primarily by the CEO, supported by members of the staff team, as follows:

- Collaboration with cultural organisations of all scales and agencies in the East Midlands
- Involvement/partnership with emda, EMCCEP, SSPs and Local Authorities
- Membership of relevant representative bodies such as AMA, Network, NCVO

Cultivate advises and provides consultancy to cultural organisations where appropriate. While a proportion of this work may be provided free of charge, as part of Cultivate's activity agreed with ACE EM under the Regular Funded Organisation (RFO) agreement and any other service agreements with funders, some organisations may require additional in-depth consultancy and appropriate fees are charged accordingly.

These activities create the organisational framework and professional network that enables Cultivate to deliver an extensive programme of projects on cultural leadership and organisational.

Projects

Projects are the programme of facilitations, initiatives and activities created and delivered within a specific timeframe.

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

Key Partners

In order to deliver the wide range of projects and activities Cultivate has identified key partners who work with Cultivate in delivering or identifying appropriate specialists and experts who can deliver specific aspects of projects and activity. Key partners include:

- Arts & Business
- Arts Council England, East Midlands
- Business Link
- Creative Leicestershire
- EMMedia

- Local Authorities
- Museums, Libraries & Archives Council
- Mainstream Partnership
- National Council for Voluntary Organisations
- University of Nottingham
- Cultural organisations and/or individuals who are exemplars of good practice

Cultivate is continually developing new relationship with potential partners such as Social Enterprise East Midlands (SEEM) and Cultural Improvement Partnership (CIPEM).

Cultivate also appoints specialist assistance from relevant individuals and organisations working both inside and outside of the East Midlands region as and when required and appropriate. Appointment of all deliverers is subject to quality and capacity assurance.

5.7 Milestones & Activity Plan: 2009-2012

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

The following output tables are indicative of the level of activity which the company will undertake in 2009 to 2012 but are in no way definitive. Cultivate will be flexible and have the ability to meet unforeseen needs and demands as and when required as well as initiate and provoke new and stimulating ways of working more smartly in the cultural sector, regionally and nationally.

Core activity referred to in the tables below relates to work undertaken as agreed with ACE EM under the RFO agreement and any other service agreements with funders. Projects are time specified activities and deliverables which have been separately funded or charged directly to clients. A number of core activities include the development of new networks and partnerships which may seek in due course additional funding for project based work.

| Programme 1: Cultural leadership & organisational competencies - Develop leadership and organisational skills | | | | | |
|--|---|---|--|----------------|---|
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Undertake nine governance reviews and board development with cultural organisations to improve governance skills of cultural boards, support change and embed best practice | 3 governance reviews | 3 governance reviews | 3 governance reviews | Core & project | Reviews and evaluation reports completed |
| Facilitate an annual RFO Chairs Forum to enable discussion among RFO chairs outside the boardroom | Facilitate RFO Chairs Forum meeting | Facilitate RFO Chairs Forum meeting | Facilitate and evaluate RFO Chairs Forum | Core | Completion of annual forum. Evaluation of effectiveness |
| Facilitate and manage CAPITALISE network for senior executives of key cultural organisations, to develop and improve leadership skills of up to 22 Chief Executives of Regularly Funded Organisations (RFO) or capital arts projects | Facilitate CAPITALISE Year 2 programme | Facilitate CAPITALISE Year 3 and research legacy for Symposium in Spring 2011 | Develop legacy for CAPITALISE programme | Project | Completion of milestones in project plan. Completion of project evaluation. |
| Research and develop emerging leaders network for up to 20 middle managers in cultural organisations in the region to provide opportunities for professional development for staff with leadership potential | | Research and develop emerging leaders network | Establish emerging leaders network | Core & Project | Research report and recommendations. Initial network meeting and report. |
| Develop and establish skills and career development networks for 20 RFO finance and marketing staff | Develop & establish senior finance & marketing staff networks | Facilitate finance and marketing senior staff networks | Facilitate finance and marketing senior staff networks | Core & project | 3 meetings annually per network. Evaluation report completed 2011/12 |

| Programme 2: Partnerships - Develop & maintain partnerships and networks with regional cultural agencies, Local Authorities and cultural organisations | | | | | |
|---|--|---|--|----------------|---|
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Increase and deliver range of projects and activity in collaboration and as agreed as part of funding agreements with partners including ACE EM, MLA, Cultural Olympiad, EMPAF, EMCCEP, EM Touring Partnership, Performing Arts Leicester, Nottinghamshire County Council, Creative Northants, Cultural Attractions Group Nottingham, Leicester City Council, Derbyshire County Council and Lincolnshire Thrive | Continue working and projects with partners as listed | Continue working and projects with partners as listed as established in 2009/10 | Continue working and projects with partners as listed and established in 2009/11 | Core | 12 partnership projects assessed as operational Funding agreement conditions met |
| Increase the range of projects and activity through collaborations by developing 2 new partnerships annually | Establish 2 new partnerships such as DMPS, SSPs and their successors, English Heritage | Establish 2 new partnerships | Establish 2 new partnerships | Core & project | 2 partnerships per annum assessed as operational |
| Identify key areas of further work and continuity of successful partnerships and projects | Identify legacy from networks and projects | Identify legacy from networks and projects | Establish 3 new partnerships based on legacy findings | Core & project | 3 partnerships assessed as operational |

| Programme 3: Participation and audiences – Increase public engagement with the cultural sector across the region | | | | | |
|--|--|--|--|----------------|--|
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Develop, manage and lead at least two regional audience development projects annually including Family Friendly, Dance Audiences and Lincoln venues project to increase target audiences and extend audience profile | Develop, manage and lead at least 2 regional audience development projects | Develop, manage and lead at least 2 regional audience development projects | Develop, manage and lead at least 2 regional audience development projects | Core | Evidence of increased target audiences. Evidence of extended audience profile |
| Manage Renaissance-ACE EM project to improve data knowledge for non-ticketed venues | Manage Renaissance-ACE EM data knowledge for non-ticketed venues project | Evaluate Renaissance-ACE EM data knowledge for non-ticketed venues project | | Core & project | Evidence from evaluation report of improved data knowledge in non-ticketed venues |
| Act as regional champion of Arts Audiences Insight segmentation in the region | Run 5 training session on ACE segmentation tool with approximately 75 participants | Run 5 training session on ACE segmentation tool with approximately 75 participants | | | |
| Work with ACE EM on NI11 participation targets and segmentation to enable Local Authorities to meet projected targets and embed best use of ACE segmentation tool. | Work with Rutland County Council, One Lincolnshire and Northants Arts Partnership | Evaluate NI11 participation targets | Evaluate use of ACE segmentation tool | Core | Evidence of performance against NI11 targets. Evaluation report on use of ACE segmentation tool |

| Deliverables | Actions | Resources | Indicators | | |
|---|--|---|---|---------|--|
| | 2009/10 | 2010/11 | 2011/12 | | |
| Raise regional and national profile of audience development and participation | Support AMA conference in Leicester Summer 2009 Collaborate with EMPAF on conference in Autumn 2009 | | | Core | Evidence from press, media and delegate feedback |
| Manage conference on key area of audience development and participation to provide open forum for discussion on key areas and raise national and regional profile | | Manage conference on key area of audience development and participation. Target 100 attendees | Manage conference on key area of audience development and participation Target 100 attendees | Core | Completion and evaluation of audience development conference |
| Contribute to national Free Theatre Ticket evaluation as a member of Network | Lead and manage evaluation of national Free Theatre Ticket scheme | | | Project | Evaluation report completed |

| Programme 4: Training and support – Improve competencies through a programme of generic and specific training | | | | | |
|---|--|--|--|----------------|--|
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Develop skills and knowledge of cultural and creative practitioners and staff through seminar and Teatime Talks programme | No less than 10 seminars and Teatime Talks annually. Review feedback from seminars to determine training needs | No less than 10 seminars and Teatime Talks annually. Review feedback from seminars to determine training needs | No less than 10 seminars and Teatime Talks annually. Review feedback from seminars to determine training needs | Core & project | 30 seminars and talks delivered and evaluated |
| Increase attendance at seminars and Teatime Talks events by 5% per annum | Implement improved booking system Develop target groups | Cleanse database Review and revise target groups | Cleanse database Review and revise target groups | Core | 5% measured increase in attendance per annum |
| Lead on Business Support Impact Team of EMCCEP to develop critical strategic actions with key regional partners to improve access and uptake of mainstream business support in the sector | Lead on assessment of current level of Business Link take-up by cultural sector | Contribute to evaluation of impact of actions | | Core | Evidence of improved access and take-up of Business Link services by cultural sector organisations |
| Embed best practice with organisations in identifying and providing CPD through research and development and review training needs audit procedures | Research 10 organisations' current training audit procedure | Establish training audit procedure for 4 organisations | Evaluate use of training audit procedure | Core & project | Evidence of monitoring and evaluation reports |

| Programme 5: Information needs and skills - Improve skills in collection and use of audience, visitor and participant data | | | | | |
|--|---|---|---|----------------|--|
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Deliver data interpretation seminars and training across the cultural sector in collaboration with the Regional Observatory, cultural organisations, providers including regional audience development agencies and research companies | 4 data interpretation seminars per annum | 4 data interpretation seminars per annum | 4 data interpretation seminars per annum | Core | Evidence of skills improvement from evaluation reports of seminars |
| Ensure cohesion with national initiatives by providing advice, interpretation solutions and training on data initiatives such as ADUK for marketing staff at all levels | Representation on national fora, steering groups and collaborations | Representation on national fora, steering groups and collaborations | Representation on national fora, steering groups and collaborations | Core & project | Evidence of attendance and inclusion in national initiatives |
| Develop at least one programme of research in collaboration with cultural organisations to improve skills and knowledge | 1 research project | 1 research project | 1 research project | Core & project | Research reports. Monitoring and evaluation of research projects. |

| Programme 6.1: Best practice – Research and disseminate regional, national and international best practice in cultural leadership and organisational competencies | | | | | |
|---|---|---|--|----------------|--|
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Collaborate with partners to improve regional knowledge of best practice through research, dissemination and implementation in key areas of activity | Disseminate examples of 3 key areas: governance, staff recruitment & HR Identify 3 new key areas | Collaborate on implementation of 3 key areas. Identify 3 new key areas | Collaborate on implementation of 3 key areas Identify 3 new key areas | Core | Evidence of implementation of best practice from evaluation of 2 organisations per annum |
| Raise profile of region through research and development of national and international collaborations | Research and develop 1 national collaboration in best practice | Establish 1 national collaboration in best practice | Expand national collaboration to international | Core & project | Evidence of regional profile from press and media |

Programme 6.2: Implement best practice in organisational competencies within Cultivate

| Deliverables | Actions | | | Resources | Indicators |
|--|--|--|--|-----------|---|
| | 2009/10 | 2010/11 | 2011/12 | | |
| Ensure fitness for purpose of Cultivate Board | Board Rotation Away day linked to Business Plan Board Appraisal and feedback to Chairman Chair attendance at ACE/Cultivate sessions | Board Rotation Away day linked to Business Plan Board Appraisal and feedback to Chairman Chair attendance at ACE/Cultivate sessions | Board Rotation Away day linked to Business Plan Board Appraisal and feedback to Chairman Chair attendance at ACE/Cultivate sessions | Core | Termed resignations and recruitment of new members Minutes and report Documented appraisals & minutes Attendance records and feedback to Board |
| Develop Board Members' knowledge of key projects | Chair to enable one in-depth discussion at each board presented by lead project manager | Chair to enable one in-depth discussion at each board presented by lead project manager | Chair to enable one in-depth discussion at each board presented by lead project manager | | Board minutes |
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Create Comprehensive Risk Register Review Health and Safety and HR Policies and Continuity Plan | Operations and Finance Committee to | Annual Review | Annual Review | | Documented Risk Register and regular reviews |

| | | | | | |
|---|--|--------------------------------|---------------|--|-----------------------------|
| | <p>assist in Development</p> <p>Operations and Finance to consider any significant changes at quarterly meeting O & F to report to Board</p> | | | | |
| Create and Implement Race Equality Plan | Operations & Finance Committee to consider in detail and report to Board for approval | Board to ensure implementation | Annual Review | | Documented plan and reviews |

| Programme 7: Value for money - Research and develop collaborative value for money and shared services projects | | | | | |
|---|--|--|---|----------------|---|
| Deliverables | Actions | | | Resources | Indicators |
| | 2009/10 | 2010/11 | 2011/12 | | |
| Collaborate with arts organisations to achieve cost savings and efficiencies through the establishment and regional development of at least 2 joint ticketing systems | Work with Nottingham venues on establishment of joint ticketing system | Develop second regional joint ticketing system | Evaluate joint ticketing systems | Core & project | 2 joint ticketing systems assessed as operational. Evidence of cost savings and efficiencies from evaluation reports |
| Collaborate with up to 5 arts organisations over 2 years to achieve cost savings and efficiencies through a joint customer relationship project | Research and develop feasibility of joint customer relations project | Disseminate recommendations from feasibility study. Where Implement recommendations from feasibility study | Evaluate project | Core & project | Joint customer relations project assessed as operational. Evidence of cost savings and efficiencies from evaluation reports |
| Work with One Lincolnshire on joint working across the county in order to establish new business model and shared services | Consultation and development of action plan | Support for implementation of action plan | Support for implementation of action plan | Core & project | Milestones and indicators from action plan |
| Establish 2 regional joint working or shared services projects | Research national and international case studies | Disseminate examples of collaborative value for money projects and case studies. Establish one project | Establish one project | Core & project | Evidence of value of joint working and/or shared services from evaluation of projects |

6 Communications Strategy

6.1 Introduction

Cultivate's communications strategy identifies key messages that Cultivate will communicate with the cultural sectors, the methods by which it will achieve this and how it will build relationships with its key stakeholders, clients and organisations.

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

6.2 Background context

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

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

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

6.3 Communication aims & objectives

Aims

Communicating Cultivate's core work

- Disseminate information on what Cultivate does, how it can work with the sectors and what benefits it can bring to culture across the East Midlands
- Identify new opportunities and mechanisms for communication with the sectors
- Increase access to national, regional and local intelligence:
- Inform the sectors of new thinking and ways of working
- Inform the sectors of regional priorities and projects, which inform best practice

Increase partnership working and networking:

- Increase awareness of the organisation

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

Objectives

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

Communication mechanisms to achieve these aims and objectives include:

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

6.4 Key messages

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

Vision

- To secure a vibrant, stimulating and thriving cultural offer in the East Midlands for audiences, visitors and participants.

Mission

- We will empower continuous improvement in cultural leadership and organisational competencies through:
 - Motivating and sharing best practice and exemplary leadership and organisational competencies
 - Encouraging collaborations and co-ordinating joint action in leadership and management across the cultural sector and beyond
 - Promoting the practical application and usage of national, regional and local market data and intelligence
 - Being a catalyst for change

Key communication targets

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

- Cultural providers

- Media organisations
- Not for profit and voluntary organisations
- Individual artists and performers
- Heritage and tourism organisations

6.5 Key stakeholders & partners

Stakeholders

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

- Arts Council England East Midlands
- Local Authorities in the East Midlands
- EM Media
- Museums, Libraries & Archives Council
- emda (East Midlands Development Agency)
- EMB (East Midlands Business)
- East Midlands Business Link
- Sub-regional Strategic Partnerships
- East Midlands Creative & Cultural Economic Partnership
- cultural providers and second-tier cultural support organisations in the Region
- its staff and Board

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

- Destination Management Partnerships
- East Midlands Creative & Cultural Economic Partnership (EMCCEP)
- University of Nottingham

Additionally Cultivate has identified the following as key partners in delivering the company's ambitions:

- Arts & Business
- Mainstream Partnerships
- NETWORK – the Audience Development Agencies national body
- Regional Audience Development Agencies UK wide
- Arts Marketing Association (AMA)

Non-cultural partners

Through collaborative working within the cultural sector, it is also possible that Cultivate will work alongside other disciplines, such as the NHS and educational organisations. This is particularly likely with organisations such as The Mighty Creatives (TMC), the regional successor to Creative Partnerships, East Midlands Performing Arts Forum (EMPAF), Dance 4 and DeDa, amongst others.

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

- Networks
- Forums
- Festivals
- Associations

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

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

Consultants

Cultivate works with a range of consultants, both within and outside the cultural sector. Cultivate intends to develop a group of associates who are experts in their field whom Cultivate can call on for advice or implementation and delivery of projects. Cultivate also maintains a database of arts consultants offering a wide spectrum of expertise in marketing, research and business skills.

6.6 Workplan

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

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

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

6.7 Identity/ General PR

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

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

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

6.8 Branding

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

Cultivate's logo will consistently be placed on partner publicity materials where Cultivate has worked on specific projects with partners or stakeholders. Cultivate will be the brand guardians and ensure that the logo is used appropriately on quality materials.

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

- Press liaison
- Inclusion in the launch or conclusion of a project; in which Cultivate is or has been a key partner in its delivery

- Other opportunities to piggy-back onto relevant events, publications or link to websites
- Raising our profile at network events; including promotional activities that allow Cultivate to deliver and promote its key strategic aims
- Every opportunity to establish the brand of Cultivate as well as demonstrating the professionalism of the company through its core work.

6.9 Internal communication

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

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

- Regular staff and project team meetings
- Quarterly Board meetings*
- Quarterly Operations & Finance Committee meetings*
- Annual Staff and Board Away days and Team Building*
- Regular partnerships meetings and updates with delegated officers from agencies and Stakeholders

*The above meetings are minuted.

6.10 External Communication

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

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

Cultivate also delivers the following communication and relationship activities:

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

6.11 Media relations

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

Media relations will continue to be developed as the company grows. Cultivate, as a strategic body, expects to find most success in media relations indirectly through our affiliation with other organisations and projects that it is involved in. However, Cultivate will also develop a PR strategy by 2010 to disseminate information about the work it has done and intends to do in the future.

Public affairs

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

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

Publicity material

Cultivate regularly produces leaflets publicising its events programme and the services it offers to cultural organisations. These are disseminated to organisations, agencies, individuals and local authorities. On average 1000 to 2000 leaflets are distributed two to three times a year. Effectiveness of printed material is regularly reviewed and alternative methods such as e-marketing used if this proves more cost effective and targeted.

A Guide to Services is also produced annually which is designed to include inserts such as a financial summary, leaflets on events and other relevant material. An updated and regularly cleansed database is maintained of key stakeholders, partners, organisations and individuals.

6.12 Events

Cultivate's brief embraces many sectors – the arts, museum, libraries and archives, heritage, and tourism. In order to communicate how Cultivate can assist these various client groups within the respective sectors effectively, Cultivate will identify and attend appropriate events within each of the sectors. Cultivate attends, and will continue to attend, events such as previews, conferences and seminars,

official openings or launches of high-profile events and activities. These events attract target audiences, key stakeholders or partner organisations and therefore organisations which Cultivate ultimately wants to target and work with.

6.13 Website

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

The current site was redesigned in December 2007 and has a contemporary look which aims to attract sector professionals.

The website is mainly used for business-to-business purposes, and therefore the website is designed to attract this audience rather than the general public. The website is currently mainly used to display information about Cultivate's work, sector news/resources and to take bookings for events.

In 2008 the website attracted a total of about 10,000 unique visitors, 15,000 visits and 400,000 hits. The figures almost doubled from January 2008 to December 2008, suggesting an increased interest in the site.

The website currently receives an average traffic of 1,800 visits per month. The average visit duration is less than 30 seconds. The most popular page has been the homepage, the events pages and the contacts section.

42% of visitors access the site by typing the direct link to their browser, and 50% of visitors came from a link from an external website (i.e. Cultivate newsletter, ACE, Network) and 8% from Search Engines such as Google.

Content

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

- A plain English summary on what Cultivate does
- Cultivate's business plan
- An updated contact page and map
- Coming Soon/Notice Board section highlighting news, networks, strategic initiatives etc
- Details/biogs of staff and board members
- The facility to access appropriate training, mentoring and networking opportunities, allowing members to book courses on-line, or be signposted to partner sites.
- User registration for a regular Newsletter, including a detailed registration for independent consultants.

- A library of audience development/ organisational development research available to download. In the future, this could also offer a link to signpost members to other key stakeholder sites, such as Arts Council England, New Audiences and Culture EM.
- Board and network intranets
- Links to partner sites and support websites

Potential future uses

- Introduce the option of allowing members to network via the site, allowing for interactive activity and the option of posting questions, news and other relevant information that would be of value to others using the site
- Development of a quality assured directory of consultants and companies

6.14 Evaluation

Cultivate will document methodologies and the outcomes. The company will undertake evaluation annually on the impact it has had on the cultural sector.

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

Cultivate will undertake the evaluation of the communications strategy annually. The evaluation will assess:

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

7 Finance

Cultivate Budget 2009 -2012

| | | 3 Year Budget | | |
|------------------------------|--|----------------------------|---------------|---------------|
| | | 2009/10 | 2010/11 | 2011/12 |
| INCOME | | 3 yr RFO funding confirmed | | |
| | Restricted Funds Brought Forward (Project funding) | | | |
| | Revenue Funding | 174590 | 179304 | 184145* |
| | Project Funding (TOTAL) | 280000 | 287000 | 305000 |
| | Bank Interest | 2000 | 4000 | 5000 |
| | Additional income (ticket and misc) | 9000 | 5000 | 5000 |
| TOTAL INCOME | | 465590 | 475304 | 499145 |
| PROJECT EXPENDITURE | | | | |
| | Direct costs (excluding staff time) | 165000 | 169000 | 180000 |
| | Sub Total | 165000 | 169000 | 180000 |
| OPERATING EXPENDITURE | | | | |
| Staff | Salaries and benefits | 195026 | 206318 | 211888 |
| | Recruitment | 2000 | 2000 | 2000 |
| | Training | 6580 | 6873 | 7059 |
| | Travel | 5000 | 5000 | 5000 |
| | Sub Total | 208606 | 220191 | 231200 |
| Administration | Accommodation | 20000 | | |
| | Equipment and IT | 7000 | | |
| | Telecoms | 6500 | | |
| | Admin costs | 3500 | | |
| | Catering and Hospitality | 2000 | | |
| | Subscriptions | 2500 | | |
| | Conferences | 3500 | | |
| | Events | 12500 | | |
| | PR and Marketing | 10000 | | |
| | Website | 4000 | | |

| | | | |
|--|---------------|---------------|---------------|
| Professional Fees: audit and legal fees | 6000 | | |
| Bank & Finance Charges | 750 | | |
| Insurance | 2000 | | |
| Miscellaneous inc Depreciation | 3000 | | |
| Sub Total | 83250 | 85331 | 87465 |
| TOTAL EXPENDITURE | 456856 | 474522 | 498665 |
| Predicted Operating Surplus/Overspend | 8734 | 782 | 480 |

*ACE funding confirmed until 10/11. While funding for 11/12 is based on an assumption of funding continuing at the same level. However, this is unlikely to be confirmed until 10/11 and a comprehensive risk management/contingency plan will be put in place in the coming year.

8 Monitoring & Evaluation

8.1 Monitoring

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

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

8.2 Risk Analysis

Risk Management – Introduction

Cultivate recognises Risk Management – managing the uncertainty of outcome - as key to ensuring that the organisation runs effectively and is able to meet its stated aims and objectives. Cultivate aims to have a balanced and considered approach to Risk. The intention is not to eliminate risk, as it is recognised that opportunities and benefits to the organisation may arise from it, but rather to keep the risks in check to ensure that Cultivate is not exposed to unnecessary risk and has the best chance to succeed.

To ensure that effective and thorough risk management procedures are in place, Cultivate has drawn on the comprehensive model developed by Culture East Midlands and has followed guiding principles laid out by the Charity Commission in their 'Charities and Risk Management' document (July 2007).

Procedure

Risk Management at Cultivate is a 4 stage process:

1 Identify and categorise the risks inherent in Cultivate's day-to-day operations, events and projects

Risks are grouped into 4 main categories:

- Project Delivery
- Core Activity Delivery (relating to RFO status)
- Finance and Operations (includes meeting financial targets)
- Governance

2 Assess the potential impact and likelihood of these risks occurring

Each risk is assessed and rated 1 – 4. (1 being low impact and unlikely to occur, 4 representing serious impact and very likely to occur) using the Risk Matrix below. This assessment process involves looking at both the INHERENT risk - the risk before any control has been applied and the RESIDUAL risk - the risk that still remains even with current controls in place.

3 Assess what needs to be done to avoid identified risk occurring or to lessen its impact on the organisation

The scoring system highlights where additional action may need to be taken. In some cases (where the Residual Risk score is under 3), it may be acceptable to tolerate the risk as the impact is deemed to be insignificant or not particularly likely to occur. However, at the other end of the scale (where the Residual risk score is higher than 6) then further action is necessary and is entered into the Action column. If the risk to the organisation is deemed unacceptable then an activity may even need to be terminated.

4 Monitor and review risks and controls in place

The Risk Register includes target dates for action review and a movement column to show whether the Risk is considered to have decreased/increased in its considered likelihood/severity. This will enable the Chief Executive, or relevant member of the Cultivate team, to record how effective controls have been in managing risk and prompt regular review. It is intended that the Risk Register will also be made available to the Operations and Finance Committee on a regular basis.

RISK Matrix

Scoring the Impact/Likelihood of risk and highlighting cases where further action is needed

| | | | | | | |
|---------------|-------------|---|------------------------------------|---------------------------|--------------------------|-------------|
| IMPACT | Severe | 4 | | | Extra risk mgmt required | |
| | Significant | 3 | | Kept under regular review | | |
| | Moderate | 2 | No extra risk mgmt action required | | | |
| | Minor | 1 | | | | |
| | | | 1 | 2 | 3 | 4 |
| | | | Very Unlikely | Not Very Likely | Quite Likely | Very Likely |
| | | | LIKELIHOOD | | | |

Summary – Risk Register

The Risk Register lists the main risks identified by the Chief Executive, General Manager and Project team and shows the different stages of identification and assessment outlined above. The aim is to place the various risks within a measurable framework thereby making these risks easier to monitor. The register will be reviewed regularly by the Chief Executive, and relevant team member, and also on a quarterly basis by the Operations and Finance Committee.

Risk Register attached as Appendix D

8.3 Reporting

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

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

April 2009