

UCAN Business Plan

Section 5 -Proposed Implementation Plan, January 2011

This section forms an action/implementation checklist based on our recommendations throughout the report. It links strongly to the proposed vision and aims. Where more detailed information or contact details are given elsewhere in the report, page references are also given.

The aims for UCAN are given again here:

Primary aims

1. Offer and develop a service for members that is based on their diverse personal and professional needs **(Members and skills)**
2. Promote the creative offer of artists (individual or group) in the UCV **(Promotion)**
3. Represent and developing the artistic and creative community in the UCV **(Community development)**
4. Create opportunities for exhibitions and collaborative processes that will result in employment, financing of artists and support the growth of the network **(Opportunities and sustainability)**

Summary headers: (Members and skills) (Promotion) (Community development) (Opportunities and sustainability)

Secondary aims (Steering Group)

5. Strengthen the management and leadership of UCAN **(Management and leadership)**
6. Increase public access to the visual arts and crafts in the UCV whilst empowering local artists **(Access)**
7. Develop fundable opportunities either for artist projects OR for developing the UCAN infrastructure **(Development)**
8. Provide opportunities to exchange with other regional networks and artists (managed by an administrator/steering group) **(Development) (Promotion)**

Summary headers: (Management and leadership) (Access) (Development) (Promotion)

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4. Further research work
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1. Steering Group next steps

The following roles and responsibilities have been identified as both useful and integral to the development of the UCAN steering group in order to carry out tasks in support of the aims and objectives. Priority tasks are shown below. However, it is for the Steering Group to decide on who is responsible to carry out these tasks and when to deliver them by.

a. Roles and responsibilities

1. Web pages – managing/improving
2. Email – responding/ sending updates
3. Newsletters/Updates
4. Exhibition info – collecting and disseminating
5. Sourcing exhibition opportunities for members
6. Developing marketing opportunities & profiling artist members
7. Press
8. Events Coordinator
9. Training/ CPD Coordinator
10. Skills/training audit
11. Ongoing research/data collection
12. Business Plan development and funding research
13. Other network research and follow up e.g. WYVAN

b. Immediate tasks

1. Recruit members for Steering Group
2. Update the website and create a regular newsletter and advertise to new members
3. Manage the delivery of the implementation plan e.g. through mini action plans
4. Participate in The Gift project with WYVAN
5. Sourcing venues for exhibitions and UCAN show
6. Join networks as outlined below
7. Create a detailed training questionnaire for UCAN membership

2. Recommendations

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a. Funding

This section links to the following aims:

- Develop fundable opportunities either for artist projects OR for developing the UCAN infrastructure **(Development)**
- Create opportunities for exhibitions and collaborative processes that will result in employment, financing of artists and support the growth of the network **(Opportunities and sustainability)**

Recommendation	Opportunity	Who	When	Page Ref
Immediate				
Attend the Calderdale funding day	Gain knowledge on current funding opportunities for Calderdale based organisations and individuals Gain advice and guidance on funding applications	Steering group member	17 th February 2011	
Fit for Funding	GRANTnet - fit4funding offers use of the GRANTnet searchable database to everyone within West Yorkshire. http://www.fit4funding.org.uk/funding-search/			
Contact Business Link and VAC	Enquiries for VAC can be made on the following numbers 01422 348777 or 01422 348777. Or e-mail info@cvac.org.uk . The contact for the Upper Calder Valley is Mary Vadaie. Business Link Yorkshire - Mark Newton, Information Adviser Business Link Tel 0845 6 048 048 Web: www.businesslinkyorkshire.co.uk	Steering group member		

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Calderdale Council small grants fund	http://www.calderdale.gov.uk/community/grants/index.html Research and apply in relation to developing strong, safe communities and income generation. Sherry Wardell – contact below	Steering group application		
Medium and Long term				
Apply to the Arts Council of England - Grants for the Arts application Up to £10k grant = 6 week decision Over £10k = 12 week decision	Secure funding for projects, posts and materials. To increase the visual arts offer in the UCV.	Steering group		
<p>For more information on their funding streams, please see Section 4.6 of this business plan. For specific information and download their 10 year strategic framework, visit their website. www.artscouncil.org.uk/plan</p> <p>Both strategies from the Arts Council clearly set out their objectives, themes and priorities for the next 10 years. This enables UCAN to be proactive in terms of developing project ideas to incorporate the Arts Council’s objectives and open up discussions with Relationship Managers at a regional level – Yorkshire would be the office in which UCAN would meet with.</p> <p>Contacts:</p> <p>Pam Johnson - Relationship Manager, Dance, Arts Council England Direct Line: 44 (0)1924 486 221 Mobile: 44 (0)7718 525 735</p> <p>Karen Smith - Relationship Manager, Visual Arts - Arts Council England, Yorkshire Email: karen.smith@artscouncil.org.uk Direct line: 01924 486223</p>				

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Mobile: 07808779098			
Council contacts (this information was correct as of October 2010)			
The following table provides a list of contacts at Calderdale Council who will be able to provide information and advice to UCAN on funding and grant applications.			
Community Engagement manager – safer and stronger communities.		Sarah Manfredi	01422 393271
Manages small and large grants for Calderdale Can provide advice about Calderdale Council funding (see section 4.6.7 below)		Sherry Wardell	01422 392317
Calderdale Business support team http://www.calderdale.gov.uk/business/businesssupport/economicdevelopment/index.html Recommended following community angle and Community Fund Could help if UCAN chooses to be a social enterprise, rather than community/charitable group		Jon Crowther - Business Economy Manager	01422 392222
Green Network	Nigel Oliver (Dr) is the Community Development Worker for The Green Business Network, and is happy to advise on funding and to make site visits to assist with applications. He is based in the GBN office and can be contacted as follows; Green Business Network (GBN); 5 Town Hall Street, Sowerby Bridge HX6 2QD. Tel: 01422 316661 or 01422 316661. E-mail:		

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	nigel.oliver@kirklees.gov.uk			
European Funding	UCAN should research who is applying for European funding and offer to become a delivery partner for the Upper Calder Valley.			

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b. Continued Professional Development (training)

This section links to the following aims:

- Offer and develop a service for members that is based on their diverse personal and professional needs (**Members and skills**)
- Represent and developing the artistic and creative community in the UCV (**Community development**)

Recommendation	Opportunity	Who	When	Page ref
Immediate				
Develop partnership arrangement to plan training programme with Art House. Contact Heather on 01924 377740	To plan training events based on the consultation findings in the UCAN business plan.	Steering Group and/or Training lead	Now and ongoing	
The Art House also has a workshop programme e.g How to sell your art and craft and getting funding for art. The organisation has expressed interest in delivering training for artists in the Upper Calder Valley, and can plan bespoke training days. The training is affordable and inclusive.				
Plan detailed training audit of membership	Identify training needs for the members Provide a discussion point and brief for training providers Evidence for funding application	Steering group member		
Plan and deliver training events	Provide a service for UCAN	Possibly partner organisation like		

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Evaluate training events for future funding applications and planning of events	members	Art house		
Medium and long term				
Calderdale College and Todmorden College	Offer support and advice to students on the visual arts offer and support in Calderdale.			
Create Satellite groups to support artists request for shared learning and collaboration, sharing practice and skills				
<p>A satellite system could be underpinned by workshops, mentoring programmes, paid events programmes, and events which link the valley to the wider artist networks and practices both regionally and nationally. It would have economic benefits and professional development opportunities for all members. The consultants are happy to discuss this further with the UCAN steering group.</p>				
Arts Net	Contact Adele Robinson			
<p>ArtsNet Manchester can offer support with delivering training. We would recommend signposting all members of the mailing list members to ArtsNet Manchester's Toolkit which is a resource which covers all the setting up considerations for artists. (The Toolkit advice sheets are included in the appendices).</p> <p>Adele Robinson, Manager of ArtsNet and the Toolkit is based in Todmorden and is willing to attend Steering Group meetings and offer support and guidance on this strand of work.</p>				

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c. Partnerships

This section links to the following aims:

- Strengthen the management and leadership of UCAN (**Management and leadership**)
- Create opportunities for exhibitions and collaborative processes that will result in employment, financing of artists and support the growth of the network (**Opportunities and sustainability**)

Recommendation	Opportunity	Who	When	Page ref
Immediate				
Open studios				
Northlight Art Studios				
Creative Calderdale				
Wyvan				
Calderdale Council				
Arts Council of England				
Private sector partnerships				

To discuss at the handover meeting in February/March 2011

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d. Networks and networking

This section links to the following aims:

- Offer and develop a service for members that is based on their diverse personal and professional needs **(Members and skills)**
- Increase public access to the visual arts and crafts in the UCV whilst empowering local artists **(Access)**
- Create opportunities for exhibitions and collaborative processes that will result in employment, financing of artists and support the growth of the network **(Opportunities and sustainability)**

Recommendation	Opportunity	Who	When	Page Ref
Immediate				
Hebden Bridge Cultural Quarter	Follow up from event that took place on 20 th January 2011. Seek opportunities for networking and business support for members.			
Feedback through a current member from the Pan Calderdale Group	To learn about activities taking place across Calderdale arts organisations	Steering group member	Now	
<p>Due to the current terms of reference, it is recommended that Northlight Art Studios represents UCAN on this group to update on activity, business plan development and share opportunities for creative activity in the Upper Calder Valley. Northlight, as a representative on the UCAN steering group, can then feedback updates and reports.</p> <p>Don Myers could present a digest on PC at Steering Group meetings and/or circulate minutes and agendas. Steering group can request to present through Don.</p>				
Join as a member to Arts and Business Yorkshire	Training opportunities Partnerships with businesses Networking opportunities	Steering Group and/or Training lead	Now and ongoing	

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<p>Formalise membership with Wyvan by contacting Robin Widdowson at Loca. Join hotmail group for Wyvan.</p> <p>Attend monthly meetings.</p> <p>Participate in The Gift. Key contact also Louise Crosby at WYPW.</p>	<p>robin@loca.co.uk</p> <p>Join facebook</p> <p>http://www.facebook.com/group.php?gid=49665188613&v=info</p>			
<p>East street arts - Arrange visit and meet directors. They have set up several studio groups and networks using core and project funding.</p>				
<p>Art House</p> <p>Join network</p>				
<p>Fabric</p> <p>Join network</p>	<p>Follow up with Director – Gideon Seymore</p> <p>gideon.seymour@creativebradford.co.uk</p>			
<p>Halifax visual art collective</p> <p>Join network</p>	<p>Halifax Visual Artist Collective on facebook http://pa-in.facebook.com/group.php?gid=55790822179</p>			
<p>Artworks</p> <p>http://www.theartworks.org.uk/</p>	<p>Follow up contact and make possible links.</p>			

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at Shaw Lodge Mills.				
Creative Calderdale	<p>Develop ongoing relationship. Use events for networking and promotion</p> <p>Gain advice and listings/profiling for UCAN and UCAN artists</p>			
<p>Create directory listing. Members of UCAN would, I guess, have to select one of their members who is also a Creative Calderdale member to be their online 'representative' and therefore create their directory listing.</p> <p>UCAN could also adopt part of our forum as their own, it simply means posting a thread on the "watercooler" section of the forum and using it as a point of contact and information for other group members. I think we could also link up via social networks if there's a UCAN page or group on Facebook/LinkedIn etc ... We would also obviously continue to post their events and any news stories they wish to submit on our website to help raise their profile.</p>				
Arts Net Manchester - join	Adelle Robinson			
<p>A-N – funding for networking via NAN (Go and See bursaries)</p> <p>Register as a network on NAN.</p>	www.a-n.co.uk/nan			
Organise social events	Further research can be carried out via the UCAN mailing list and that the steering group confers with Creative Calderdale events to assess demand and attendance at similar networking events.			
Medium and long term				
If UCAN achieves a paid worker, UCAN could join Pan Calderdale as a member.				

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e. Strategic Links

This section links to the following aims:

- Strengthen the management and leadership of UCAN (**Management and leadership**)
- Develop fundable opportunities either for artist projects OR for developing the UCAN infrastructure (**Development**)

Also: Develop skills, possible projects, opportunities.

Recommendation	Opportunity	Who	When	Page ref
Contact the Yorkshire Humber Turning Point coordinator Attend launch event in March	To gain knowledge and insight into the new Visual Arts Strategy for Yorkshire Humber Contact Jill Kelly at BEAM jill@beam.uk.net		March 2011	
Develop project ideas to help deliver Upper Calder Valley Renaissance Programme		Contact Mark Humphries at Calderdale MBC		
Continue to attend Cultural Partnership meetings and support activity where appropriate to deliver Cultural Strategy				
Economic impact assessment of visual arts offer in the UCV	We would recommend this is undertaken by the Cultural Partnership Board and UCAN are asked to collect information			

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	<p>through specific measures in individual project evaluations.</p> <p>Can support with funding applications, business support set up and marketing of services.</p>			
<p>Follow up on the strategic links mentioned in Section 2 including:</p> <ul style="list-style-type: none"> • Local Enterprise Partnership • DCMS Taking part survey • Localism Bill 	<p>If UCAN decide to apply for National portfolio Organisation status with the Arts Council, knowledge of the strategic context will be crucial.</p>			

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f. Marketing and Branding

This section links to the following aims:

- Promote the creative offer of artists (individual or group) in the UCV (**Promotion**)
- Represent and developing the artistic and creative community in the UCV (**Community development**)

Recommendation	Opportunity	Who	When	Page ref
Competition to design logo				
Ongoing refining of vision				
Creative methods of promotion				
Elsie Whiteley can host exhibitions of UCAN artists in their building.	Contact Ha Smith 01422 399400			
Contact Katie Kinsella at Tourist Information for Calderdale	Interested in developing art items for sale in tourist information centres Also interested in tourist packages for the arts Contact Katie.kinsella@calderdale.gov.uk 01422 392293			

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g. Exhibitions, Commissions and Open Studios

Recommendation	Opportunity	Who	When	Page ref
Immediate				
Open Studio events	Extend opportunities to Todmorden and Sowerby – currently Hebden bridge			
Review of exhibition spaces and put on UCAN show in these spaces including Todmorden Tourist Information Centre, ArtsMill, Brooklyn studio and empty shops.	Venues for artist work in the UCV Partnerships with venues	Steering group		
Project opportunities with the Upper alder Valley Renaissance project	An opportunity for artists to take the lead on local issues and create solutions to engagement, leadership, collaboration and delivery of local services.	Contact mark Humphries at Calderdale MBC		
The Gift Exhibition				
Ensure commissions are publicised on other networks and are circulated on email and web.				
Medium and long term				

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Generating commission opportunities				
Champion provision of large contemporary gallery space in UCV				
Conduct research with public, tourism based on research to date etc on developing gallery provision				
<p>Further research could be carried out through the Open Studios event.</p> <p>We would recommend a more detailed study into the open studios, both from the perspective of visitors and artists. Questions could focus around;</p> <ul style="list-style-type: none"> • What is the economic impact locally? • How far are non-studio based artists incorporated/encouraged to participate? • What is the geographical remit of publicity – and how could this be improved? • At planning stage – big name shows such as Rego should be planned simultaneously and shared publicity and networks could be considered. <p>How can the network be involved with the open studios? How can it contribute to publicity, information sharing etc?</p> <ul style="list-style-type: none"> • We feel that it is possible that the open studios concept could be extended to have some open facility all year round. The tourist information centre is very keen to direct visitors to services that are open all year round, and also early in the week. There is a demand (which is generated from the well-known arts activity in the region), but very little to visit. Could each member artist be encouraged to act as a steward for one day per year – possibly enabling a Monday or a Tuesday opening all year round? • There could be financial rewards by developing a shop-front area in one or in all of the studios, with profit from sales going directly to the artist. 				

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h. Artist profiling in the Calder Valley

Recommendation	Opportunity	Who	When	Page ref
Membership process – collect key data to register for email				
Evaluation of projects – see ACE evaluation guidelines				
Online database	<p>Profile information could continue to be gathered from new and existing members of UCAN, for example through a registration form or survey.</p> <p>For UCAN this could be a useful starting point for drawing on these skills for future workshops or advice surgeries from within the local talent pool.</p>			
<p>Online database Implementation recommendations</p> <p>* The following options could be provided by extending the current wordpress site and developing it further, and there are suggestions for how these services could be delivered/achieved/.</p>				
<ul style="list-style-type: none"> Commission, funding and exhibition opportunity information 	<p>Members can post up opps onto forum. Will need moderating by SG members.</p>			
<ul style="list-style-type: none"> Social, commercial and practical networking opportunities 	<p>Message board or forum needs to be set up</p> <p>Social or networking events can be advertised here, developed by SG or</p>			

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	members
<ul style="list-style-type: none"> • Searchable artist contact database 	<p>Via Creative Calderdale.</p> <p>SG need to establish a formal link for these pages, and develop relationship with CC and Hannah Crank</p>
<ul style="list-style-type: none"> • Links to external groups and information 	<p>UCAN joins all local regional online networks</p> <p>SG members disseminate key info in weekly email digest</p>
<ul style="list-style-type: none"> • Training opportunities/ training programme info 	<p>Formal links established with Art House. See section x on recommendations/partners</p> <p>Training info advertised by email, on message board</p>
<ul style="list-style-type: none"> • Ideas generation for projects inside/outside the UCV 	<p>Project hubs can have blogs and links to the UCAN site</p>
<ul style="list-style-type: none"> • Info about an exchange scheme across artist networks 	<p>As above</p>

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i. Business and organisational support and advice

Recommendation	Opportunity	Who	When	Page Ref
Business Link and Calderdale Voluntary Action Network – provide advice and guidance on setting up organisational structures	See above for contact details			
LOCA offer a business support programme for artists.	Contact Robin Widdowson at Loca See above for contact details			