

the mighty creatives

impact review

2018-2023

social justice for young people

through arts, culture and creativity



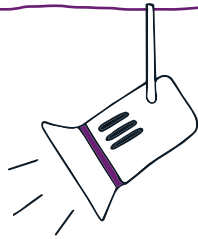
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executive summary

Dr. Nick Owen, CEO



- 1.1** In 2018 **The Mighty Creatives** set out to deliver an ambitious business plan that sought to provide and champion opportunities for our beneficiaries, particularly those who are the most disadvantaged and excluded. Our vision was of **a world where all children and young people would harness the power of arts, creativity and culture in order to transform themselves, their communities and their futures.**
- 1.2** Listening and acting upon the creative voices of children and young people is at the heart of our mission, particularly those of the most excluded and disadvantaged.
- 1.3** Our mission was driven by six strategic objectives:
- **Improving access** to arts, culture and creativity.
 - **Raising aspirations** of children and young people.
 - **Empowering** children and young people to make positive social change.
 - **Advocating** for the power of arts, culture and creativity.
 - **Increasing investment** in children and young people's arts, culture and creativity.
 - Sustaining the charity's organisational resilience to **meet our vision.**

1.4 Our Activities

In order to achieve our strategic objectives, we delivered the following programmes:

cultural education

Supporting arts and cultural education for all children and young people

creative communities

Supporting social and artistic placemaking through the creativity of children and young people.

creative mentoring

Working with young people in need who struggle to engage in education – or who are at risk of exclusion or disaffection.

creative futures

Supporting young people to kick-start their creative careers with the support required to lead creative enterprises and more broadly enter the jobs market.

- 1.5** The following table outlines the indicators, targets and total activity delivered between April 2018 to March 2023. 16 of the 19 targets were achieved and 14 were exceeded.

No	Strategic Outcomes	Target	Total to date	% Delivered
1	Engage 50% of the region's schools (2220 in total).	1,110	1,206	109%
2	Meaningful engagement with 30% of cultural organisations in the region - including Freelancers.	735	1,212	165%
3	Support 10 partnership that support Cultural Education.	10	9	90%
4	Oversee 20,000 creative qualifications awarded through the Arts Award programme.	20,000	23,781	119%
5	Support the development and delivery of 200 creative projects (the projects that can be counted must have produced a creative output).	200	208	104%
6	Support 50 emerging artists.	50	164	328%
7	Develop 50 creative enterprises.	50	87	174%
8	Create 100 new jobs.	100	545	545%
	With 50% of participants moving from NEET to EET.	50	530	1060%
9	Deliver 26,000 hours of mentoring and coaching for children and young people.	26,000	6,054	23%
10	Support 2 creative apprenticeships.	2	2	100%
11	Develop and deliver 300 training, events, workshops and networking opportunities.	300	850	283%
12	Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after.	20	20	100%
13	Deliver 6 conferences.	6	6	100%
14	Invest £1.2m from the Cultural Life Fund.	£1,200,000	£1,081,477	90%
15	Issue 200 bursaries and 150 project grants.	350	535	153%
16	Achieve 80% match for Cultural Life Fund investments.	£865,182	£1,418,918	164%
17	Develop 10 resources which offer access to a directory of assets, advice and support.	10	11	110%
18	Engage 2000 CYP through direct TMC specific delivery.	2,000	2,402	120%
19	Reach 10,000 attendees through our largescale events and conferences.	10,000	10,342	103%

1.5 The overall majority of core Strategic Outcomes were reached, leading to:

- Improved access to arts and culture for children and young people.
- Raised aspirations in children and young people.
- Children and young people making positive change through arts and culture.
- Improved collaborative practice to sustain cultural education through Artsmark, Arts Award and Local Cultural Education Partnerships (LCEPs).
- Increased engagement between schools and cultural partners generating more creative opportunities for CYP in schools (reaching approx.187,000 CYP).
- Increased new investment for the region (£17m).
- Improved advocacy for cultural education regionally, nationally, and internationally through networks, training, research and developed resources.

1.6 Our successful income generation strategy enabled us to diversify our funding base and support our programme and wider aims. We secured an additional 128% on our estimated budget from 2018. Our total income for the period was £12,947,973 and total expenditure was £12,698,201.

1.7 TMC had been funded by Arts Council England (ACE) as one of national network of ACE Bridge Organisations between 2012 and 2022. We were informed in November 2022 that our application to ACE for National Portfolio funding had been unsuccessful. This change in focus has led to a revised Business Plan for 2024 – 2029 which focuses on the evolution of The Mighty Creatives from a regional Bridge organisation to a nationally recognised champion and campaigner of youth-led practice.



a mighty love letter

To be mighty is to be creative, we know that much already.

Our drive is a renowned one.
An engine of empowerment – our heart a toll-free
motorway pumping access region-wide, merging
and emerging, fighting and defending.

We filled in the surveys like good tick-box others, it's all
there – to be mighty is to collect the figures.

To be mighty is to untangle them.
To feel the injustice within them.

The figures are Midlands children after all – our seaside
souls, our urban underbellies, our rural roots, our stuck schools,
our underrepresented origins, our ravaged resources.

To be mighty is to fight for their voices.

There are still so many kids with austerity-plucked wings,
their potential fenced in, caught in netted thought.

To be mighty is to fall in love with their stories and fill their
heads with feathers and glue and no instructions, only
encouragement – let them be the architect of their own flight.

We find patterns amid the arrows, the splashes and swaths
that point to transformation – an arts award has direction,
imagination can travel, change makers are the future.

To be mighty is to keep on doing.
To see 'young' as a doing word.

Young poet, young confidence, young leader, young purpose,
young festival, young teacher, young dancer, young education,
young skill, young conference, young artist, young will.

That's all we're doing, really – passing on the things we've learnt,
the love we believe, and what our mighty vision hopes to achieve.

And you, my love, for reading this, are mighty too.

You feel our fight, hear our voice, and we hope you
will fall in love with our story.

Charley Genever

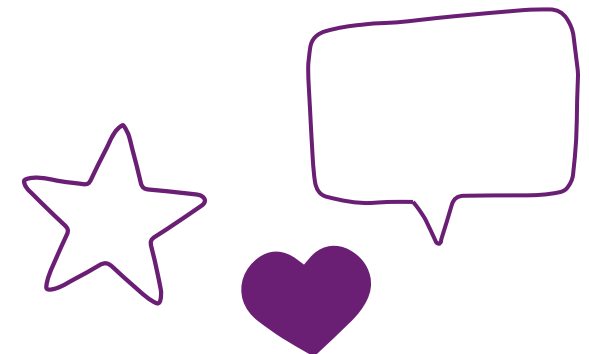
Emerge Young Artist 2017 | Peterborough Poet Laureate 2016

1 introduction

- 1.1** In 2018 **The Mighty Creatives** set out to deliver an ambitious business plan that sought to provide and champion opportunities for our beneficiaries, particularly those who are the most disadvantaged and excluded. Our vision was of **a world where all children and young people would harness the power of arts, creativity and culture in order to transform themselves, their communities and their futures.**
- 1.2** Listening and acting upon the creative voices of children and young people is at the heart of our mission, particularly those of the most excluded and disadvantaged. This was woven through our products and services to ensure that children and young people would:
- Develop the self-esteem and confidence to be themselves.
 - Take risks to challenge, innovate and test the world.
 - See themselves as active producers of culture, not just as passive consumers.
 - Develop leadership skills.
 - Influence their communities.
 - Take their place on a world stage.

“ At the beginning of this journey all I had was **a vision** and **a small voice, hoping to be heard.** Now seeing that vision come into fruition, I believe that **my voice has been amplified** and I hope that it will also amplify the voices and stories of the people who get involved with the project. ”

Jess, Young Empowerment Fund participant



1.3 Our Mission

Our mission was driven by six strategic objectives:

- **Improving access** to arts, culture and creativity.
- **Raising aspirations** of children and young people.
- Empowering children and young people to **make positive social change**.
- Advocating for the **power of arts, culture and creativity**.
- **Increasing investment** in children and young people's arts, culture and creativity.
- Sustaining the charity's organisational resilience to **meet our vision**.

We sought to work strategically and collaboratively to achieve these objectives. Our **Theory of Change** was created to provide a summary of the changes we hoped would occur as a result of achieving those objectives and provided the context for our partnerships with our funders and stakeholders.



1.4 Our Activities

In order to achieve our strategic objectives, we delivered the following programmes:

cultural education

Supporting arts and cultural education for all children and young people

creative communities

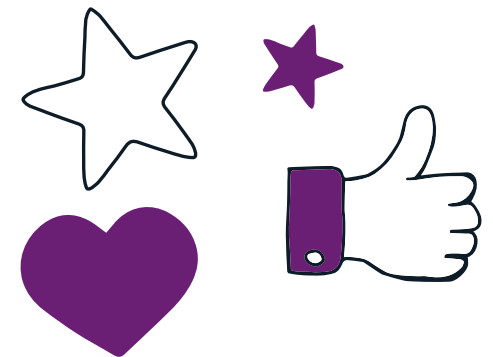
Supporting social and artistic placemaking through the creativity of children and young people.

creative mentoring

Working with young people in need who struggle to engage in education – or who are at risk of exclusion or disaffection.

creative futures

Supporting young people to kick-start their creative careers with the support required to lead creative enterprises and more broadly enter the jobs market.



- 1.5 Our **Cultural Education** programme received significant investment between 2018–2023 of **£4.4 Million** from **Arts Council England** (ACE) who funded us as the 'Bridge Organisation' for the East Midlands. This funding afforded us the unique role of **connecting cultural provision to children and young people across the region** in order to meet ACE's Cultural Education Challenge through the delivery of Artsmark, Arts Award and Partnership Investment.¹
- 1.6 Our **Creative Communities** programme was supported by ACE and **Spirit of 2012** funding and supported us to work with children, young people and key community partners to generate creative social action projects and interventions at the heart of communities. Over the course of the business plan, we focused on two projects, **Emerge** and **Splash!** and as a response to the pandemic developed two additional programmes the **Young Empowerment Fund** and the **Creative Communities Fund**.
- 1.7 Our **Creative Mentoring** programme was developed from 2019, when we took on the leadership of the programme that had been pioneered by **Derbyshire Virtual School**. Over this business plan period the programme has received investment from:
- Children in Need
 - What Works for Children's Social Care
 - The Foyle Foundation
 - Charities Aid Foundation
 - The Swire Foundation
 - And ACE

The programme provided a model and approach to working with children and young people in need who struggle to engage in education – or who are at risk of exclusion or disaffection. Creative mentors were commissioned to work with young people and were briefed jointly by social care professionals and schools. They spent time getting to know the individual and introduced creative activities such as film, drama, music, poetry, photography and stories to help them safely explore the world around them, learn new skills, communicate, and address personal and emotional issues from a creative distance.

- 1.8 Our **Creative Futures** programme stemmed from our long-standing commitment to **providing creative enterprise and employment opportunities for young people** across the region. Young people aged 16–30, were helped to kick-start their creative careers with the support required to lead creative enterprises and more broadly enter the jobs market. From 2019–2021 our work was supported with funding from Children in Need and additional investment from Western Power Distribution. We then went on to work with the Department of Work and Pensions (DWP) as a Gateway Organisation with the Government's Kickstart programme. This programme generated jobs for unemployed young people between 16 and 24 who were on Universal Credit and in turn developed into our 'Mighty Employers' programme which is now supported by the Charities Aid Foundation.

¹ For a more detail review of the Bridge Programme, please see Appendix B

2 measuring our progress

2.1 Theory of Change

- 2.2 Starting with the problem statement, “**Children and young people do not have enough access to art and culture, so do not experience the social, educational and economic benefits of cultural education**”. Our desired long-term goal is to transform children’s and young people’s lives through creativity and culture in and out of school.

The rationales that underpin this theory are that creativity and culture are positive contributors to a good childhood and a good education, and that cultural education improves educational outcomes – especially for children and young people affected by socio-economic disadvantage.

The assumptions we have made are:

- Childhood is changing rapidly, and we have a duty to understand this change.
- Organisations want to communicate and collaborate, not compete.
- Planning for collective impact from ages 0–30 is a good way to have population level impact.
- Technology can improve access to culture, improve learning and help close attainment gaps.



- 2.3 The following sections highlights the Theory of Change that was developed in 2018 to support the 2018-2023 business plan and any changes that were made as a result of the pandemic and our learning. We have also highlighted any evolving priorities.

The Resources, Mechanisms and Strategic Services remained in-place, the activity flexed to respond to changing needs, and the overall majority of core Strategic Outcomes were reached, leading to:

- Improved access to arts and culture for children and young people.
- Raised aspirations in children and young people.
- Children and young people making positive change through arts and culture.
- Improved collaborative practice to sustain cultural education through Artsmark, Arts Award and Local Cultural Education Partnerships (LCEPs).
- Increased engagement between schools and cultural partners generating more creative opportunities for CYP in schools (reaching approx.187,000 CYP).
- Increased new investment for the region (£17m).
- Improved advocacy for cultural education regionally, nationally, and internationally through networks, training, research and developed resources.



The Challenge: 2018 - 2023

“Children and young people do not have enough access to art and culture, so do not experience the social, educational and economic benefits of cultural education”.

Resources	Mechanisms	Strategic Services	Activity	Strategic Outcomes	Strategic Objectives
<p>Skilled People (trustees, staff and stakeholders)</p> <p>Established partnerships</p> <p>Effective CRM system and website</p> <p>Sustainable funding</p> <p>Knowledge of beneficiary and supporter markets</p> <p>Access to data</p> <p>Productive processes and clear systems for planning and evaluation</p>	<p>Development of skills and expertise to deliver</p> <p>Established systems and processes to Plan for Delivery</p> <p>Marketing Strategy</p> <p>Plan for investment</p> <p>Universal product and service offer</p> <p>Targeted products and service offer</p> <p>Plan for impact and evaluation to support learning</p>	<p>Cultural Education</p> <p>Creative Communities</p> <p>Creative Careers</p> <p>Creative Leadership</p> <p>Cultural Investment</p> <p>Organisational sustainability</p>	<p>Creative School Improvement</p> <p>Creative Sector Support</p> <p>Cultural Education Partnerships</p> <p>Arts and Culture Awards and Quality Standards, such as Artsmark and Arts Award</p> <p>Creative Social Impact</p> <p>Cultural Festivals</p> <p>Creative Placemaking</p> <p>Creative Skills</p> <p>Creative Enterprise</p> <p>Creative Mentoring and Coaching</p> <p>Creative Apprenticeships</p> <p>Creative Training</p> <p>Conferences, Networks and Events</p> <p>Impact and evaluation sharing</p> <p>Cultural Life Fund</p> <p>Resources and development</p> <p>Projects and Programmes</p> <p>Delivery of income generation strategy</p> <p>Diversifying income through: individual giving, corporate partnerships, trust and foundations, legacy giving, traded income</p> <p>Focus on long term giving, planning and sustainability</p>	<p>SO1. 20% of all Schools in the East Midlands engaging with school improvement offer</p> <p>SO2. 30% of cultural organisations meaningful engagement</p> <p>SO3. 10 x Cultural Education Partnerships</p> <p>SO4. 40,000 Creative Qualifications awarded</p> <p>SO5. 200 Creative Projects supported</p> <p>SO6. Supported the development and delivery of 20 Cultural Festivals</p> <p>SO7. Increased local engagement in 10 target areas with arts and culture through Creative Placemaking</p> <p>SO8. Supported 50 Emerging Artists</p> <p>SO9. Developed 50 Creative Enterprises</p> <p>SO10. 100 new jobs created with 50% of participants moving from NEET to EET</p> <p>SO11. Delivered 26,000 hours of mentoring and coaching for C&YP</p> <p>SO12. Supported 2 Creative Apprenticeships</p> <p>SO13. Developed and delivered 250 training, events and networking opportunities</p> <p>SO14. Provided support for 20 Networks</p> <p>SO15. Delivered 6 Conferences for stakeholders</p> <p>SO16. Deliver 300 sessions to support programme and sector development</p> <p>SO17. £1.2m Invested from the Cultural Life Fund</p> <p>SO18. 200 bursaries received and 150 project grants issued</p> <p>SO19. Achieve 80% match for Cultural Life Fund investments</p> <p>SO20. 10 resources developed</p> <p>SO21. Maintain levels of provision delivered in 2018/2019 within a financially sound and sustainable framework</p> <p>SO22. Reduced dependency on a small number of large investors</p> <p>SO23. Diversified investment base in an achievable and realistic manner</p> <p>SO24. Increase programmes offered directly by TMC</p>	<p>Improving access to arts, culture and creativity for children and young people</p> <p>Advocating for the power of arts, culture and creativity</p> <p>Raising aspirations of children and young people</p> <p>Empowering children and young people to make positive social change</p> <p>Increasing investment in children and young people's arts, culture and creativity</p>

business open full image

**BUSINESSES
OPEN AS
USUAL**

Jay Vero
♥



2.4 Progress against the Theory of Change in a changing world

Progress was being made against our planned theory of change, but everything had to change as a response to the global pandemic which hit the world in 2020.

Recognising the enormous challenge ahead, The Mighty Creatives responded quickly. We had a sector in dire need of support and as a Sector Support Organisation were keen to step up and help our partners and regions children and young people where we could.

In April 2020 we pulled together a revised Theory of Change that supported us to take on a response role. No member of the team was furloughed, programmes were reshaped, and funding was repurposed.

2.5 ACE signed off our proposal to repurpose £140k for Partnership Investment to deliver the following work:

- **Resources and information sharing**
 - Championing existing resources.
 - Signposting work being developed by partners.
 - Networking, support & virtual meetings.
- **Digital initiatives**
 - Mighty Schools of Creativity.
 - Digital Development Grants to sector partners.
- **Direct support for CYP**
 - Creative Mentoring.
- **Cultural Life Fund investment**
 - Commissions to support sector development.
 - Micro commissions for CYP to deliver social action projects.

Over the final three years of the Business Plan (2020-23) the offers that were created as a response have now become staple services offered by The Mighty Creatives, increasing the programmes offered by The Mighty Creatives and adding to our portfolio of work.

2.6 Revision of Strategic Outcomes

As a response to the pandemic, we revised our **Strategic Outcomes** to ensure they were fit for purpose and would support us to deliver what was needed. This table outlines the key changes that were made.

SO	Original Strategic Outcome 2018-2020	Adaptation	Revised Strategic Outcomes from 2020-2023
SO1	20% of all Schools in the East Midlands engaging with school improvement offer.	This was split to specifically focus on Artsmark and wider school engagement. Artsmark became a programme KPI.	SO1. Engage 50% of the region's schools (2220 in total).
SO2	30% of cultural organisations meaningful engagement.	This evolved to include Freelancers in our data collection and engagement plans.	SO2. Meaningful engagement with 30% of cultural organisations in the region - including Freelancers.
SO3	10 x Cultural Education Partnerships (CEP).	A number of CEPs evolved to take on wider areas of delivery, reducing the need for 10.	SO3. support 10 partnership that support Cultural Education.
SO4	40,000 Creative Qualifications awarded.	40,000 was reduced to 20,000 as a result of reduced numbers and school closures.	SO4. Oversee 20,000 creative qualifications awarded through the Arts Award programme.
SO5	200 Creative Projects supported.	Further clarity was needed to ensure we were collecting the most useable data.	Support the development and delivery of 200 creative projects (the projects that can be counted must have produced a creative output).
SO6	Supported the development and delivery of 20 Cultural Festivals.	24 Festivals were delivered by 2019, then this SO was removed.	
SO7	Increased local engagement in 10 target areas with arts and culture through Creative Placemaking.	This was a duplication of the CEPs so was merged and removed.	
SO8	Supported 50 Emerging Artists.	Moved to SO6, but target remained the same.	SO6. Support 50 emerging artists.
SO9	Developed 50 Creative Enterprises.	Moved to SO7.	SO7. Develop 50 creative enterprises.
SO10	100 new jobs created with 50% of participants moving from NEET to EET.	This SO was split.	SO8. Create 100 new jobs. SO8a. with 50% of participants moving from NEET to EET.
SO11	Delivered 26,000 hours of mentoring and coaching for C&YP.	Remained the same but moved to SO9.	SO9. Deliver 26,000 hours of mentoring and coaching for children and young people.
SO12	Supported 2 Creative Apprenticeships.	Remained the same but moved to SO10.	SO10. Support 2 creative apprenticeships

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SO	Original Strategic Outcome 2018-2020	Adaptation	Revised Strategic Outcomes from 2020-2023
SO13	Developed and delivered 250 training, events and networking opportunities.	This was merged with SO16 and reduced slightly.	SO11. Develop and deliver 300 training, events, workshops and networking opportunities.
SO14	Provided support for 20 Networks.	Remained the same but moved to SO12.	SO12. Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after.
SO15	Delivered 6 Conferences for stakeholders.	Remained the same but moved to SO13.	SO13. Deliver 6 conferences.
SO16	Deliver 300 sessions to support programme and sector development.	This was merged with SO13.	
SO17	£1.2m Invested from the Cultural Life Fund.	Remained the same but moved to SO14.	SO14. Invest £1.2m from the Cultural Life Fund.
SO18	200 bursaries received and 150 project grants issued.	Remained the same but moved to SO15.	SO15. Issue 200 bursaries and 150 project grants.
SO19	Achieve 80% match for Cultural Life Fund investments.	Remained the same but moved to SO16.	SO16. Achieve 80% match for Cultural Life Fund investments
SO20	10 resources developed.	Remained the same but moved to SO17.	SO17. Develop 10 resources which offer access to a directory of assets, advice and support.
SO21	Maintain levels of provision delivered in 2018/2019 within a financially sound and sustainable framework.	This was removed from the Strategic Outcomes and placed into the key priorities of the Business Development Team.	
SO22	Reduced dependency on a small number of large investors.	This was removed from the Strategic Outcomes and placed into the key priorities of the Business Development Team.	
SO23	Diversified investment base in an achievable and realistic manner.	This was removed from the Strategic Outcomes and placed into the key priorities of the Business Development Team.	
SO24	Increase programmes offered directly by TMC.	This was removed and replaced with SO18 & SO19 to make it more measurable.	SO18. Engage 2000 CYP through direct delivery. SO19. Reach 10,000 attendees through our largescale events and conferences.

With the revision of our **Strategic Outcomes**, we were able to ensure they were measurable and deliverable. A dashboard was developed to track engagement resulting in robust data that clearly evidences the level of engagement delivered against each objective over the period of this business plan. The following table outlines the indicators, targets and total activity delivered between April 2018 to March 2023. 16 of the 19 targets were achieved and 14 were exceeded.

No	Strategic Outcomes	Target	Total to date	% Delivered
1	Engage 50% of the region's schools (2220 in total).	1,110	1,206	109%
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3 growth areas

3.1 SO6: Support 50 emerging artists

By Emerging artists, we mean people in their first 5 years of their creative career. The programmes that have supported this target are:

- **Emerge**
- **Change Makers**
- **Splash!**
- **Creative Mentoring**
- **Youth Board**
- **Creative Communities**
- **Emerge Creative Leadership**

We had anticipated supporting 50 emerging artists through Emerge and Emerge Creative Leadership, but through the development of new programmes because of the pandemic and additional funding secured, we have been able to grow this work. We have supported a total of 164 emerging artists and almost all have gone on to develop their careers.



The **Change Maker** programme took place in 2019 and saw The Mighty Creatives employ 6 young people as freelancers to lead a conference 'Creating the Future'. Creating the Future was an opportunity to explore barriers that children and young people face when accessing arts and culture both in and out of school.

The event was held as part of the 'Thriving Child' conferences with the Bridge England Network, led by the Royal Opera House. The Change Makers programmed a diverse range of speakers and workshops that targeted decision makers from across the cultural education sector. We had just under 90 delegated on the day.

wow



The success of this programme led to the implementation of the **Youth Board**, which launched in September 2021.

case study

Emily York – from participant to Manager

“My name's Emily York and I am currently **Youth Programme Manager** at The Mighty Creatives. I first started my journey with TMC in 2014/2015, where I engaged with the Arts Award programme through a project called the Village Model Summit in my role as a Teaching Assistant. Since then, I continued to deliver Arts Awards with the schools I worked in and also worked with the Artsmark team to support a school I was working in through their Gold Artsmark journey (it was successful!). TMC have always been an important part of the arts and cultural ecosystem in the East Midlands, and I always admired the work they did, albeit from a distance.

In 2017, the opportunity arose to apply to be one of their Emerging Artists as part of their Emerge Festival programme, funded by Spirit of 2012. This programme, delivered over three years, offered young artists the opportunity to develop their arts leadership and festival management skills in 'hard-to-reach' areas across the East Midlands. I was successful and worked in Corby as the Artistic Director for Emerge Festival in 2018. As part of the programme I worked with a SEND school and local community groups to develop a one day Shakespeare inspired verbal arts festival, themed around power, voice and influence. Not an easy sell!

For me, this opportunity was way outside of my comfort zone. I had finished University and found myself working in schools (which was great, but something was missing)!

Having worked with arts festivals and cultural organisations previously, it was the first opportunity for me to lead a year-long programme in a new community that I wasn't familiar with. I worked with some amazing cultural partners including The Core at Corby Cube and Made With Many to develop the festival, and had a great time in the process.



Taking part in Emerge helped me develop my confidence and self-esteem, my resilience (as things went wrong!) and most importantly my knowledge in the logistical and practical side of arts project management. I met some amazing artists along the way, some of whom we still work with at TMC to this day. But most of all, it ignited a spark in me to push to make a career in the arts viable and continue to provide quality creative experiences to those children and young people who need it most. It was a year later that I applied for a role at TMC as Youth Programme Coordinator and have been with the organisation now for 4 years, now as Youth Programme Manager.

TMC is changing. We are navigating both a challenging but equally exciting time. I am really looking forward to what the future brings for TMC and of course the Creative Mentoring work that sits so central to the work of Youth Programme, and now the organisation. I look forward to making more memories, pushing myself outside of my comfort zone again and again and supporting the next stage of TMC's journey.

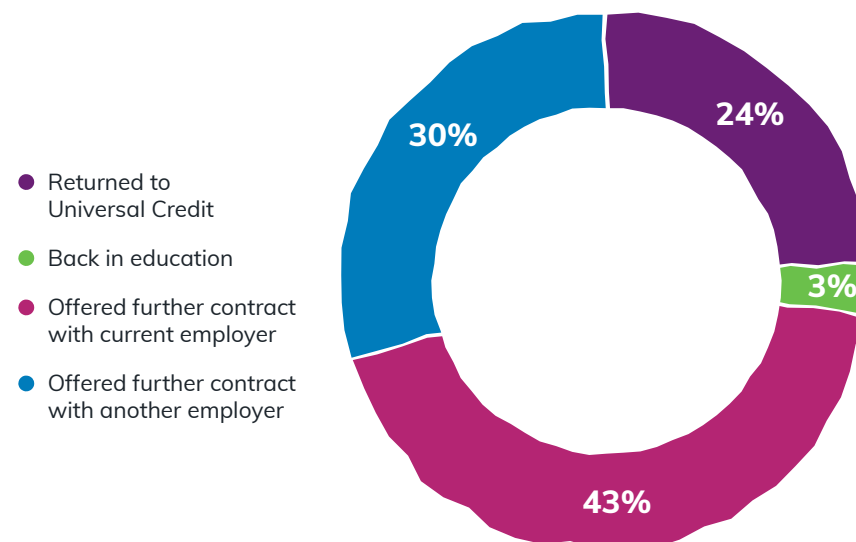
3.1 SO8 & SO8a: Create 100 new jobs, with 50% of participants moving from NEET (not in employment, education or training) to EET (in employment, education or training).

In 2020 The Mighty Creatives successfully applied to be a gateway for the Government funded Kickstart Scheme as an opportunity to fundraise and help combat youth unemployment during the COVID-19 national crisis. The Kickstart Scheme provided employers with a grant fund of £1,560.00 per 'Kickstarter' as well as grant funding to support wages at National Minimum Wage including NI and Tax contributions for 25 hours per week over six months. The Mighty Creatives as an approved gateway received £300.00 per role filled.

To accompany the administration support we created an interactive online one size fits all course, with optional 1-2-1 mentoring support, known as The Mighty Creatives Employ ME Course.

We successfully helped 220 Employers to support 530 young people into work (69% of our available positions). At the end of the placements, an exit survey was completed and revealed the following results (right).

Overview of Kickstart Exit Surveys



From the data collected based on a return of 119 completed surveys, we can see that 24% of young people have reverted to receiving Universal Credit and 76% have been given the opportunity to continue with employment or return to education.

Whilst the Kickstart programme has now wound down, a successful application to the Charities Aid Foundation has meant that we will be able to build on the work of the last year and link it to the Creative Mentoring programme.

This supports young people aged between 16 and 25 in need who are transitioning from education, training, and unemployment into employment through our personal development and re-skilling programme. The grant has also supported our organisation by training a cohort of professional creative mentors who will be essential for the sustainability of the programme once this grant comes to an end.



3.2 SO11: Develop and deliver 300 training, events, workshops and networking opportunities

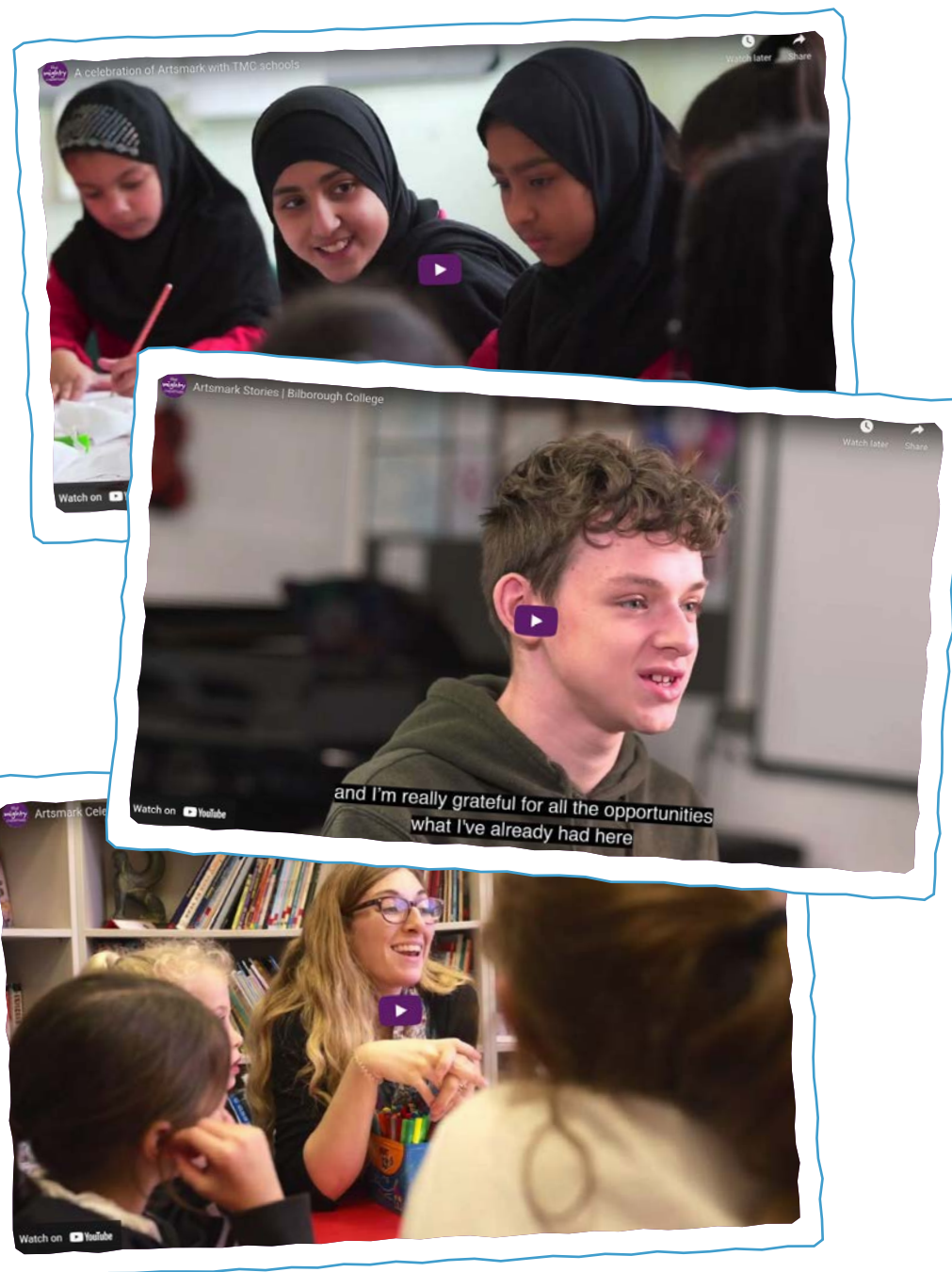
A large proportion of this work was delivered through our role as a Bridge organisation² and through our Emerge Programme. Taken from the final evaluation for Emerge we delivered 355 Labs, workshops and training events. These were delivered to support the emerging artists delivering the programme and the development of the young people creating the festivals. We also offered additional workshops which supported to collaboration between the school partners, cultural venue leads and emerge artists.

Part of our role as a Bridge organisation was to support the development of the sector.



Examples of how we have supported the sector through the Artsmark programme can be found on our website via this link.

themightycreatives.com/artsmark-celebration-stories/



² See Appendix B

3.3 Organisational growth

Our income generating work enabled us to diversify our funding base which supported us to develop our programme strands and support our wider aims.

Income generation

In 2018, we had identified the following sources of income:

- Arts Council England - SSO 2018-22
- Spirit of 2012 - Emerge
- Department for Education - Bridge Expansion
- Arts Council England - Splash!
- Children in Need - Small Grant
- Children in Need - Main Grant
- Bank Interest

By 2023 we had added to our portfolio through the following sources. Some were funding for under 1 year and others spanned across multiple years:

- Arts Council England – SSO Extension Year 22-23
- Department for Education - Bridge Expansion 22-23
- Children in Need - Main Grant 22-24
- Erasmus + - Well-Be
- Erasmus + - DiARC
- Consultancy & Traded Services
- Creative Mentoring Traded
- Donations
- Fundraising campaigns – Boss Bike Rides
- Fundraising campaigns - Mighty Unmute, 2.6 Challenge, Be Mighty Be Creative and Creative Hero Day
- Department for Work and Pensions (DWP) - Kickstart
- Charities Aid Foundation
- Swire Foundation
- Foyle Foundation
- The World Re-Imagined
- Leicester Heritage Action Zone

Supporting us to secure an additional 128% on our estimated budget from 2018.

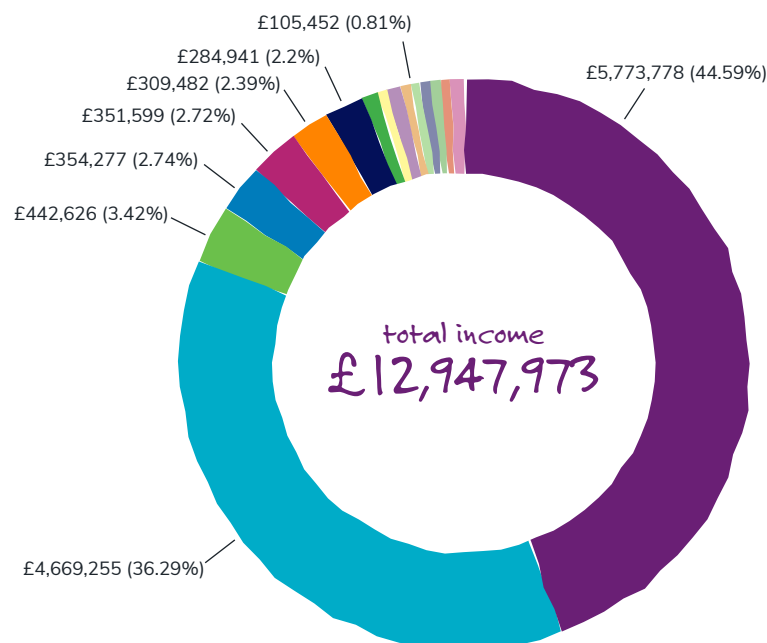


3.4 The following data shows an overview of the new income sources and new expenditure incurred, since 1st April 2018. These figures have been rounded to the nearest £1.

New income received

(1st April 2018 to 31st March 2023)

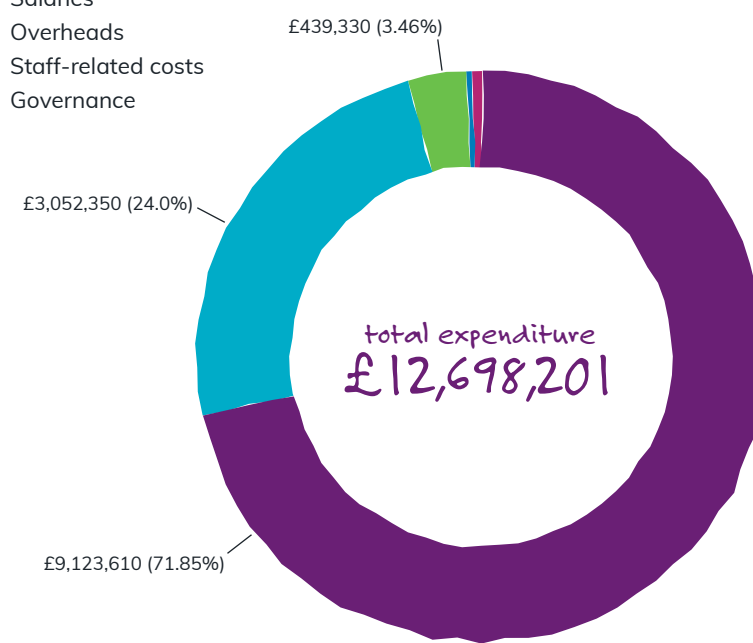
- Arts Council England
- DWP - Kickstart
- Erasmus+
- CAF
- Emerge (Spirit of 2012)
- DfE Bridge Expansion
- Children in Need
- Creative Mentoring Traded
- WWCS
- Small Income Sources <£20k each
- Consultancy & Traded Services
- DMU - 25 year Creative Talent Plan
- Let's Create Packs
- Miscellaneous Income
- Foyle Foundation
- Swire Foundation



New expenditure by area

(1st April 2018 to 31st March 2023)

- Programme
- Salaries
- Overheads
- Staff-related costs
- Governance



As a result of the diversification of our income streams, we have been able to:

- Invest in the development of new programmes such as the Creative Mentoring programme.
- Diversified our investment base.
- Maintain and grow our levels of provision delivered in 2018/2019 within a financially sound and sustainable framework.
- Reduced dependency on individual investors.
- Increased the number of direct delivery programmes.
- Build our reserves to withstand any challenges ahead.



3.5 Creative Mentoring

Another growth area has been the development of **Creative Mentoring**, which will form the central pillar of work for The Mighty Creatives into the future.

The Mighty Creatives model of Creative Mentoring has been built on the success of **Derbyshire's Virtual School's pioneering work**. We have developed a rounded programme that not only supports the development of the children and young people we serve but the Creative Mentors too. Creative Mentoring **places creative practice at the very front line of educational improvement** to enable more disadvantaged pupils to make progress.

The collaborative model is an approach to working with children and young people who are struggling to engage in education, at risk of exclusion or social isolation. When a child is disengaged, resistant to support, and professionals are struggling to improve the situation, a Creative Mentor is commissioned to work with the child or young person one-to-one.

Creative activity is introduced as **a practical way to explore feelings** about themselves and the world around them, learn new skills, communicate, address social and emotional issues, and find a sense of purpose and agency.

Creative Mentoring activity takes place at home, school, and community settings in 2-hour sessions, once a week over varying lengths of time, averaging 3-9 months. The length of the sessions and length of the intervention is entirely informed by the child or young person's needs. Our Creative Mentors meet them where they are most comfortable and in a safe space where a strong relationship of trust can be built. Virtual Schools and other referral partners commission Creative Mentors for **an average of 24 hours per child or young person**.

Creative Mentors use their creative expertise and become part of the core team of professionals working collaboratively and creatively to support the child or young person socially, emotionally, educationally and practically to enable progression. They often attend and inform Personal Education Plan (PEP), Looked After Child, Children in Need and Transition meetings, providing another voice for the child or young person amongst the professionals where appropriate.

Key Outcomes

Key outcomes to date and measured against our **8 Measures of Progress Framework**:

- **288** children and young people have received **5485 hours of support**.
- **70%** of these children and young people made **good progress** through the programme (good progress equates to at least a 2-point difference out of 5 across our 8 Measures of Progress for example a 3/5-5/5).
- **90%** of children and young people engaged in the programme **increased their confidence**, with **85%** reporting they were **better able to make decisions** independently due to the support.
- **100%** of participants are now in **full / part-time employment**, engaging in alternative provision, education, or training placements. These participants were not regularly attending any form of education or training at the start of their placement.
- We have successfully recruited and trained **86 Creative Mentors** onto our pool.
- Delivered **54 CPD sessions** for Creative Mentors.
- Delivered **36 group professional supervision sessions** with Educational Psychologists for Creative Mentors.
- Delivered **72 1:1 professional supervision sessions** with Educational Psychologists for Creative Mentors.



4 challenge areas

- 4.1** There were three areas that were not met at the end of the 2018-23 Business Plan. These were due to a variety of reasons, but mainly the change in financial capacity of the sector, partnerships and the evolution of programmed activity.

4.2 SO3: Support 10 partnerships that support Cultural Education.

We had originally envisaged the development of more than one Local Cultural Education Partnership (LCEP) per county, with one in each priority area identified. These were aligned to our role as a Bridge, where we were tasked to develop a number of these partnerships across the region. As the partnerships developed some took on a wider geographical area than we had anticipated resulting in a countywide partnership in Lincolnshire and Leicestershire.

We had originally identified the following areas as target areas of delivery:

- | | |
|--------------------------------------|-----------------------------|
| • Corby | • Bolsover |
| • Derby | • Chesterfield |
| • Leicester | • Kettering |
| • Mansfield and Ashfield | • Newark and Sherwood |
| • Nottingham | • North East Derbyshire |
| • Skegness, Boston and South Holland | • North West Leicestershire |
| • Amber Valley | • South Derbyshire |
| • Bassetlaw | • Wellingborough |
| | • West Lindsey |

Delivery took place in the following areas, under each LCEP:

- **The City Classroom**
Leicester/Shire, including North West Leicestershire
- **Unlock**
Northamptonshire, including Corby, Kettering and Wellingborough
- **ChalleNGe**
Nottingham City
- **Captivate**
Nottinghamshire, including Mansfield and Ashfield, Newark and Sherwood
- **Chesterfield CEP**
Chesterfield, Bolsover
- **Black Shale**
Amber Valley
- **DCEP**
Derby
- **Lincolnshire CEP**
Lincolnshire, including East Lindsey, Skegness, Boston, South Holland
- **High Peak CEP**
North East Derbyshire, High Peak

“ Every child, including children in care should have a Creative Mentor. They’re **even better than an advocate**, they are like an advocate and a Creative Mentor in one. **My Creative Mentor is like my fairy godmother.** She’s helped me a lot in my life. ”

Creative Mentoring recipient.

4.3 **SO9: Deliver 26,000 hours of mentoring and coaching for children and young people.**

The model of delivering mentoring changed from the delivery of our Emerge Leadership programme reaching a large cohort of young people in a light touch intervention to more bespoke targeted one-to-one delivery. This has resulted in a reduction in the number of hours we have been able to deliver, but a growth in the depth of impact we are having with the young people engaged in our Creative Mentoring programme. We now offer 24 hours per young person referred and these are tailored interventions supporting young people at risk. Each intervention can last between 3-6 months depending on the needs of the child or young person referred. The Creative Mentoring programme is an intensive intervention for both the artists delivering and the team providing support but can make a significant impact on the lives of the children and young people engaged.

4.4 **SO14: Invest £1.2m from the Cultural Life Fund.**

We had intended to build our Cultural Life Fund to offer additional investment under this umbrella, but due to the challenges to the fundraising landscape following the pandemic, we made a decision to step away from this approach. We did manage to bring in just over £1 Million 90% of the target, which has all gone out to support children and young people and those working with them through the LCEPs, Young Empowerment Fund and Creative Communities Fund. In addition to the income, we also supported partners to match this investment. The initial plan was to match £1 for £1, but we exceed this target to the value of £1.4 Million, securing a total of £2.4 Million for creative activity delivered to our region’s children and young people, specifically those living in challenging circumstances.

5 a change in direction

With any strategic plans, there should always be room for evolution and growth as a response to the needs being seen or the challenges being experienced.

Following a review of the work delivered during the pandemic, we began to adapt the way we were delivering our programmes. More work moved online, hybrid working became the new normal and as a charity, we began to focus more on those living in more challenging circumstances. Whilst this had always been part of our narrative, it had not sat at the centre due to the nature of our universal work delivered through our Bridge contract.



- 5.1** TMC has been funded by Arts Council England (ACE) as one of national network of ACE Bridge Organisations. This status has been conferred to The Mighty Creatives every three years in a contract with ACE which charged us with delivering a range of ACE products including Artsmark, Arts Award, Local Education Partnerships and Partnership Investment Programmes.

It became clear from 2018 however, that ACE were planning a new 10-year strategy from 2020, entitled 'Let's Create'. As time progressed and as the nature of 'Let's Create' became clearer, we became increasingly aware that our status as Bridge Organisation was under threat. There are no clear plans for a funded infrastructure to broker relationships between the education and cultural sector in 'Let's Create'.

Consequently, our planning in recent years has been geared towards that eventuality and we had developed four new programmes (Creative Schools, Creative Communities, Creative Mentoring and Creative Futures) and a new place-based delivery model, Creative Youth Hubs, although our business model still anticipated significant funding from ACE.

These were detailed in the early draft of TMC's 2023 – 2026 Business Plan and formed the heart of our application to ACE in May 2022 to become a new NPO from April 2023.

- 5.2** We were informed in November 2022 that our application to ACE to become a NPO had been unsuccessful. This will lead to a projected loss of over £2.3m investment over the next three years and means our organisation is now at a critical time in its thirteen-year history.

However, the loss of NPO status brings not only many challenges but also many opportunities, albeit played out within a climate of hostile social and economic crises which are being felt not only across the region, but nationally and internationally.

It is vital we remember that we exist not for our own sake, but to serve the needs of our beneficiaries; those children and young people who are most disadvantaged and most in need and who are all too frequently on the receiving end of the crises generated by the adults around them.

- 5.3** This change in focus has led to a revised Business Plan for 2023 – 2028 which focuses on the evolution of The Mighty Creatives from a regional Bridge organisation to a nationally recognised champion and campaigner of youth-led practice delivered through our Creative Mentoring programme and youth leadership work. The strengthening of our reserves and secured Transition Funding will support this journey and The Mighty Creatives will be all the stronger for it in the years to come.

appendix

appendix a

The Mighty Creatives

the mighty creatives

Established in 2009, The Mighty Creatives are a charity dedicated to transforming the lives of children and young people in need through arts, culture, and creativity.



Our guiding principles

1. **We will listen and act:** embedding children and young people's voices throughout our work from conception of programme to delivery and governance and we will encourage others to do the same.
2. **We will work collaboratively:** partnership working is central to the work we develop to improve creative outcomes and cultural opportunities for our region's children and young people.
3. **We will respond to need:** we focus on nurturing and supporting the creativity of children in need and those working for them to promote high quality cultural practice.
4. **We will champion Equality, Diversity and Inclusion:** we stand in solidarity with the Black Lives Matter Campaign and all marginalised communities across the world and will use our voice to speak out against injustice. We commit to listening, learning and taking action to improve access to creative opportunities for our region's children and young people.
5. **Engagement with artists and educators** is driven by a personalised, person centre pedagogy in which mentoring, and coaching play a fundamental role in generating personal change.
6. **The creative voices of young people** will be at the heart of the creative or cultural experience.

Our Values

Our values are inspired by the work of Munira Thobani and her work on the Thobani 6C Self Audit Tool®

1. **We seek Coherence in our work:** Social justice, equality and equity matters to us. We constantly review and refresh the narratives of why equality matters to us in our professional (and political) practices. We strive to have a coherent vision and set of values on equality and share this vision with your stakeholders. We set out our equality objectives to support us in delivering our purpose fairly and equitably.
2. **We seek to raise Consciousness** in our work: by increasing knowledge, understanding, awareness and empathy. We strive to improve our awareness of our privilege and possible complicity in maintaining discrimination and disadvantage.
3. **We are committed** to tackling inequality and disproportionality in all its forms.
4. **We strive to find the courage** to challenge the status-quo in perpetuating discrimination and inequality. We strive to act and influence the ways which can shift the balance of power and privilege in our work and build our courage by connecting and networking with the individuals, groups and organisations who are tackling discrimination, inequality and disproportionality.
5. **We seek Connectedness** with self-organised equality seeking groups and draw strength from being an ally by working in tackling discrimination that is direct, indirect and or inter-sectional.
6. **We prioritise Co-production** by developing leadership models which lead and empower others so that their contributions to achieve greater equitable outcomes for all our communities. We ensure there is accountability of everyone in the organisation to act consistently with achieving our organisational purpose and equity ambitions.

We strive for these values to be evident in all aspects of our organisation: governance, leadership, programmes, income generation and operations and processes.

appendix b

The Mighty Creatives - Bridge Contract

Supporting and sustaining a cultural life in the East Midlands 2018-2023



- 1.1** In 2017, we put forward an ambitious plan and proposal to Arts Council England (ACE) to continue to deliver our role as a 'Bridge' organisation. This was accepted and we began delivery in April 2018. At the time of writing, we were asked to outline how we would contribute to ACE's **Goal 5**:

Every child and young person [in the East Midlands] has the opportunity to experience the richness of the arts, museums and libraries, and contribute to shaping the 2020-2030 strategy.

Modelled on ACE's role descriptors, our ambition was to stimulate and support innovative solutions that engage all children and young people living and learning in the East Midlands, particularly in the most disadvantaged places. We aimed to do this by investing in leadership for cultural education in the context of a self-improving school system, supporting growth and the diversification of cultural education provision to better reflect children and young people's lived arts and cultural lives, online and digital activity.

- 1.2** We proposed to build capacity and resource across the cultural education infrastructure and support leadership to drive growth in the education, arts and culture sectors. We aimed to improve partnership working and data-based decision making in the East Midlands which would result in accessible arts and culture for all children, increasing participation and reducing the disadvantage attainment gap. The main strategies, driven by the need to strengthen distributed leadership, were:

- **Artsmark:** supporting self-improving schools to build the strategies, partnerships and resources to improve teaching and learning through arts and culture.
- **Arts Award:** supporting children and young people to access arts, culture and digital creation as audiences, participants, producers and leaders.
- **Partnership working:** supporting leaders to work in partnership within, across and beyond schools, families and communities to create arts and cultural pathways.
- **Partnership investment:** supporting partnerships to prepare for and secure sustainable investment, to mainstream and scale cultural education.

- 1.3** We planned to tackle socio-economic disadvantage presented by the Cultural Education Challenge³, guided by four cross cutting themes aligned to the role descriptors. The themes acted as an organising principle to market a comprehensive offer of support services and products for schools, arts and cultural organisations and partnerships that would:

- **Attract** new schools, arts and cultural organisations and children and young people's services.
- **Improve** the existing cultural offer and produce demand led new offers.
- **Increase** local engagement through distributed leadership and joined up promotion.
- **Sustain** opportunities with aligned resources, sustainable funding and new investment.

³ Please see ACE's definition here https://www.artscouncil.org.uk/sites/default/files/download-file/Cultural_Education_Challenge_Graphic.pdf

1.4 By 2022, we intended to deliver the following **strategic objectives**:

- Increase the number of schools engaging in and planning for cultural education, developing better cultural leadership and improved partnership working.
- Increase the arts and cultural sectors capacity to provide quality arts and cultural activity for schools.
- Significantly improve collaboration and integrated business planning, resulting in better cultural education outcomes in early years, schools, further education and pathways into employment.
- Increase financial resources for cultural education in the East Midlands, better aligning existing funding and resources and securing new investment.
- Secure the financial resilience of TMC to provide support services and products for the cultural education sectors post 2022.

We hoped these intended objectives would result in the following activities and outputs set by ACE:

- Provide a universal offer to disseminate information, targeting all schools, cultural organisations and Music Education Hubs.
- Provide a targeted offer, galvanizing and developing specific networks and Cultural Education Partnerships in agreed places.
- Achieve 100% match on annual partnership investment budget.
- Achieve minimum 20% schools registered for Artsmark Award by 2022.
- Achieve minimum 50% schools in wider engagement by 2022.
- Achieve a realistic annual growth in Arts Award moderations from a 2017/18 baseline.

1.5 We also aimed to contribute to the following **core outcomes**, detailed in our Bridge Theory of Change (Table A):

- Arts and culturally engaged schools and settings.
- Arts and culturally engaged children and young people.
- Quality demand led arts and cultural education provision.
- Effective partnerships.
- Increased investment.

1.6 A Theory of Change was developed to sit alongside the organisational business plan but ensured that progress was being made against the Bridge programme.

Starting with the problem statement *Children and young people do not have enough access to art and culture, so do not experience the social, educational and economic benefits of cultural education*, the desired long-term goal is: *To improve children and young people's lives through cultural education in and out of school.*

The rationales that underpinned the theory were that creativity and culture are positive contributors to a good childhood and a good education, and that cultural education improves educational outcomes, especially for children and young people affected by socio-economic disadvantage.

The assumptions we made were: childhood is changing rapidly, and we have a duty to understand this change; organisations want to communicate and collaborate, not compete; planning for collective impact from 0-25 is a good way to have population level impact; technology can improve access to culture, improve learning and help close attainment gaps.

1.7 Table A

Theory of Change: To improve children and young people's lives through cultural education in and out of school.

Resources	Activity Groups	Outputs (by 2022)	Short term Outcomes	Medium Term Outcomes	Long term Outcomes
Skilled trustees, staff, consultants and stakeholders Established local partnerships Sustainable funding for multiple years Effective CRM and website Knowledge of markets Access to data	Plan for delivery and evaluation Plan for marketing Plan for Partnership Investment Universal services and products Targeted services and products Support for leadership and governance	20,000 CRM registrations 260 marketing campaigns 277 publications ⁴ 337 training and network events 25% schools/settings registered for Artsmark Award 40,000 Arts Awards ~10 Cultural Education Partnerships ~17 Innovation Project investments £862,477 invested, 100% matched	Arts and cultural organisations have improved knowledge of schools Schools have improved knowledge of cultural activity locally Cultural Education Partnerships improve promotion of cultural education locally Access to arts and cultural activity in schools and communities is significantly improved Improved understanding of children and young people's experience of cultural engagement in school and community	Improved collaboration across networks and partnerships Improved leadership for cultural education Increased opportunities for children and young people's voice and co-production Improved evaluation of cultural education and social outcomes Improved skills and competencies for employment in the arts, cultural and creative industries	Significantly improved collaborative practice to sustain cultural education Increased engagement with good quality, diverse arts and cultural activity Increased new investment in cultural education and outcomes for children and young people Improved advocacy for cultural education regionally, nationally and internationally

⁴ Publications are: books, e-books, newsletters, e-newsletters, journals, audio and video files, live streaming, apps, directories, magazines, catalogues, data profiles, education resources.

1.8 Midway through our funding round, in 2020, ACE launched their new 10 Year Strategy **Let's Create**, which outlined their ambition that by 2030, **England will be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences.**⁵ This strategy focused on place-based interventions, with three core outcomes: **Creative People, Cultural Communities and Creative and Cultural Country** and four Investment Principles: **Ambition and Quality, Dynamism, Inclusivity and Relevance and Environmental Responsibility.** These new priorities were shared with the Bridges, and we were asked to reshape our work in response.

1.9 This introduction of a new strategy and the impact of a global pandemic, compelled TMC to examine our existing plans and a new Theory of Change emerged with aligned outputs and outcomes. We reshaped the way we used Partnership Investment and reviewed targets.

1.10 The table highlights the adaptations that were made and the new targets that emerged.

Original Bridge Outputs 2018-2020	Adaption	Revised Bridge Outputs from 2020 - 23
20,000 CRM registrations.	In 2020 we reviewed the way we were using our CRM and began to make a move to a new system which was implemented in 2021. As a result, we refocused this output to ensure we had quality engagement in the CRM rather than focusing on quantity.	7,500 CRM registrations.
260 marketing campaigns.	This remained the same.	260 marketing campaigns.
277 publications ⁶ .	This was rounded up to 280.	280 publications.
337 training and network events.	This was rounded down to 300.	300 training and network events.
25% schools/settings registered for Artsmark Award.	This was reduced in line with national trends.	18% schools/settings registered for Artsmark Award.
40,000 Arts Awards.	This was reduced in line with national trends.	20,000 Arts Awards.
10 Cultural Education Partnerships.	This remained the same.	10 Cultural Education Partnerships.
17 Innovation Project investments.	These were removed in response to new requirements and guidelines from ACE stating that we were no longer able to deliver Innovation Projects.	Removed.
£862,477 invested, 100% matched.	This remained the same.	£862,477 invested, 100% matched.
Outputs added		
		A minimum contribution of 30% Artsmark registrations will come from the most deprived areas in the East Midlands.
		Improved school engagement through partnership working to 50% schools/settings by 2023.
		Built meaningful engagement with 30% of cultural organisations registered in the EM.

⁵ <https://www.artscouncil.org.uk/lets-create>

⁶ Publications are: books, e-books, newsletters, e-newsletters, journals, audio and video files, live streaming, apps, directories, magazines, catalogues, data profiles, education resources.

1.11 A more detailed activity plan was developed, and this was used to monitor engagement and achievements across the full suite of programmes. This can be found in Appendix C, with final figures highlighted.

1.12 The following table outlines the indicators, targets and total activity delivered. 11 of the 12 targets were exceeded and only 1 was below target.

Bridge KPIs		Target	Total to date	% delivered	RAG
18% of all Schools in the East Midlands engaging with school improvement offer.		399	404	101%	Achieved
A minimum contribution of 30% Artsmark registrations will come from the most deprived areas in the East Midlands.		30%	44%	147%	Achieved
Improved school engagement through partnership working to 50% schools/settings by 2023.		1,110	1,206	109%	Achieved
Built meaningful engagement with 30% of cultural organisations registered in the East Midlands.		737	1,212	164%	Achieved
300 training and network events delivered.		300	850	283%	Achieved
20,000 Creative Qualifications awarded through Arts Award programme.		20,000	23,781	119%	Achieved
10 target areas supported to develop and deliver Local Cultural Education partnerships.		10	9	90%	ACE have agreed 9 will be satisfactory as 2 are countywide
Cultural Life Youth Fund developed to support commissioning & bursaries investing just over £1million with 80% match. To support partnerships working with CYP and direct to CYP.	Match	£ 865,181.60	£1,418,918	164%	Achieved
	Investment committed	£ 1,081,477	£1,081,477	100%	Achieved
7,500 CRM registrations.		7,500	11,065	148%	Achieved
260 marketing campaigns.		260	512	197%	Achieved
280 publications.		280	334	119%	Achieved

- 1.13** Engagement with Artsmark did reduce as a result of school closures and changing priorities following the pandemic, but we still managed to support 404 schools through their journey, impacting approximately 153,711 children and young people.
- 1.14** The target focused on 10 LCEPs was also reviewed in collaboration with ACE. As the areas identified had been supported by an LCEP, ACE were happy to sign off this output as complete.

2 growth areas

2.1 The whole programme has grown exponentially, through the dedication and commitment of the TMC team. The Arts Award team have developed a suite of offers to support the growth of programme and the Creative Communities team (formally Arts Alliances) have evolved their offer to commission young people directly and target those most in need.

2.2 Artsmark

What is Artsmark?

Artsmark is a framework for embedding the creative arts across a school curriculum. It can be used to support school improvement, whilst also placing wellbeing at the heart of a school's curriculum.

In 2018, the Artsmark team set out to deliver a series of:

- Artsmark Briefings
- Support Surgeries
- Development Days
- Networks
- And the Artsmark Partnership Programme

This package was soon developed to offer:

- A suite of training opportunities which covered:
 - Development Days
 - Evidencing Impact
 - Writing a statement of Impact
 - Practice Development
 - Leadership training
 - Back on Track sessions for schools who had lapsed
- One to one support
- Online support
- The Artsmark Ambassador Programme
- SEND Schools Network
- Group School Offer programme
- Creative Schools Network
- Creative Schools Hub – online resource
- Creative Connections
- Celebration Events
- Artsmark Partners training and events
- Wellbeing and Youth Voice in schools' reports
- And a wide range of tools, resources, and case studies

Key stats from the programme:

Number of Development Days	66
Number of schools attending Development Days	384
Number of training events and networks and briefings	54
Number of Artsmark Support sessions	90
Teacher engagements/attendance with training/network & Dev days	1879
School engagements/attendance with training/network	940
Total training/network/briefing sessions	210
Total engagements in training, dev days, networks and briefings	1324
No of 121s from Artsmark consultant team	382

For examples of the great work we've been delivering with our schools, please visit our stories on our website or follow these links:

<https://themightycreatives.com/charnwood-colleges-story/>

<https://themightycreatives.com/newcroft-primary-academy-leicestershire/>

<https://themightycreatives.com/ellesmere-colleges-story/>

<https://themightycreatives.com/westhouses-primary-schools-story/>



2.3 Arts Award

The Arts Award programme has also evolved over the last 5 years. Initially it aimed to increase the delivery of Arts Award across all levels, supporters and Centres, but over time we have developed a more nuanced approach to delivering the programme.

What's Arts Award?

Arts Award is a range of unique qualifications that supports anyone aged up to the age of 25 to grow as artists and arts leaders, inspiring them to connect with and take part in the wider arts world through taking challenges in an art form – from fashion to digital art, pottery to poetry.

Through progressing through the five levels, young people get to:

- Discover the enjoyment of creating and participating in arts activities experience arts events.
- Develop creative and communication skills that are essential for success in 21st century life.
- Explore the work of artists and craftspeople and gain insights into the professional arts world.
- Gain experience and knowledge to help progress into further education and employment.

The programme was developed to respond to the needs of the sector, offering additional training, grants and networks to support those delivering Arts Award to grow their ambition. This has resulted in a strong network of delivery partners, all dedicated to supporting the development of children and young people across the East Midlands.

The programme team developed a series of support offers:

- Start Up Packages – supporting delivery partners to have a go at leading a level they have not engaged with before, with full training and support available.
- Progression Packages – supporting delivery partners to be ambitious with their delivery.
- Digital Development Grants – supporting partners to develop their digital practice.
- Largescale Moderation.
- Return to School packages – supporting schools following the pandemic.
- Arts Award Futures Fund – Supporting partners to sustain their practice beyond our investment.
- Arts Award Network.
- Group School Offer in collaboration with the Artsmark team.
- Support sessions.
- Mapping and Planning support.

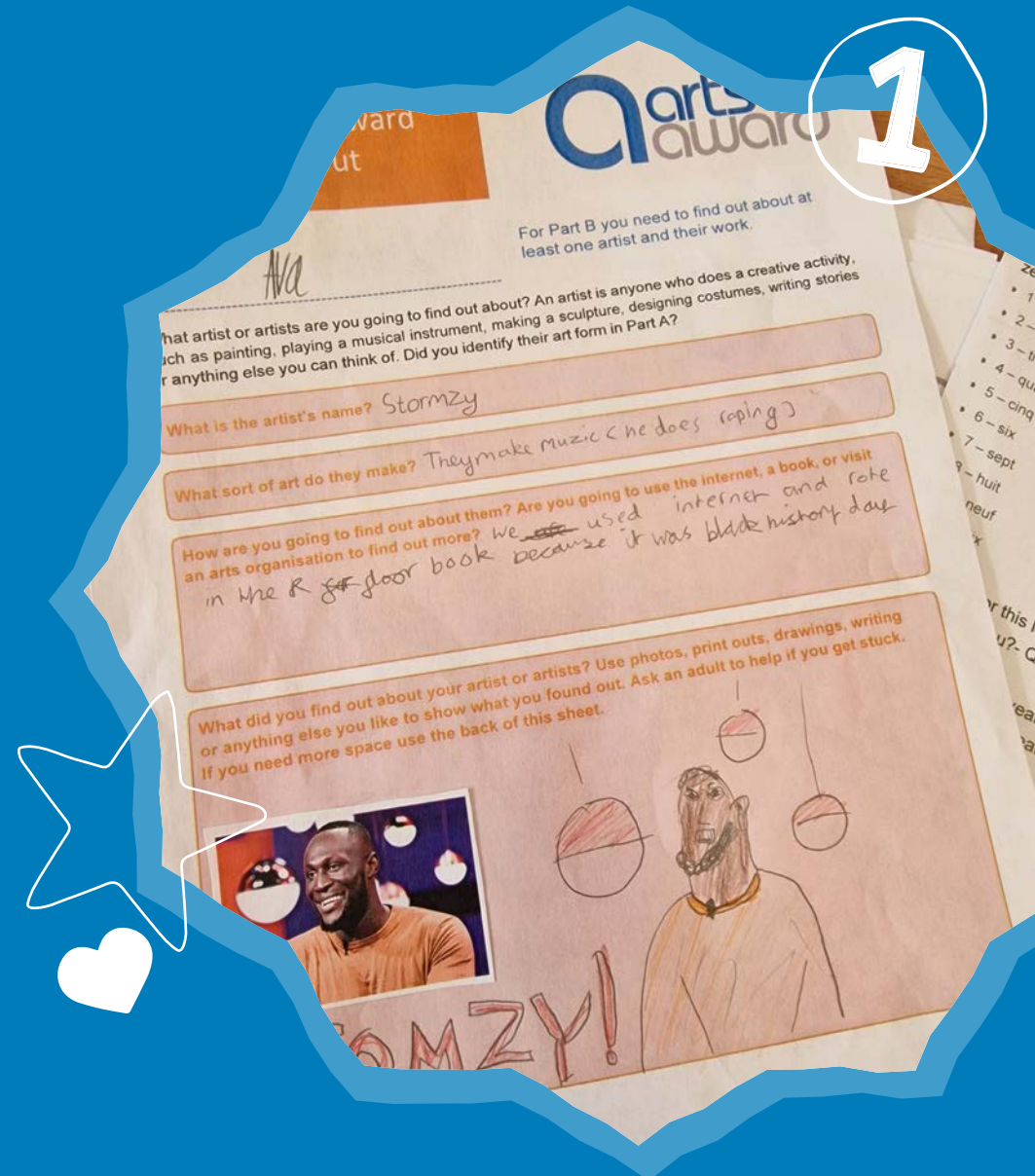
Key stats from the programme:

Number of Arts Awards delivered	Total: 23,781 Discover: 15,885 Explore: 2,075 Bronze: 4,851 Silver: 774 Gold: 196
Number of supporters / centres across the East Midlands	93 Supporters 398 Centres
Grants issued	120 grants totalling £140,000
Hours of delivery	627,695 hours
Leading partners in the region	Top 10 deliverers: Moving Together Leicester Museum and Art Gallery The Spark Arts for Children The Mighty Creatives Corby Totems Chatsworth House Artcore Investigate Learning Glebe Junior School Derby Theatre

For examples of the great work we've been delivering through Arts Award, please visit our stories on our website or follow these links:

<https://themightycreatives.com/the-brunts-academy/>

<https://themightycreatives.com/what-we-do/programmes/arts-awards/>



2.4 Partnership Investment

The aim of Partnership Investment was to improve, increase and sustain cultural education in schools and communities for children and young people living and learning in the East Midlands. To improve outcomes for children and young people, we took steps to develop and sustain partnerships, supporting Local Cultural Education Partnerships (place-based strategic partnerships) and investing in Innovation Projects (intervention-focused partnership projects). In 2020 we reduced the number of Innovation Projects we delivered but introduced the Creative Communities Fund which focused on deliver for children and young people most in need and the Young Empowerment Fund.

The Mighty Creatives has invested over £1million in partnerships across the East Midlands between 2018 and 2023.

Our partnership investment programmes included:

- **Cultural Life Fund:** the funding programme through which LCEPs and other investment programmes (e.g. Derbyshire Virtual Arts School) have been funded. It has had four rounds, and an additional round of LCEP funding.
- **START:** a specific investment in a partnership originally hosted by Children and the Arts, supporting 5 local venues to boost their engagement with schools.
- **Sector Support Commission:** renamed the Creative Communities Fund, has provided smaller grants, often to smaller arts and cultural organisations, including for covid-specific projects.

- **Youth Cultural Life Fund:** later renamed as the Young Empowerment Fund which offered small grants to individual young people 16-25. These funds have been considered by TMC as part of the Sector Support Commissions/ Creative Communities Fund.

We supported 9 local cultural education partnerships in the East Midlands, they were:

- Black Shale – the LCEP for Amber Valley and Bolsover
- Captivate – the LCEP for Ashfield and Mansfield
- Chesterfield CEP – the LCEP for Chesterfield
- Cultural Campus (DCEP) – the LCEP for Derby City
- The City Classroom – the LCEP for Leicester(Shire)
- ChalleNGe – the LCEP for Nottingham
- UNLOCK – the LCEP for Northamptonshire
- Lincs CEP – the LCEP for Lincolnshire
- High Peak – the LCEP for the High Peak

Each partnership received between £40,000 and £110,000 over the period of the business plan.

2.5 Collective Outcomes Tool

To monitor engagement and reach we developed the Collective Outcomes Tool in collaboration with Shared Intelligence⁷. The aim of the tool was to gather data from our LCEPs to enable us to demonstrate our impact across the region.

The process was rooted in collaboration, encouraging local partners to share quantitative participation and engagement data to build a rich picture of reach and impact, in turn feeding cycles of evaluation and planning.

The power of the COT came from the collection of postcode information of participants, allowing a rich data picture to emerge. Responses to the tool were inconsistent across the time of collection, so it has been challenging to truly represent the impact of this work.

Key findings:

- Working with our partners in Local Cultural Education Partnerships, we have recorded over 23,500 children and young people accessed arts, culture and creative opportunities.
- Most of these young people (65%) came from backgrounds that do not traditionally engage in the arts. (Audience Agency 2022).
- 61% of postcodes were within areas 1-4, confirming that most participants were from the lowest areas of deprivation in England.
- The data suggests that partnerships have primarily supported young people's engagement with arts, craft and design (28%); theatre and drama (22%); and reading and writing (12%).
- Visiting venues such as heritage sites or libraries were the least frequently reported activities, (just over 1% when combined).
- 422 engagements were recorded working with schools, nursery and community (non-school) settings.
- 201 activities were delivered as part of the curriculum.
- 100 activities contributed to schools' Artsmark journeys.
- Nearly 6,200 young people participated in Arts Award (TMC 2022).

For a more detailed analysis of the Collective Outcomes Tool, please email info@themightycreatives.com, to receive a copy of the full report.

⁷ <https://sharedintelligence.net/>

- 2.6 Alongside the Collective Outcomes Tool, we also led a robust evaluation⁸ of the full Partnership Investment programme. This was led by **World Pencil**⁹ and explored the partnerships, impact and key ingredients that could support future partnerships.

For examples of the great work we've been delivering through the Creative Communities programme, please visit our stories on our website or follow these links:

<https://themightycreatives.com/the-city-classrooms-story/>
<https://themightycreatives.com/fermynewoods-contemporary-arts-story/>

- 2.7 The Creative Communities team (formally Arts Alliances) saw the most change through the period of this business plan. In 2021 with the revision of the Bridge Business Plan aligned to ACE's new Strategy Let's Create, we proposed an alternative approach to Partnership Investment. We built on the success of the Sector Support Commission and Youth Cultural Life Fund delivered as part of our Covid Response Fund and reshaped the programme. We continued to support the 9 LCEPs but also developed our direct work with children and young people.

2.8 Creative Communities Fund

In 2020, in response to the pandemic, The Mighty Creatives launched the first round of our Sector Support Commissions, now known as the Creative Communities Fund.

The first round saw 8 commissions of grants ranging between £3,000 - £5,000 awarded to cultural organisations and individuals to produce projects that supported vulnerable children and young people by delivering creative responses to the challenge posed by Covid-19. The grants were hugely successful and have since become an embedded programme for the Creative Communities Team. In this period, we have supported 15 partners to deliver work for our most in need children and young people.

2.9 Youth Cultural Life Fund / Young Empowerment Fund

Like the Creative Communities Fund the Young Empowerment Fund (YEF) was also launched as a response to the pandemic. To date, we have delivered 4 rounds supporting 61 young people. At the heart of the fund, is the belief in young people's creative agency, their capacity to deliver change for and of themselves is valid. YEF was an open access application, meaning that any young people meeting the criteria was able to apply.

<https://themightycreatives.com/sophiyas-story/>
<https://themightycreatives.com/jesss-story-overcoming-isolation-through-music-in-lockdown/>

⁸ The Partnership Investment evaluation and Partnership Framework can be downloaded here: <https://themightycreatives.com/what-we-do/programmes/arts-alliances/>

⁹ <https://www.worldpencil.net/>

2.10 Let's Craft

Another programme that was developed as a response to the pandemic was Let's Craft. The pandemic shone a light on the lack of equity and access to basic resources for our country's children and young people, so we worked with the Bridge England Network to develop a response.

The Mighty Creatives worked closely with ChalleNGe and other key partners across the region to deliver creative and crafting resources to foodbanks, community groups and schools. We focused our delivery on children and young people most in need to ensure they had access to the basics, enabling them to express themselves and be creative. To date we have delivered over 30,525 packs.

In 2021 we secured a partnership with the Crafts Council to develop a national campaign linking Bridge organisations and wider partners across the country. Together we have distributed over 250,000 packs to families in need and have now built a sustainable long-term partnership with Hobbycraft to continue to deliver this most vital work.



3 achieving our objectives

As set out at the start of this paper we had ambitions to increase our engagement, improve collaborations and grow investment and resilience. Though there have been numerous challenges, we are confident that we have increased access to arts and cultural opportunities for children and young people across our region through this programme.

We have:

- Increased the number of schools engaging in and planning for cultural education by over 600%. (164 schools engaged in 2018 to 1,204 schools engaged by the end of March 2023). Reaching 54% of all schools across the East Midlands.
- Increased the arts and cultural sectors capacity to provide quality arts and cultural activity for schools through the development of 9 Local Cultural Education Partnerships, Artsmark Partners programme, Digital Development and Start Up packages and Creative Communities Fund.
- Achieve 100% match on annual partnership investment budget, increasing financial resources for cultural education in the East Midlands, better aligning existing funding and resources and securing new investment. Offering £1 million in investment and securing a further £1.4 million in match funding from crime, housing, health, and business sectors.
- Provided a universal offer to disseminate information, targeting all schools, cultural organisations and Music Education Hubs.
- Provided a targeted offer, galvanizing and developing specific networks and Cultural Education Partnerships in agreed places.

3.1 As our role as a Bridge organisation comes to an end, we have been reflecting on the impact of our work and the influence of our team. We have directly impacted over 230,000 children and young people, supported the creative leadership of 1204 schools and supported 1164 cultural partners.

We are proud of the work we have delivered over our 10 years as a Bridge organisation and will continue to champion the creativity of children and young people, specifically those living in challenging circumstances.

“Preparing for the final session with my first mentee, and suddenly realising how different that young person was to the first time we met, and how nice that felt!

“TMC celebrates choice and creativity, which is fundamental in life. When I work with them, I feel Empowered!

“Making connections for people who would not have met or worked together otherwise. Without TMC's involvement as the heroic catalyst for creativity and connections young people would be missing out.

“Amazing team of passionate and talented people and associates.

“Thank you to TMC for sharing the Creative Mentor journey as part of your great work! Now holding it with such passion and dedication..... It has been great to be a part of that journey with you and look forward to future involvement.



“Working WITH partners and the importance of that approach - focusing on the end outcome for young people.

“Being part of the inspiring and supportive network of TMC!

“Providing open and accessible opportunities for creativity and expression. Being there.

“In my role as a Creative Mentor, The Mighty Creatives have given me the privileged position of being able to support Young People during turbulent times. The uniqueness of the Creative mentor and mentees relationship.

“I started working with the team the summer of 2021 to support them with their PR efforts, and they continue to inspire me.

“Make things happen in real and connected ways no-one else can.

“The connections I've made with young people are the most valuable thing for me. I've also loved meeting so many like-minded people (other creatives involved in mentoring and TMC projects).

“Making connections for people who would not have met or worked together otherwise. Without TMC's involvement as the heroic catalyst for creativity and connections young people would be missing out.



“ TMC has always managed to attract and bring together such a richness of knowledge, passion and commitment via the people who have worked for and with the organisation. All who were and are still making wonderful things happen.

“ Commitment and passion of the staff team and their focus on helping the most disadvantaged children and young people.

“ **The Mighty Creatives' core mission to fight for the creative voice of young people is one which I share a deep passion for.**

“ It's been a pleasure to work with TMC. The team are brilliant and so dedicated to what they do in making a difference to the lives of children and young people through arts and culture. I feel honoured to have played a very small part in their journey.

“ Working WITH partners and the importance of that approach - focusing on the end outcome for young people.

“ The staff have always been TMC's most valuable asset. I have never worked with such a passionate, dedicated and hard-working team. I have met some of the most inspirational people through this organisation and made friends for life.

mighty
memories

“ Firstly - you guys are seeding creative people every day. In the work you do and the messages you share. We always loved being your neighbours at the LCB. one year we even cast on of your employees as a supermodel for a video pitch we were making.

“ My fondest memory was the TMC Conference with Wayne Hemingway, so professional, and the team worked together, seamlessly.

“ **Young People centred approach - and championing of YP voice.**

“ I have only recently met Nick and the management team (few months), and I am excited to explore how we can expand our service offer in Highfields and Greater Highfields by collaborating and shaping future projects together.

“ TMC are an agile organisation, capable of reaching out and leading the way where there is the greatest need, and in a timely fashion.

“ **The people behind TMC are TMC - you are all amazing!** ”

appendix c

Delivery Plan against ACE Objectives 2021-2023

Delivery plan for April 2021-2023 against the ACE Framework and The Mighty Creatives strategic objectives.

Objective 1: Creative People

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs (by 2023)		Delivery against outputs	Strategic Objectives
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Support Artsmark delivery in area	<p>Encourage school registration and sustained engagement by delivering briefing sessions, surgeries, 1:1 support, peer learning, and Development Days</p> <p>Support schools to develop and submit a Statement of Commitment</p> <p>Connect schools to cultural organisations which can offer support</p> <p>Support cultural organisations to understand and engage, and to develop a clearly articulated offer for schools</p> <p>Support and celebrate the Artsmark community with celebration events, communications support, and by recognising achievement and leadership within schools</p>	<p>The local offer is consistent, responsive, and place-based</p> <p>Overall rates of engagement with Artsmark are increased</p> <p>Schools commit to the journey, progressing from registration through to submission of a Statement of Commitment</p> <p>Improvements are seen in the least engaged areas and amongst the least engaged groups</p> <p>More arts and cultural organisations understand and engage with Artsmark</p>	<p>Engage 50% of the region's schools (2,220 in total)</p> <p>Develop and deliver 300 training, events, workshops and networking opportunities</p> <p>Develop 10 resources which offer access to a directory of assets, advice and support</p>	Cultural Education	<ul style="list-style-type: none"> - Information / resources (online, Mighty Connections, Learning Platform, Website) - TMC e-news - Online briefings - Creative School Network - Funding support Programme - Consultant support sessions (1:1s) - Statement of Impact workshops - Development Days - Artsmark Partner briefings - Support workshops (Statement of Commitment, Evidencing Impact, Statement of Impact) - Peer network events (SEND) - Celebration event / programme - Podcasts 	<p>Comms</p> <p>Artsmark</p> <p>Comms</p> <p>Artsmark</p> <p>Audience Development & Comms</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Artsmark</p> <p>Comms / All</p>	<ul style="list-style-type: none"> - 7,500 CRM registrations - 50% schools/ settings wider engagement by 2023 - 18% of EM schools signed up to Artsmark (target of 399) - 10 case studies shared - 4 Bridge E-news (quarterly) - 22 briefings – 8 x Artsmark Partner & 14 x AM briefings) - 120 consultant 1:1s - 3 CPD session delivered through Creative School Network - 4 Fundraising Support Programme surgeries - 36 Artsmark support sessions/ network events - 24 Development days - 2 Celebration events or equivalent - 8 podcasts 	<p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	<ul style="list-style-type: none"> - 11,065 - 54% reached - 18.1% - 27 - 4 - 10 x AMP - 7 x AM - 166 - 4 - 4 - 33 - 24 - 2 - 7 – Employ ME - 1 – Youth Board - 1 – SLT 	<ul style="list-style-type: none"> - CRM Reporting against 2018 baseline - Artsmark engagement data - Power BI Workspaces and dashboards for each programme - Comms & sign-up data - Events data collected through CRM - Resources developed - KPI tracker



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Objective 1: Creative People (cont.)

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs (by 2023)		Delivery against outputs	Strategic Objectives
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Support schools, cultural organisations, and individual artists/practitioners to access information, advice, learning, tools, approaches, and activity, enabling equitable opportunity for all children and young people	<p>Highlight advice, information, and opportunities to all schools and relevant cultural organisations and individual artists/practitioners</p> <p>Target schools in particular places, supporting their connections and engagement with cultural organisations, opportunities (including Artsmark), and networks/partnerships (including but not exclusive to LCEPs)</p> <p>Support artistic leadership in schools and beyond through networks, peer-learning, and information sharing</p>	<p>Increased numbers of young people - especially those from diverse backgrounds - are engaging with a high-quality offer, in and out of school.</p> <p>Every young person has the opportunity to access high-quality arts and cultural provision, and the gap in engagement levels by CYP who face particular barriers has narrowed.</p> <p>More schools embed planning for the arts in school improvement plans, employing a range of tools and approaches to support learning outcomes</p>	<p>Meaningful engagement with 30% of cultural organisations in the region</p> <p>Oversee 20,000 creative qualifications awarded through the Arts Award programme</p> <p>Create 100 new jobs</p> <p>with 50% of participants moving from NEET to EET</p> <p>Deliver 26,000 hours of mentoring and coaching for children and young people (720 contribution from Bridge)</p>	<p>Cultural Education</p> <p>Creative Mentoring</p> <p>Creative Futures</p> <p>Creative Communities</p>	<ul style="list-style-type: none"> - Artsmark Ambassadors - Arts Award Supporters - SEND Network - Artsmark Ambassador Action Research - Group School Offer, Networks & Creative Schools Network - Data analysis - Arts Award - AA: SUP, B2S, targeted discretionary fund, DDGs - Creative Mentoring - Creative Futures – Careers and pathways - Work experience & placements - Youth Board - Networks - Schools' leadership programme 	<p>Artsmark</p> <p>Arts Award</p> <p>Artsmark</p> <p>Artsmark</p> <p>Audience Development, Artsmark & Arts Award</p> <p>All</p> <p>Arts Award</p> <p>Arts Award</p> <p>Youth Programme</p> <p>Mighty Employers</p> <p>Youth Programme</p> <p>All</p> <p>DCEO & YP</p> <p>DCEO</p>	<ul style="list-style-type: none"> - 10 leadership / networking events (4 x Artsmark Ambassadors & 6 x SEND Network) - 6 Artsmark Ambassadors - 3 Action research pieces presented - 30% Artsmark registrations through Group School Offer and Creative Schools Network (conditional for 22-23 as funded through DfE expansion grant) - Funding dependent 8 Group School Offer investments made - Monthly analysis of data to understand need and drive programme - 4270 qualifications awarded through Arts Award (20% of previous target) - 24 Start Up Grants awarded - 16 Return 2 School recovery packages awarded 	<p>↑</p> <p>↑</p> <p>↑</p> <p>→</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>→</p> <p>↑</p>	<ul style="list-style-type: none"> - 11 - 14 - Primary programme delivered - 70 registrations linked to GSO or CSN - 8 investments agreed - Complete - 11,298 – 266% of target - 20 grants awarded - 18 grants awarded 	<ul style="list-style-type: none"> - Events data collected - CRM Reporting against 2018 baseline - Artsmark / GSO engagement data - Power BI Workspaces and dashboards for each programme - Comms & sign-up data - through CRM - Resources developed - Trinity data - Case Studies - Programme engagement data - Creative Mentoring engagement and tracker - Contracts - Kickstart employee data

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Objective 1: Creative People (cont.)

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs (by 2023)		Delivery against outputs	Strategic Objectives
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
	<p>Support targeted interventions for particular groups of CYP based on context, data, and understanding of need. For example, looked after children, refugees, CYP experiencing disadvantage etc</p> <p>Target specific gaps in provision or opportunity. For example, early years, careers pathways etc</p> <p>Advocate and share information about a range of approaches, qualifications, and tools (in particular Arts Award) which will support school development and learning outcomes for children and young people</p>	<p>There are increased resources for cultural activity from a diverse range of partners and artists</p> <p>Practical consideration of diversity and inclusion is integral to the offer</p>	<p>Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after</p> <p>Issue 200 bursaries and 150 project grants</p>	w	<ul style="list-style-type: none"> - CPD & wider support exploring mental health and resilience of CYP - LCEPs - Power of Partnerships x 2 - Equality & Equity action plan – BLM framework 	<p>Artsmark & DCEO</p> <p>Creative Communities</p> <p>All</p>	<ul style="list-style-type: none"> - 8 Digital Development Grants supported - Increase in 20 Arts Award supporters over 2 years - Increase in 30 Arts Award centres over 2 years - 30 CYPs supported through Creative Mentoring (average 24 hrs per YP) - 720 hours of provision supported - Grow our pool of Creative Mentors by 50% (30 baseline) - Deliver 6 CPD/ training sessions for Creative Mentors - 8 supervision sessions - Employ a pool of 60 Creative Mentors with representatives from 5 counties in the region - 100 CYPs moving from NEET to EET - 6 CYPs supported through Youth Board programme 	<p>↑</p> <p>↓</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	<ul style="list-style-type: none"> - 9 awarded - 11 - 41 - 288 - 5485 hours - 186% - 17 Delivered - 13 - 86, 5 areas represented - 407 YPs - 7 	

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Objective 1: Creative People (cont.)

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs (by 2023)		Delivery against outputs	Strategic Objectives
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
							<ul style="list-style-type: none"> - Support 24 networks (to date: Arts Award Advisors, SUP Network, Creative Communities Fund Network, DDG, LCEPs, SEND, ECME, Artsmark Ambassadors, CSN, FSP, Leicester NPOs, EY Bridge, Libraries Bridge, Notts Schools Network, VS Bridge, Youth Voice Bridge, ECP Network, Erasmus - WellBe, Leicester Cultural Heritage Network, Save The Arts Network, Networking and Collaborative Working Grants.) - 20 school leaders supported through Leadership Programme - Deliver 12 CPD sessions/ resources focused on mental health and wellbeing - Deliver 2 sharing event for LCEPs 	<ul style="list-style-type: none"> ↑ ↑ → ↑ 	<ul style="list-style-type: none"> - Ongoing support for 25 - 24 School leaders supported - 8 delivered - 3 delivered 	

Objective 2: Cultural Communities

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs		Delivery against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Support the ongoing development of a vibrant, cohesive, and responsive cultural education infrastructure in order to support equitable opportunities for children and young people	<p>Develop and maintain a picture of the local cultural offer which is informed by data from a variety of sources (including ACE) and by other evidence</p> <p>Galvanise partnerships and relationships which represent a full range of cross-sectoral stakeholders e.g., early years organisations, cultural organisations, MEHs, schools, youth and community organisations, FE and HE, local government and services, libraries, Local Enterprise Partnerships, social enterprises, private companies and individual artists or practitioners</p>	<p>The consistency, quality, reach, and quantity of arts and cultural provision for children and young people has measurably improved.</p> <p>Increased numbers of young people - especially those from diverse backgrounds - are engaging with a high-quality offer, in and out of school.</p> <p>Every young person has the opportunity to access high-quality arts and cultural provision, and the gap in engagement levels by CYP who face particular barriers has narrowed.</p> <p>There are increased resources for cultural activity from a diverse range of partners</p>	<p>Support 10 partnerships to deliver high-quality cultural education for vulnerable CYP.</p> <p>Support the development and delivery of 200 creative projects (the projects that can be counted must have produced a creative output)</p> <p>Deliver 6 conferences</p>	<p>Creative Communities</p> <p>Creative Futures</p> <p>Cultural Education</p>	<ul style="list-style-type: none"> - Data analysis - Networks - Sector Support Commissions - Youth Cultural Life Fund - Support grants from Arts Award (as outlined above) - Targeted CPD and support sessions for LCEPs specifically on fundraising and sustainability, diversity/inclusion, youth voice and digital development - Youth Voice Research / Toolkit - National Youth Voice platform delivered - Information/resources (online, Mighty Connections – to include Mighty Hub, Learning Platform, Website) - Blogs, resources and toolkits - Arts Award Digital and Digital Development Grants 	<p>All</p> <p>All</p> <p>Creative Communities</p> <p>Creative Communities</p> <p>Arts Award</p> <p>Creative Communities</p> <p>DCEO / All Youth Programme</p> <p>Artsmark, Comms, Audience Development & Comms</p> <p>Comms</p> <p>All</p> <p>Arts Award</p> <p>DCEO & team</p> <p>Comms</p> <p>Youth Programme & Comms</p> <p>Arts Award</p>	<ul style="list-style-type: none"> - Quarterly analysis of data sets across team - Support for 24 networks - Investment of £154,727 through Partnership Investment - £46,000 secured through match investment 30% of PI - 16 Sector Support Commissions for partnerships & LCEPs - 100% of commissions made will impact children in need - 40 CYPs receiving Young Empowerment Fund support - (As outlined) 24 SUPs awarded - (As Outlined) 8 Digital Development Grants - (As outlined) 16 Return 2 School support - 3 Large Scale AA Moderation Partners Supported - 8 CPD/Support sessions for LCEPs 	<p>↑</p> <p>↑</p> <p>↑</p> <p>→</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	<ul style="list-style-type: none"> - Complete - Delivering 25 - £154k committed - £43,500 94% of target - 24 supported - 100% - 39 CYPs, 4 commissions - 20 - 9 - 18 - 3 delivered - 8 Delivered, EDI session 	<ul style="list-style-type: none"> - Events & programme data collected - CRM Reporting against 2018 baseline - Power BI Workspaces and dashboards for each programme - Comms & sign-up data - Through CRM - Resources developed - Trinity data - Case Studies - Programme engagement data - Contracts - Budgets - Board papers

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Objective 2: Cultural Communities (cont.)

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs		Delivery against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
	<p>Provide developmental and strategic support to LCEPs, relevant to their stage of development and need, and in response to a place-based strategy. This may include: helping them to evidence effective delivery; quality assurance; supporting the development and momentum of the partnership; considering sustainability and legacy; and/or support to embed Quality Principles, Artsmark, and tools and qualifications which support structured learning outcomes (in particular Arts Award)</p> <p>Identify and engage with other/existing partnerships, offering time-limited support around specific tasks and activity where appropriate to place-based delivery</p>	<p>Children and young people's voices are more evident in schools and cultural providers' arts planning and provision</p> <p>Practical consideration of diversity and inclusion is integral to the offer</p>	<p>Achieve 80% match for Cultural Life Fund investments</p> <p>Engage 2000 CYP through direct delivery</p>		<ul style="list-style-type: none"> - Let's Create Campaign - Joint marketing with wider partners - Alumni e-news - Alumni Network and CPD offer - Arts Award training & support - Delivery action plan against Quality & Investment Principles & Support sessions for sector - Facilitation of briefings for ACE funding - Artsmark Partners and wider programme - Arts Award partnership development (Supporter development, Grant recipients, MEH partnerships) - Youth Voice Symposium led by a group of young Changemakers 	<p>DCEO & team Comms Youth Programme & Comms Arts Award</p> <p>DCEO with ACE RM support & Events Coordinator DCEO Artsmark</p> <p>Arts Award</p> <p>Youth Programme & DCEO</p>	<ul style="list-style-type: none"> - 2 toolkits developed (YV & Diversity, equity and inclusion) PR to support launch - 20 blogs - 1 national shared YV platform developed with PR support and incorporating TMC research with schools, LCEPs & Cultural Sector - Roll out of Let's Create Cupboards reaching 10% of foodbanks by 2023 - £50,000 secured through Let's Create Campaign - Contribution to e-news and information sharing with wider partners (MEH, LCEPs) - 4 alumni e-news - (As outlined) 4270 Arts Award Moderations - 24 Teachers trained as Arts Award Advisors - 4 briefing sessions - ACE Quality & Investment Principles aligned to Artsmark partners briefings 	<p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	<ul style="list-style-type: none"> - Wellbeing launched - 27 - Delivered – Amplify r1&2 - 5 in Notts, 11 Derby (24% of 66) - £58,300 raised (Hobbycraft partnership) - Completed - TikTok launched - 11,298 - 76 - 4 	

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Objective 2: Cultural Communities (cont.)

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs		Delivery against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
							<ul style="list-style-type: none"> - 4 ACE funding briefings - Growth of 25% Artsmark partners by '23 (30 new partners) - Deliver 3 largescale Arts Award grants with strategic partnerships - 1 x Youth Voice Symposium led by 6 young changemakers reaching 100 delegates 	<ul style="list-style-type: none"> → → ↑ ↑ 	<ul style="list-style-type: none"> - 2 - 20 new, 66% of target - 3 - Delivered 7 YP, reached 84 delegates 	

Objective 3: Cultural and Creative Country

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs		Delivery against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Build on organisational strengths to offer practical support, insight and leadership at a national level where appropriate	Using experience, evidence, and learning to contribute to national conversations about cultural learning Offer support or direct delivery of activity/services to the wider Bridge cohort, to the sector or to schools nationally, on areas of particular expertise or focus e.g., early years, youth sector, careers, deaf and disabled CYP, digital innovation, youth voice, environmental sustainability etc Opportunities to research and test innovative approaches across a wider cohort and as part of an expanding range of tools.	Bridges are able to play a national and co-ordinated role in shaping the debate or improving the quality of the offer for children and young people across England in a specific area of expertise Good practice and learning is shared across the network of Bridge organisations, and the specific areas of expertise developed by individual Bridges can be utilised and celebrated at a national level	Develop 10 resources which offer access to a directory of assets, advice and support	Cultural Education Creative Communities Creative Futures Creative Mentoring	<ul style="list-style-type: none"> - Survey – taking the temperature - Quarterly Data analysis - Monthly National Bridge Meetings - Bi-Monthly National Bridge meetings on Early Years, Children Looked After, Careers and Employability, Libraries, LCEPs, Artsmark, Arts Award, Nationals - Delivery of National Youth Voice Series - Attendance at relevant national meetings, RSA, CLA, Early Years Network - Midlands VS Network – Cultural Entitlement Framework - Sharing of Creative Mentoring Model and Youth Voice with Bridge partners - Strategic business Development 	Comms – all DCEO CEO & DCEO CEO, DCEO & wider team DCEO, YPM & Comms CEO & DCEO DCEO, YPM & Comms CEO & DCEO Business Development Team (BDM)	<ul style="list-style-type: none"> - 2 Annual Surveys across education & Cultural sectors - Data presented in QMRs & at regional meetings - 24 National Bridge Meetings - All relevant meetings attended & actions delivered against - 12-episode best practice in Youth Voice developed to support national movement - Cultural entitlement framework launched - 1 round table - Creative Mentoring for Children Looked After to feature on national agenda - 20 BDM to drive direction of charity 	<ul style="list-style-type: none"> ↑ ↑ ↑ ↑ ↑ ↑ ↑ ↑ ↑ 	<ul style="list-style-type: none"> - 2 Delivered - Complete - 20 attended - Ongoing - 12 episodes delivered - May 22 - May 22 - Delivered at National Conference in December 22 - 30 delivered 	<ul style="list-style-type: none"> - Meeting minutes and delivery events/ shared activity - Youth Voice national platform, engagement data - Board papers

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Objective 3: Cultural and Creative Country (cont.)

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs		Delivery against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Work with other Bridge organisations to share knowledge and ensure a cohesive offer for all young people across the country	Share data, evidence, learning, and effective practice with the Bridge network (including around Artsmark provision) in order to inform/shape shared sector delivery Collaborate with other Bridge organisations to deliver sector development activity including events, training, and support.	There is consistent delivery across the Bridge network, ensuring equity for all Artsmark schools across England There are increased opportunities for local programmes to be celebrated and profiled at a national level There are increased opportunities for young people to access national opportunities There is understanding across the Bridge network of shared challenges, opportunities, and priorities	Reach 10,000 attendees through our largescale events and conferences Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after	Cultural Education Creative Communities Creative Futures Creative Mentoring	- Quarterly Data analysis - Monthly National Bridge Meetings - Bi-Monthly National Bridge meetings – Artsmark, Arts Award - Case studies - Resources - Celebration events - National campaigns - Youth Voice Summit - Joint LCEP event POP3	DCEO CEO & DCEO Artsmark Artsmark DCEO & Arts Award team All Artsmark Audience Development DCEO & Youth Programme Creative Communities & Comms	- Data presented in QMRs & at regional meetings to share learning nationally. - Attendance & input into 12 National Artsmark meetings - (As referenced) 10 case studies developed and shared - 4 resources developed in collaboration with other Bridges - (As referenced) 2 Artsmark Celebration events delivered - 2 National campaign for Artsmark delivered as part of the Celebration week - 1 Youth Voice Summit delivered with input from National Bridge Partners where appropriate - 2 pan-bridge events delivered for LCEPs	↑ ↑ ↑ ↑ ↑ ↑ ↑	- All reports submitted - 8 attended - 27 - Nationals paper - 2 delivered - 2 delivered - Delivered - 2 delivered	- QMR submissions using CRM, engagement & programme data plus qualitative data to support - Resources - Campaign monitored with high engagement rates - Events delivered and feedback sought - Reporting

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Objective 3: Cultural and Creative Country (cont.)

Deliverable	Detail	Expected Outcomes	TMC KPIs	TMC Delivery Stand	Activities	Team	TMC outputs		Delivery against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Keep informed on emerging trends and priorities in national policy, including latest ACE thinking	<p>Work closely with ACE areas to understand and agree shared priorities, to understand emerging thinking, and to share intelligence</p> <p>Understand and respond to Let's Create and relevant investment principles</p> <p>Keep abreast of the latest evidence and research relevant to Bridge functions, to feed into future planning and delivery of current activity</p>	Bridges are able to adapt programming to respond to the latest information, evidence, and thinking	Develop and deliver 300 training, events, workshops and networking opportunities	<p>Cultural Education</p> <p>Creative Communities</p> <p>Creative Futures</p> <p>Creative Mentoring</p>	<ul style="list-style-type: none"> - Quarterly Data analysis - Monthly National Bridge Meetings - Bi-monthly ACE/ Bridge meetings - Quarterly Midlands area meetings - Review, analyse, plan & respond - Market research - Briefings for stakeholders on ACE Strategy & Investment Principles - Strategic business management, development and income generation 	<p>DCEO CEO & DCEO</p> <p>Team</p> <p>CEO & DCEO</p> <p>Head of Development, Audience Development & Comms</p> <p>DCEO & ACE RM</p> <p>BDM & Board Business/ Resources team</p>	<ul style="list-style-type: none"> - Data presented in QMRs & at regional meetings to share learning nationally. - Attend all ACE National Meetings - 8 area meetings - Quarterly planning with team - (As referenced) 4 briefing sessions - ACE Quality& Investment Principles aligned to Artsmark partners briefings - 4 ACE funding briefings - 20 BDM to drive direction of charity - 8 Board meetings - 8 Ops & Finance meetings - 4 Innovation committees - 2 Away Days 	<p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>→</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	<ul style="list-style-type: none"> - All reports submitted - Attended all - 4 attended - Paused by ACE - 4 - 2 delivered - 30 - 8 - 8 - 4 delivered - 3 delivered Youth Board, Board & Staff 	<ul style="list-style-type: none"> - QMR submissions using CRM, engagement & programme data plus qualitative data to support - Resources - Campaign monitored with high engagement rates - Events delivered and feedback sought - Reporting - Board papers - KPI Tracker

8.1 Delivery plan against ACE Investment Principles

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement	
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response	
Ambition & Quality Cultural organisations and individuals are ambitious and committed to improving the quality of their work.	Understanding Perceptions You develop your creative ambitions and improve the quality of your work by listening to the views of people inside and outside your organisation and immediate circle. You engage with them about your mission and the quality of your creative and cultural programmes.	Seek out external perceptions of you, your organisation and your work, particularly from those outside your immediate circle.	SO: Advocating for the power of arts, culture and creativity.	All programme strands & Organisational business development	Consultation and ongoing conversation with key stakeholders and internal staff to help shape the work we deliver.	Comms & wider team DCEO Board Staff Team	- Annual Schools Survey	↑	- 1 complete	Analysis & presentation of surveys through PBI	
							- Annual Partners Survey	↑	- 1 complete		Feedback & Output
							- Weekly team meetings	↑	- Ongoing		
		Use differing perceptions to inform your planning and delivery.	Engage 50% of the region's schools (2220 in total)		We will listen to the needs of the communities we serve to ensure the work we deliver is relevant, responsive and necessary.	Youth Programme & Board All	- Annual Board Away Day	↑	- Delivered	Feedback & Output	
							- Annual staff team Away Day	↑	- Delivered		Consultation, Feedback
							Develop and deliver 300 training, events, workshops and networking opportunities	We will work closely with communities to grow and develop programme, adapting where needed to deliver a more agile offer that will evolve to suit their needs. This will require more flexibility with how we utilise our funding and trust in our ability to respond appropriately.	Creative Communities	- Delivery of Youth Board – Youth-led	
		- Consultation sessions through WellBe programme & Let's Craft	↑		- Delivered	Case Studies					
		Support 50 Emerging artists	We will continue to follow our values and Impact Framework to enable us to increase our effectiveness and make a difference to more children and young people.		DCEO					- 40 x YEF commissions for young people	↑
						- 16 x SS Commissions for cultural partners	↑	- 24 commissioned			
						Deliver 26,000 hours of mentoring and coaching for children and young people	Face outward, inviting feedback, and sharing how this process has impacted your work.	Board	- Artsmark Ambassadors programme	↑	- Delivered
		- Digital Development Grants	↑		- 9				Event & Presentation of Action Research		
		- Innovation committee x 4 sessions	↑		- 4 sessions delivered					Feedback & Output	
		- Quarterly review of Theory of change	↑		- Complete	Quarterly review of 5 pillars of Impact Framework					
- Quarterly review of what we measure & how we measure it	↑	- Complete									
- Quarterly collation of evidence	↑	- Impact Report for Board									
- Quarterly review of key impact communications	↑	- Impact Report for Board									

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)	Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response
Ambition & Quality Cultural organisations and individuals are ambitious and committed to improving the quality of their work.	Progression Your plans for your creative and cultural work clearly contribute to your aims and ambitions. You are committed to professional development and work with appropriate creatives and partners to refine and improve your creative and cultural practice.	Test how all your creative and cultural work, both its public and non-public aspects, clearly links to your aims and ambitions. Consider both the technical quality of what you present to the public and the way that you work with participants, such as through your education programmes and community outreach and engagement. Value and engage in professional development and look to other creatives and partners to continually refine and develop creative and cultural practice	SO:	All programme strands	Alignment of programme and wider charity business plans.	DCEO CEO Chair Board	- DCEO & CEO to work together to align business priorities.	↑ - Complete	presentation of surveys through PBI
			Develop 50 creative enterprises	& Organisational business development	Development and delivery of TMC Roadmap creating space for development and growth and opportunities to reflect and adapt.	Members of the Business Development Team. (Business Manager, CEO, DCEO & Marketing Manager)	- Clarification & review of TMC Roadmap and plan to manage growth effectively. Supported through Pilotlight programme	↑ - Complete	Feedback & Output Feedback & Output
			Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after		Consultation with key stakeholders, educations, cultural partners and young people to shape provision.		- Revision of Business mission and vision.	↑ - Complete	Evaluation and monitoring of delivery of Youth Board
							- Development of a robust cost recovery tool to support decision making.	↑ - Complete	Business Development & Board meetings to monitor progress against action plan
							- Plan presented to and worked through with board. Actions outlined and monitored by board.	↑ - Completed through BP meetings	
							- Consultation through annual surveys, board and staff away days and monthly youth board meetings.	↑ - Complete	
			Issue 200 bursaries and 150 project grants						

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Ambition & Quality Cultural organisations and individuals are ambitious and committed to improving the quality of their work.	Measuring Performance You establish appropriate bespoke indicators to help you measure and express what good looks like for you, demonstrate your ambition, identify scope for improvement, and track progress. You use these indicators to shape your work and future plans.	Consider how you can test your stated ambitions and measure whether you are performing as well as you intended. Build an evidence base to measure progress, in particular to help report to governing bodies and stakeholders. Introduce positive changes as a result of reviewing performance and capturing that change. Utilise tools to measure how people's experience of your work compares with the way you intended it be received.	Meaningful engagement with 30% of cultural organisations in the region Evaluation & analysis of programme KPIs	All programme strands & Organisational business development	Use of impact measurement framework is built on a five-pillar approach that enables us to increase our effectiveness and make a difference to more children and young people. Following our impact measurement framework, we will: 1. Develop a clear Theory of Change. 2. Prioritise what we measure. 3. Evidence the difference we want to make. 4. Select our data and tools. Communicate our impact to our audience.	I&D Manager CEO DCEO Programme Managers to input where needed	- Review of Impact Measurement Framework	↑	- Strategy complete	Presentation and analysis of data through PBI
							- Quarterly review of Theory of change	↑	- Complete	Feedback & Output
							- Quarterly review of what we measure & how we measure it	↑	- Strategy complete	Review of programme evaluation and monitoring. Data taken from events and programme engagement
							- Quarterly collation of evidence	↑	- Impact report for Board	
							- Quarterly review of key impact communications	↑	- Impact report for Board	
							- Recommendations presented to BDM & Board	↑	- Complete	Business Development meetings to monitor progress against action plan
							- Action plan created and process streamlined for maximum effectiveness	↑	- Complete	
							- Annual Impact Report shared	↑	- Complete	

8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Inclusivity & Relevance England's diversity is fully reflected in the individuals and organisations we support and the culture they produce.	Communities You are actively listening to, and taking account of, the views of the local community, children and young people, artists, practitioners, and stakeholders you work with. You actively form relationships with your underserved communities. As a result, you matter more to more people.	Recognise under-served communities and taking action to actively develop and grow relationships with them.	SO: Improving access to arts, culture and creativity.	All programme strands & Organisational business development	Continue to work closely by, with and for our most underserved communities.	DCEO Programme teams Marketing team	- Delivery & growth model developed for Creative Mentoring programme to go beyond the East Midlands	↑	- Secured CiN funding – exploration of Traded Model	Analysis & presentation of surveys through PBI
		Reach out, listening to and involving local communities to inform your work and practice. For example, specific demographic or stakeholder groups such as children and young people or artists and creative practitioners.	Create 100 new jobs with 50% of participants moving from NEET to EET		Deliver 'Let's Craft Cupboards'. Working directly with foodbanks, volunteers, families, Local Authorities, LCEP partners, distributors, and community connectors to grow support to embed Let's Craft Cupboards within our region's foodbanks.		- Lead the delivery and growth model developed for Let's craft Campaign in partnership with Bridges & Crafts Council	↑	- Secured partnership with Crafts Council & Hobbycraft £300k investment	Feedback & Output
		Work in partnership with creative practitioners and organisations who can help you build a meaningful relationship with those communities.	Deliver 26,000 hours of mentoring and coaching for children and young people		Lead the central campaign of support in partnership with Craft Council, BEN and ACE working closely with key providers to ensure sustainability and equity across the region & country.		- Data review of programme data	↑	- Complete	Case studies
		Build trust and a sense of belonging for underserved communities through removing barriers and increasing access, opportunity, participation, and involvement.	Support 2 creative apprenticeships		Share learning and data analysis of national data to support regional and local decision making.		- Data review of national data sets	→	- Ongoing	Collective Outcomes Tool to analyse work delivered through partnership across the region.
			support 10 partnership that support Cultural Education				- Analysis shared with programme leads to support decision making across the organisation	↑	- Complete	Review and analysis of national data sets: Edubase, End Child Poverty Research, Childhood Local Data on Risks and Needs (CHLDRN), Indices of Multiple Deprivation (IMD), The Income Deprivation Affecting Children Index (IDACI), DfE Outcomes for Children in Need, and National Statistics: Children looked after in England
			Issue 200 bursaries and 150 project grants				- PBI workspaces published quarterly to support data analysis at programme level	↑	- Complete	

8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Inclusivity & Relevance England's diversity is fully reflected in the individuals and organisations we support and the culture they produce.	Workforce, Leadership and Governance You have a workforce, leadership and governance which fully reflects and represents the communities you are serving. You have an inclusive organisational culture which values and develops the talent of all the people you work with. You foster a safe workplace where harassment and discrimination can be challenged and eliminated.	Actively nurture inclusive organisational workplaces which value and develop the talent of all the people we work with, including freelancers and employees.	SO: Sustaining the charity's organisational resilience to meet our vision.	All programme strands & Organisational business development	ILM support for managers.	CEO DCEO Business Manager D,E&I working group members Board D,E&I rep and wider Board	- All manager offered paid subscription to ILM	↑	- Delivered	Monitoring engagement with ILM through 1:1s with line manager
		Diversity, Equity & Inclusion working group.			- 5 core TMC modules selected for study		↓	- Selected but not completed, no take up		
		Development of strategy & action plan informed by Leicester NPO BLMF Framework.			- 6 D,E&I meetings per year		↑	- 6 Delivered		
		Social, Moral, Spiritual & Cultural Day for Staff.			- Action plan developed through D,E&I working group and monitored by group and board lead		↑	- Training delivered Action Plan developed		
		Business Development Group meet every six weeks to help support and guide the strategic development of the charity. The group look at income generation and finances, operations and staff support, communications and organisational development.			- Attendance at Leicester NPO BLMF meetings, action plan to be developed for collective delivery		↑	- Complete		
		- 20 x BDM meetings per year			↑		- 30			
		- 1 SMSC Day per year for staff to take when relevant to them			↑		- Introduced & delivering			



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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Inclusivity & Relevance England's diversity is fully reflected in the individuals and organisations we support and the culture they produce.	Creative Case for Diversity Your programmes and activities reflect the culture and talent of creative practitioners and cultural workers drawn from all backgrounds.	<p>Recognise the creative value of diversity by committing to work that is representative of and relevant to more people.</p> <p>Commit to inclusion and better representation across all creative practitioner roles. For example, curators, directors, producers, writers, choreographers, composers, etc.</p> <p>Invest in creating opportunities for a more diverse range of people to join the talent pipeline into the sector. This will include ensuring programming and talent development activity is designed to recognise and remove barriers to participation.</p> <p>Provide better access to resources and cultural spaces to empower under-represented creative practitioners to share their stories.</p>	<p>SO: Empowering children and young people to make positive social change.</p> <p>Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after</p> <p>Develop 10 resources which offer access to a directory of assets, advice and support</p>	<p>All programme strands</p> <p>& Organisational business development</p>	<p>Build on the BLM Leicester NPO Framework for Change developed late 2020. We will set key goals to deliver against the six areas of improvement:</p> <ul style="list-style-type: none"> • Network for our workforce. • Data sharing and assessment points. • Recruitment. • Training and Development. • Progression and Leadership. • Decolonising the Curriculum. <p>Continue to deliver external working group from across the region, exploring how we support educators and policy makers to interrogate who is teaching, what they are teaching and how it is being taught to ensure a more diverse, open and relevant texts are being used.</p> <p>Review of Equality Policy to ensure we are also providing equitable support for our communities.</p>	<p>CEO DCEO Business Manager D,E&l working group Board</p>	<ul style="list-style-type: none"> - Action plan developed by E,D&l working group to address: <ul style="list-style-type: none"> - Recruitment - Training and development - Focus will start with recruitment, selection and retention to improve the diversity of our workforce and Decolonising the Curriculum - 2 x working group meetings with external partners – Derby Theatre, Deda etc - Support 24 networks - Annual Review of Equality Policy - D,E&l champion on board - D,E&l standing item on board agenda - Introduction of SMSC (social, moral, cultural, spiritual) day for staff 	<p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>	<ul style="list-style-type: none"> - Ongoing - Ongoing - Completed - 25 ongoing - Complete - Complete - Complete - Introduced & delivering 	<p>Monitoring of action plan</p> <p>Exploration of national and regional data to support development of this work</p> <p>Knowledge sharing</p> <p>Data and minutes from external/ partnership meetings shared with D,E&l working group to ensure all work is embedded</p>

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Dynamism Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade.	Mission and Business Model You ensure that your creative and cultural mission – and the business model that supports it – can adapt to the changing environment around you and the needs of the communities you serve. You demonstrate this by regularly examining how you operate and developing an understanding of the value you create for your customers and your community, seeking out practical ways to improve and develop.	Have a structured approach to forecasting and strategic planning that draws on the diverse skills, knowledge and experience of everyone in your organisation. Dedicate and prioritise time and resources to ongoing exploration of your business model. This should lead you to innovate, both in making existing models more efficient and in developing new ones. Have a strategic approach to partnership development and resource sharing. Actively engaging in existing networks or creating new ones within the cultural sector as well as outside it (e.g., place-focused alliances). Have a rigorous approach to financial management that allows for maintenance of core assets as well as investment in innovation and new ventures. Take an entrepreneurial approach to developing and optimising your income streams. As well as earned income and fundraising, this should include effectively maximising your assets and understanding and leveraging the value of your Intellectual Property (IP). Access and explore alternatives to grant finance (e.g., social impact investment, commissioning, and commercial income generation).	SO: Increasing investment in children and young people's arts, culture and creativity.	All programme strands & Organisational business development	Review and develop our Business Mission and Vision through Board away day with support from Pilotlight programme.	Board CEO DCEO Business Manager & Resources team Impact & Data Manager	- Delivery of Youth board x 10 session	↑	- 10+ sessions delivered	Monitoring and evaluation of Youth board – results presented to board quarterly Monitoring and evaluation of Youth-led conference – findings reported to Board to help shape future discussion and programme.
			SO: Sustaining the charity's organisational resilience to meet our vision		Development of a theory of change per programme that all feed into the main focus for the charity.		- Delivery of Youth-led conference	↑	- Delivered	
					Use Cost Recovery Tool to support Decision making.		- Development of a ToC for each programme strand to ensure we are achieving the change we want to see.	↑	- Complete, aligned to new Business Plan	
							Engagement in strategic programme Pilotlight to support the development and sustainability of the organisation.	- Development of a measured and well thought through growth model that creates space for consultation, reflection and learning.	→	
			Issue 200 bursaries and 150 project grants		Follow our robust finance management processes to ensure all financial decisions are relevant and necessary.		- Development of a cost recovery tool discussed at each BDM and Board meeting	↑	- Developed and in use	
					Revision of our Income Generation Strategy		- Revision & new action plan created for Income Generation Strategy	↑	- Developed and in use	
					Revision of our sustainability strategy		- Revision and new action plan developed for sustainability strategy beyond 2023	↑	- Developed and in use	

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Dynamism Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade.	People and Skills You invest in robust, committed governance and skilled, ethical and resilient leadership from your executive team. You recognise leaders come in many forms and back those who inspire positive change. You support the development and wellbeing of all your workforce, including freelancers, so they can deliver your mission effectively.	Commit time and resource to developing teams who are resilient and feel safe and valued. Utilising the diverse knowledge, skills and experience of all your employees in strategic decision making and encouraging ideas and leadership to come from anywhere within your organisation. Invest consistently over time to ensure the knowledge, skills and experience of your staff are fit for purpose and up to date. Invest in developing your governing body, ensuring their skills and expertise are regularly reviewed, maintained and refreshed in line with current and future business needs. Support the governing body to review and reflect on performance with senior leaders. Articulate the part freelancers play in delivering your mission and engaging, contracting and paying freelancers openly, fairly and on time. Ensure you have transparent, equitable employment and management policies right across your business (including freelance and volunteer staff) and that they are regularly updated, widely understood and work in practice.	SO: Sustaining the charity's organisational resilience to meet our vision.	All programme strands & Organisational business development	Pilotlight programme Board meetings BDM Recruitment Policies and strategies to support our work Training and investment in development within the charity Value our team: Employee Assistant Programme which is provided through Sodexo/Care First SMSC Day Employees Benefits Platform Cycle to Work scheme Volunteering hours programme coaching, leadership and management and advocacy	All staff and Trustees	- Delivery of Pilotlight programme to develop Senior team, Chair & Board - 4 x Board meetings per year - 1 x Board Away Day - 1 x Youth Board Away Day - 1 x Staff Away Day - 2 x 'Half-Term' weeks per year to support reflection time for staff - Annual policy reviews - Delivery or working groups for staff to feed into policy change - All managers invited to enrol into ILM training programme - Training and development identified at 1:1s with line manager and appropriate steps followed – coaching, training courses, knowledge sharing internally - All staff signed up to Employee Assistance programme annually - 1 x SMSC day for all staff - Up to 14 hours (pro rata) volunteering time for all staff - Training in Safeguarding and D,E&I for all staff and trustees - Staff wellbeing monitored through monthly huddle meetings and 1:1s	↑ ↑ ↑ ↑ ↑ ↑ ↓ ↑ ↑ ↑ ↑ ↑	- Programme complete - 8 - Complete Nov 21 - Completed Jan 22 - Complete Feb 22 - Delivered Oct 21 & Feb 22 - Complete - Complete, Youth Voice, EDI, Green Champions - No take up - Ongoing - Implemented - Implemented - Implemented - Complete - Implemented	Minutes from meetings shared and actions delivered by CEO, DCEO & Chair <

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Dynamism Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade.	Using Tech and Data You are committed to using data and appropriate technology to move your business forward. You prioritise developing digital skills and literacy across your business and your decision making is informed by accurate up-to-date data.	Embed the use of appropriate technology and tools across your activities and seek to understand and exploit the opportunities technology can provide. Build confidence and skills to use technology across your organisation and regularly review to ensure that knowledge and skills and systems are up to date and match business needs. Have a strategy in place for your use of data, which is shared with your stakeholders. Collect the right evidence and effectively ask questions of your data in a structured manner that should support your decision making and inform the development of your business. Draw on a wide, but relevant range of sources. Make information and data available across your organisation and provide staff with the skills, mandate and curiosity to probe, question and problem solve.	Analysis of all TMC KPIs	All programme strands & Organisational business development	Implementation of new CRM	Impact & Data Manager	- Development of reports from CRM aligned to monitoring of programme and reporting	↑	- New CRM implemented	Reports taken from CRM
					Recruitment of part time Impact & Data Manager	DCEO				Programme reports
					Training and support in data analysis and sharing of knowledge across the team	Programme teams	- Collect and analyse our engagement data to support a more streamlined and automated approach to any support grants we offer	↑	- Dashboards created	Organisational KPI reports
					Exploration of data analysis tools such as Power BI	Chair				Trinity Data
					Development of data workspace for staff and trustees		- Training identified to support knowledge development for team on CRM, Data analysis and impact and evaluation	→	- Ongoing	ACE Data
					Development of a data strategy		- Commission expert to support the development of an organisational data strategy	↑	- Complete	
					Work with Chair of the board to streamline evaluation framework		- Action plan created to support growth in this area beyond 2023	↑	- Complete	
					Regular analysis of local and national data		- Review of TMC evaluation framework & development of action plan to support the roll out of recommendations following review	↑	- Complete	

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)		Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response		TMC Response	TMC Response
Environmental Responsibility Cultural organisations and individuals lead the way in their approach to environmental responsibility	Understand the Data You use good quality data to understand your environmental impact and to develop a strategy to mitigate that impact.	<p>Collect, report and interpret your own environmental data.</p> <p>Data beyond your carbon footprint – such as audience and programme data - that could inform new initiatives and innovation.</p> <p>Consider how you utilise the data to inform your decision making.</p> <p>Share your data with key stakeholders such as audiences, peers and funders.</p>	SO: Sustaining the charity's organisational resilience to meet our vision.	All programme strands & Organisational business development	<p>Continue to be guided by ACE and key strategic partners such as Julie's Bicycle to better understand our impact and the changes we can make to improve climate change and environmental sustainability.</p> <p>Identify and implement actions to measure and reduce waste and increase recycling, helping to reduce our levels of usage and waste.</p> <p>Track our mileage and travel as a team and use robust data to compare and make changes to our approach where needed.</p> <p>Review our ethical fundraising and partnership policy to develop an ethical and environmental investment policy.</p> <p>Share learning and data discoveries with stakeholders.</p>	Board & Board rep CEO DCEO Green Champions Alliance Working Group Impact & Data Manager	<ul style="list-style-type: none"> - 8 x Green Champions Alliance meetings - Revision of ethical fundraising and partnership policy by group - Development of ethical and environmental investment policy along with recommendations for board - Board to assess recommendations and work with Green Champions Alliance to implement action plan - Recruit Green Champions Alliance from Board of Trustees - Business Mileage to be tracked monthly - Develop Green Champions annual report to support monitoring and share with key stakeholders 	 	<ul style="list-style-type: none"> - 4 delivered – seeking new chair - Revised – awaiting sign off from Board - Complete - In process - Complete - Ongoing - In development 	<p>Review of existing policies</p> <p>Sharing of best practice with team and stakeholders</p>

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)	Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response
Environmental Responsibility Cultural organisations and individuals lead the way in their approach to environmental responsibility	Plan, Action and Change Your environmental strategy is a core part of your business planning. It is supported by an action plan with SMART targets that help you clearly evidence your commitment.	You have an environmental plan and policy that is specific to your organisation or practice. You set targets that are appropriate to your plan and policy. The projects and initiatives you undertake highlight and contribute towards your environmental commitment. You think creatively and make plans that highlight your cultural leadership.	SO: Sustaining the charity's organisational resilience to meet our vision.	All programme strands & Organisational business development	Review of environmental policy. Cycle to work scheme. Green Champions Alliance to work with DCEO to devise, review, monitor and action the environmental action plan and policy. We are committed to reducing the negative environmental impacts of our own activities, in particular those relating to: <ul style="list-style-type: none"> • Our business travel and staff commuting: coordinated travel, digital technologies. • Our communications: use of resources (technology), printed materials (paper and inks) and digital marketing. • The goods and services we choose for our office: stationery, IT and electronic equipment, furniture and cleaning. • The business services we use: website, CRM, productivity tools for project management, procurement and banking. 	Board & Board rep CEO DCEO Green Champions Alliance Working Group Impact & Data Manager	<ul style="list-style-type: none"> - Review of environmental policy followed by list of recommendations to go to board - Introduction of Cycle to work scheme for staff - Action plan created by Green Champions Alliance. To be monitored at board meetings – led by Board champion - Internal matrix developed to ensure the venues we use for events align to our values. To explore their approach to food waste, recycling, their ambition towards carbon neutrality, ethically sources food and resources and their use of technology 	<div>→</div> <div>↑</div> <div>→</div> <div>↑</div> <ul style="list-style-type: none"> - Ongoing - Introduced - In planning - Complete and in use 	Exploration and monitoring of national data to inform decision making

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8.1 Delivery plan against ACE Investment Principles (cont.)

Deliverable	Detail	ACE Guidance	TMC KPIs & Strategic Objectives	TMC Delivery Stand	Activities	Team	TMC outputs (Sept 21-23)	Progress against outputs	Measurement
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response	TMC Response
Environmental Responsibility Cultural organisations and individuals lead the way in their approach to environmental responsibility	Influence, Education and Advocacy You consider the way that the work you commission and present can help support your commitment to environmental responsibility and provoke debate. You share the experiences and outcomes of your environmental journey with your team, partners, stakeholders and the public as part of your advocacy.	The presentation of purposeful work, practice, programming or conversations that highlight what you do in relation to environmental responsibility. Active membership and/or leadership in climate related networks or groups. Relevant training or learning experiences for your staff, governing body, stakeholders and audiences. You profile and celebrate your own and others excellent environmental practices.	SO: Sustaining the charity's organisational resilience to meet our vision.	All programme strands & Organisational business development	We will: <ul style="list-style-type: none"> • Ensure compliance with environmental legislation as a minimum. • Communicate with, engage and train staff on environmental issues. • Reduce the impacts of business travel and staff commuting: avoiding travel where possible by using Teams, Zoom, teleconferences and webinars (internal and external), and encouraging the use of zero or low-carbon travel modes, e.g., walking, cycling, journey sharing, travelling by public transport where possible for longer journeys and European travel (when relevant). • Build and standardise (where appropriate) environmental and ethical considerations when choosing supplies and services for our business operations, especially stationary, equipment, furniture, cleaning, banking, website and email hosting. • Communicate with and engage external stakeholders, suppliers and contractors about environmental issues. 	Board & Board rep CEO DCEO Green Champions Alliance Working Group Impact & Data Manager	<ul style="list-style-type: none"> - Develop/share best/good practice guides to support others to deliver both internally & externally - Create an action plan of training and guidance opportunities to support internal leadership through the Green Champions Alliance - Training and development opportunities shared with team and partners to develop a collective ambition across the east midlands - Make more informed decision on meetings to ensure travel is kept to a minimum - Staff to use cycle to work scheme where appropriate - Review of processes to consider ethical and environmental impact - Recommendations presented to the board for consideration - Present an annual Green Champions Alliance report to be shared with regional and national partners outlining our commitment and next steps 	<ul style="list-style-type: none"> ↑ - Wellbeing report completed & launched → - In planning ↑ - In place and being supported through comms strategy ↑ - Complete ↑ - 1 staff engaged → - In review → - In planning → - In planning 	<ul style="list-style-type: none"> - Local, regional and national data - Monitoring mileage and technology quarterly - Share learning and delivery plan with other Bridge colleagues and align approaches where appropriate

business plan delivery 2018-2023

the mighty creatives

reached

- 1,193 schools
- 230,000 children and young people
- 1,143 cultural partners

supported

- 401 Artsmark schools
- Over 2,000 teachers
- 756,975 hours of delivery for arts award
- 164 emerging artists
- 87 creative enterprises
- 20 networks
- 9 LCEPs

delivered

- 23,192 arts awards
- 850 events & training sessions
- 545 new jobs
- 6 conferences
- 31,000 Let's Craft packs
- 6,400 hours of creative mentoring

invested

- Over £1 million through partnership investment
- Secured £12 million through further funds
- Offered 517 grants

wow