

# East Durham Creates 2017 – 2020 Business Plan Executive Summary

*East Durham Creates aims to get more people involved in the arts and creative activity. It is a Creative People and Places project, funded by Arts Council England and managed by a consortium of Beamish, East Durham Trust, East Durham Area Action Partnership and Durham County Council Culture and Sport Services.*

## 1.0 Background and context

East Durham Creates (EDC) has made a significant amount of progress since its inception in 2014. The consortium, our partners, residents and commissioned artists have worked hard to achieve genuine change in a locality that was identified as being the fifth lowest nationally in terms of its arts engagement levels.<sup>1</sup> We have tested a whole host of ways of involving people in a programme of high quality arts and creative activities that otherwise would have been inaccessible to many people in East Durham.

We think the key to our success has been in our action research approach, and ability to flex and shift direction as and when required. We carried out a major strategic review in 2015, following which we placed a greater emphasis on local delivery, and boosted East Durham Trust's role in the project. Since then, voluntary and community sector organisation East Durham Trust has played an increasingly prominent role in programme management and delivery, and plans to step up and take the lead in this next phase – a key component of our strategy to sustain provision in East Durham, and a great outcome for EDC.

We are proud of the work that we've done to develop the capacity and expertise of the arts sector including the project team, partner organisations and artists. Phase one saw us establishing the structures, partnerships and approaches through which local people can shape arts and cultural activities in East Durham – we will now embed these in phase two, with a focus on working towards long term sustainability.

## 2.0 Key achievements to date – some headlines

- Over 27,500 audience engagements – and 71% from the least engaged segments.
- Six ambitious new commissions with national and internationally renowned artists across visual arts, music, crafts and digital that have tested new approaches in engagement.
- Artistic highlights include the presentation of the SO Percussion commission in August 2016, a culmination of a two year long residency, resulting in a piece of music created for and inspired by the people of East Durham.

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<sup>1</sup> Active People Survey 2008/09.

- The Pan Hag project, our longest artist residency with Gayle Chong Kwan, a BBC BAME Expert in Fine Art, has featured on BBC Radio 3 and secured an upcoming feature on the BBC's Countryfile programme.
- World-class architects Umbrellium created VoiceOver in Horden, which has since been the focus of a Ted-X talk, exploring participatory cultural infrastructure.
- Shortlisted for two Journal Culture Awards; F110s: False Lights Seaham, Ed Carter (2014) and From Out A Darker Sea, So Percussion (2016).
- 22 arts projects supported with over £46,500 of [Let's Create](#) funding, enabling 5371 people to access over 950 hours of new arts activity.
- Partnership with Working Title Productions and Universal Pictures to secure 'Billy Elliot the musical live' shown in Easington as part of a global, live screening event.
- Explored innovative mechanisms for income – clippy mats made by Horden's 'Hole in the Wall' craft group are now on sale at the [Institute of Modern Art](#) (mima) in Middlesbrough.
- Supported six community centres to programme theatre performances attended by more than 1,300 people as part of the [Cultural Hubs](#) programme delivered in partnership with ARC Stockton.
- Exhibited and presented art in a range of unconventional spaces – including the Crimdon Dene event in the summer of 2016, Umbrellium's participatory light-based installation in Horden and exhibition of neon and light-based art in Dawdon Youth & Community Centre, which took commissions by Stuart Langley and Mick Stephenson as a focal point.

### **3.0 Phase two vision, mission, aims, objectives and impact**

#### **Vision**

By 2024, we will have tested and created the conditions for the arts to enrich the quality of life through cultural wellbeing on a sustainable basis for the people living in East Durham.

#### **Mission**

Through engagement in a programme of high quality arts and creative activity we will build confidence, increase skills and establish the infrastructure to support East Durham's evolving cultural scene.

We will maintain a focus on artistic quality and risk-taking, further establishing East Durham as a place for creative experiments which are distinctive to our place, working alongside local people as participants, creators and commissioners.

#### **Aims**

To enable EDC to deliver its mission for 2017 -2020, our aims are:

- To increase participation in the arts through providing an inspirational creative programme which improves people's lives and is for everyone.

- To support the growth of East Durham's arts provision which is owned by our people and relevant to our place.
- To deepen participation in the arts through developing local confidence, skills and infrastructure.
- To develop projects of the highest quality to enable sustainable provision, through brokering multiple-sector partnerships with local people.
- To support creative experiments with and for local people, artists and partners which enhance people's lives and the place they live on a long-term basis.
- To increase investment for arts and creative activity in East Durham.
- To enable more people to run and sustain their own creative projects beyond the funding period.
- To take the lead in sharing our learning with the wider arts sector and increase awareness of how to enable everyone to take part in great art, regardless of their background or circumstances.

### **Smart objectives**

1. To increase participation in the arts through providing an inspirational creative programme which improves people's lives and is for everyone.
  - Engage a minimum of 50,000 people who live in East Durham as active participants and audiences in EDC programme activity by August 2020.
  - Engage 40,000 people as participants/ audience members from East Durham classed as 'the least engaged', according to Audience Agency segmentation, by August 2020.
  - Deliver actions against the 5 strategic priorities in our Equality Action Plan and champion the Creative Case for Diversity by August 2020.
  - Identify the impact on cultural wellbeing from a representative sample of the area through no less than 100 participants directly engaged in supporting the project evaluation by August 2020.
2. To support the growth of East Durham's arts provision which is owned by our people and culturally relevant to our place.
  - Develop a cohort of at least 15 non-traditional venues for the arts to increase infrastructure by 2020.
  - Increase by 10% the number of groups and venues organising or programming their own arts projects/events (from baseline set in Year 1) by 2020.
  - Support the establishment of 15 new voluntary arts groups in the area by 2020.
  - To create a co-produced manifesto of what makes art great in East Durham by 2020.

3. To deepen participation in the arts through developing local confidence, skills and infrastructure.
  - Provide a minimum of 20 talent development opportunities each year for residents to get involved as producers, creators and commissioners.
  - Involve no less than 100 local people in decision-making and practical delivery of the creative programme by 2020.
  - Programme a minimum of 10 aspirational opportunities for skills development as part of our Creative Community Leaders activity by 2020.
  - Provide a minimum of 30 Let's Create commissioning grants over the duration of the project by 2020.
  
4. To develop projects of the highest quality to enable sustainable provision, through brokering multiple-sector partnerships with local people.
  - Commission and deliver a minimum of eight new talent development projects which bring together new arts partners and local residents by July 2020.
  - Secure a minimum of 3 arts organisations extending their reach into East Durham with draft plans outlining their commitment until 2024 by August 2020.
  
5. To support creative experiments with and for local people, artists and partners which enhance people's lives and the place they live on a long-term basis.
  - Develop and deliver three new major commissions each working with a field-leading artist, 1000 local participants and a minimum of two relevant, local stakeholders by July 2020.
  - Present three new commissions in non-traditional venues for the arts, unique to our area and distinctive to our place by July 2020.
  - Create a strategy to grow arts focused work with families, older adults and those not in education, employment and training By August 2020.
  
6. To increase investment for arts and creative activity in East Durham.
  - Secure a minimum of 25% match funding against Arts Council England's investment.
  - Explore innovative ways to raise a minimum of £5,000 earned income.
  - Increase by 10% the number of artist-led grant funding applications from the area/artists, organisations seeking to develop and present work in the area (from baseline set in Year 1).
  
7. To provide practical ways for more people to run and sustain their own creative projects beyond the funding period.
  - Provide a minimum of 15 groups with legacy plans to continue arts provision in their communities beyond funding from EDC by August 2020.
  - Engage, recruit and establish a network of 60 Creative Community Leaders by August 2020

- Establish a pool involving at least 20 local creative practitioners and voluntary arts groups with the entrepreneurial skills to become self-sufficient by August 2020.
8. To take the lead in sharing our learning with the wider arts sector and increase awareness of how to enable everyone to be take part in great art, regardless of their background or circumstances.
- Each year, identify up to 5 thematic key areas of success from the programme evaluation and share findings on a regional, national and international basis via online blogs, case studies, conferences, thought pieces and vlogs.
  - Publish three films and associated toolkits on how to create great art with families, older adults and NEETS created by the participants involved in each new commission and contracted artists.

### **Outputs, outcomes and impact**

We expect to deliver the following outputs by August 2020

- 50,000 people from East Durham actively involved as audience members or participants
- A minimum of 300 opportunities for engagement
- A minimum of 60 opportunities for participants to engage as producers, commissioners or programmers of art and creative activity.
- 3 new artistic commissions developed with and for families, older adults and those not in education, employment and training
- 8 new talent development projects
- 30 Let's Create commissioning scheme projects
- 15 new voluntary arts groups established.
- 15 non-traditional venues offering regular arts and creative activity.
- 20 new creative entrepreneurs
- 60 Creative Community Leaders embedded into a network within East Durham Trust.
- A four-year strategy for arts provision through to 2024, embedded in EDT's business plan.
- Minimum of 3 arts organisations extending reach into East Durham with draft plans outlining their commitment until 2024.
- A transferrable communications plan for providing information on regular creative activities and artists/creative practitioners providers in East Durham.
- Share publically a minimum of 15 case studies/lessons learnt.

### **4.0 Governance**

In line with Beamish's original vision to act as an enabler and to position the consortium to deliver our long term vision, we plan to hand over the reins to EDT in 2017/18, subject to Arts Council England signing off our business case for novation.

### **East Durham Creates Consortium**

**Current lead partner:** [Beamish Museum](#)

Beamish is responsible for:

- Managing the grant from Arts Council England
- Employing the staff team, who lead and coordinate the delivery of the programme (note the staff team has been seconded to EDT in the 2017/18 tranche of delivery, in preparation for novation of lead role. The transition will be supported by Beamish's Assistant Director – Partnerships & Communications)
- Contracting artists and organisations working on the project
- Commissioning evaluation
- Working with consortium partners to ensure the project's long term sustainability

**Future lead partner: East Durham Trust (EDT)**

East Durham Trust is responsible for:

- Managing the EDC staff team in 2017/18 under a secondment arrangement with Beamish – in preparation for novation.
- Delivery of the Community Leaders strand; managing and coordinating the Community Panel
- Leading on the design and delivery of community engagement
- Hosting the EDC team in the Peterlee-based offices

Other consortium members are Durham County Council via East Durham Area Action Partnership and Culture and Sport.

The consortium will continue to meet on a quarterly basis. Agenda items will include the following:

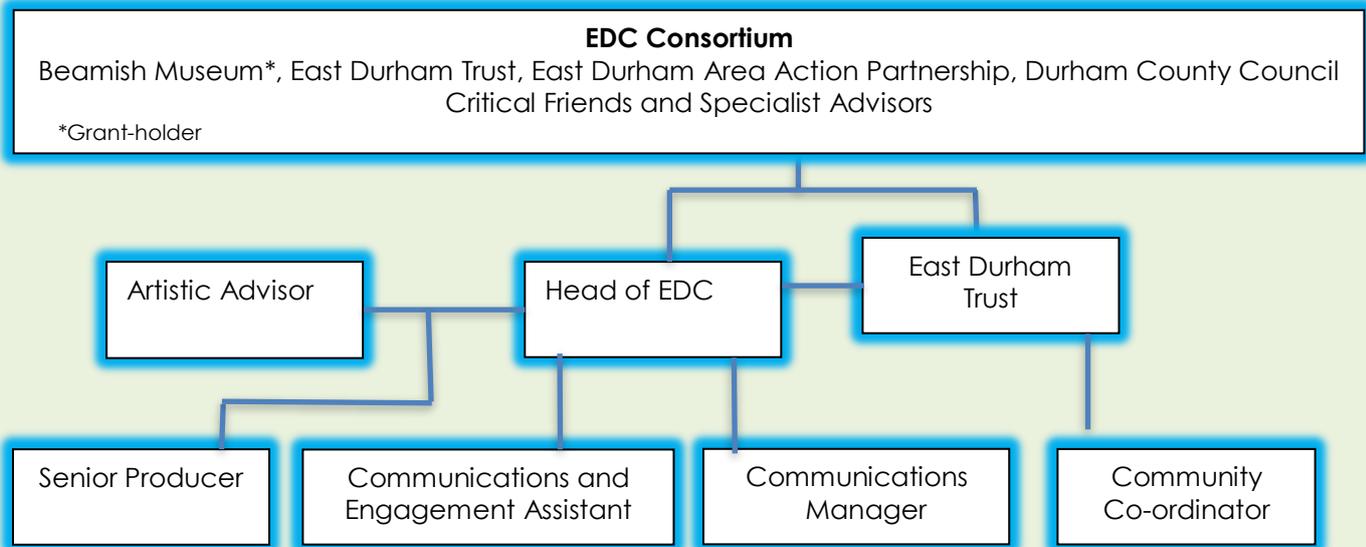
- Review of progress against business plan.
- Review of progress against the three ACE evaluation questions.
- Long term sustainability.
- Financial report and any variances against budget.
- Consideration of programme proposals and new opportunities (report prepared by Head of EDC)

A refreshed terms of reference is being developed for phase two.

### **Critical Friends**

Our critical friends Chris Bailey (evaluation) and Tony Harrington (support across the programme and advice on Let's Create fund) have been an invaluable source of advice and constructive challenge throughout phase one, and we will continue our relationship with them into phase two, with agreed priorities each year. Moving into year 1, Chris's priority will be to support us to shape the next evaluation brief, and Tony is focusing on the development of the programme.

## 5.0 Consortium and project delivery structure



## 6.0 Creative Programme

### Artistic vision

EDC 2017-2020 will support and enable artistic interventions of the highest quality, with a clear focus on giving local people the confidence to lead their own cultural offer beyond the funded period.

We will continue to ask what makes art great for East Durham through offering opportunities for everyone to take part. The programme will feature a wide range of exciting, inspiring and relevant content - meeting people where they are, allowing for creative experiments and showcasing the best of what's on offer from outside of the area. Our lessons learnt and successes to date will shape how we continue to raise the profile of the arts and develop local audiences.

We will deepen participation through projects which lead with a collaborative approach. Residents, artists and partners will work together to commission, create and deliver aspirational activities, designed to make long-lasting change.

We will continue to develop East Durham's reputation as a unique cultural venue, making the most of our fascinating area to present work in the most innovative and imaginative ways.

### Overview of the programme

Building on lessons learnt and our approach in phase one (following review) we have designed the delivery of activity against three key strands, underpinned by sharing our learning. Each has clear outcomes and objectives aligned to meet our vision and mission, which will be reviewed on an annual basis.

We have a detailed plan for delivery for year one (see strand detail below) with activities planned which specifically focus on our new direction for phase two,

allowing time to build confidence, support and understanding of our longer-term aims. We have consciously kept plans for year two and three open and flexible, as we know our greatest success will come from our people and place knowing they are on this journey with us, having the opportunity to feed in ideas as the project develops.

## Overview of the programme

### **This place we call home**

- New commissions

We have learnt that to create new artworks, projects which are familiar, show our place in a different light and tell people's stories are the most successful.

In phase two we will work with residents, artists and partners to explore their concept of home – using our unique place as an innovative platform for creative experiments.

#### **Ambition**

Raise the profile of the area, make long-lasting change and instill local pride through the arts.

#### **Activity**

Commission 1:  
Families/Coast  
Commission 2: Older adults  
Commission 3: NEETS

### **Art for everyone**

- Creative Community Leaders

Enabling local people to choose, shape and deliver their own arts offer has been a key element of our work to date.

We will continue to focus on establishing regular activity in the area and support more ambitious projects through Let's Create. We will inspire and support a pool of creative community leaders.

#### **Ambition**

East Durham feels confident in developing and leading their own arts provision which is both ambitious and responds to local need.

#### **Activity**

Let's Create  
Creative Community Leaders  
Sustainability planning

### **Strikes of brilliance**

- Talent development/Partnerships

Phase one has uncovered incredible skills and talent within East Durham, we have a responsibility to nurture and grow this.

We will develop ED's creative expertise through projects which work with artistic partners to offer high quality opportunities, exploring ways to utilise this talent both in and out of the area.

#### **Ambition**

Enable and support a wide range of capacity and specialisms which our people and place are recognised for.

#### **Activity**

Emerging/established artists  
Producing and programming  
Infrastructure and capacity  
Enterprise and sustainability

### **Sharing our learning:**

Resources, toolkits, thought pieces and 'top tips'

Attending local, regional and national strategy groups, conferences and events.

## **6.1 This place we call home (new commissions)**

A series of creative projects focusing on developing work with artists in collaboration with a different target participant group every year.

This strand builds on the successes and lessons learnt from our partnership with Forma Arts in phase one. It will result in the development of three brand new commissions through linking East Durham people with exceptional artists with a reputation for creating interesting work.

We are currently recruiting for an Artistic Associate to work alongside the project team to develop the programme. This individual will ensure a throughput of new ideas and fresh contacts in the programme, building on the input of Forma Arts into EDC.

### **How we will work**

Our Artistic Associate will develop and oversee 'This place we call home', responding to community guidance, utilising project learning to date and aligning to the overall phase two programme. They will draw from their proven track record, established networks and producing expertise to connect East Durham audiences, groups and organisations with remarkable artists.

We will form an advisory group of community members and partners who have shown an interest in this area of work during phase one through an open call. The core group will be a mix of local creative practitioners and residents, joined annually by grass-roots partners with a strategic links to the target group. The consultation with and continuing input from this group will shape and inform the curation and delivery of the new commissions.

Delivery of this strand will be managed on a day-to-day basis by our Senior Producer with support from the Head of EDC and project team.

### **Approach to commissioning**

Each year we will follow these steps to create, develop and deliver our new commissions:

- Produce an inspiring, visionary and open creative brief which sets out specific outcomes, aspirations, expectations, budgets and limitations.
- Research and develop at least three outstanding proposals responding to the brief – led by Artistic Associate with support from Head of EDC and Senior Producer.
- Ensure that we allow sufficient time for the commissioned artist to develop a positive rapport and an authentic relationship with the target group.
- Programme a wide range of regular participatory activities scheduled across East Durham and throughout the development year which genuinely allow the target group to shape, create and own the new commission.
- Explore elements from each commission which are replicable, useful and have a permanent place within the area.

- Demonstrate approaches to engagement which are inclusive, exciting, accessible and attractive to the target group.

We are still in the process of recruiting our Artistic Associate, who we hope will support the EDC team to engage some of the most interesting artists making work today. The focus of the first commission will be the coast, and the target group is families with young children. A partnership is already in place with the Heritage Coast Partnership.

## **6.2 Art for Everyone (Creative Community Leaders)**

A suite of projects that enable local people to choose, shape and deliver their own arts offer, taking the fantastic community engagement work led by East Durham Trust in phase one on to the next level.

### **How we will work**

East Durham Trust will develop, deliver and manage this strand under a contractual agreement with Beamish. The focus will be developing a "Creative Community Leaders" approach.

The current Community Panel will transition into a network of Creative Community Leaders who will take responsibility for reviewing phase one activity and developing the Art for Everyone strand.

The Creative Communities (CCN) will be group of people who champion arts engagement in East Durham and are themselves practically involved in increasing engagement.

### **Art For Everyone will involve the following elements:**

**Let's Create** Our successful commissioning scheme will be revised and expanded, with set deadlines for applications on an annual basis and two levels of support available.

- **Small ideas** - to encourage regular arts activities happening across East Durham to support those who do not have the capacity (or desire) to run larger, more ambitious projects.
- **Big ideas** - to realise larger and/or longer-term ambitions, with the criteria including taking on a more leadership role, sharing learning with other people locally. Initiatives led by East Durham Trust in phase one - Go & See and Creative Social will make the transition in being led by communities as part of their projects.

**Supporting our Creative Community Leaders network** –including a proactive advice and guidance offer from the EDC project team and more strategic use of the Go See visits, to inspire and generate ideas for new activity. In line with our long-term plans to grow our network we will hold one Creative Social per year, bringing together community leaders from across the programme to celebrate work created, and to provide opportunities for reflection, sharing learning, decision making and developing ideas for legacy and sustainability.

**Sustaining our Go & See programme** – EDT taking the lead on how Go & Sees can be embedded into wider programmes of work within EDT and with local 'days out providers' and through partners based in the area. This will involve:

### **6.3 Strikes of Brilliance (talent development/partnerships)**

A series of projects working with relevant and inspirational arts partners to develop our emerging pool of creative expertise, with a focus on enabling long-term, sustainable provision in the area.

#### **How we will work**

This strand will be led by the Head of EDC, who will identify relevant opportunities and develop proposals to present to the Consortium for discussion and decision. Advice on contracts, partnership agreements (where applicable) and deliverables will be provided by our Artistic Associate Advisor and Beamish's Assistant Director – Partnership and Communications.

Day-to-day management will be delegated to the EDC team, where appropriate, once projects are established and successfully underway. Regular catch up meetings with all involved, including senior staff, on the ground deliverers, community partners and a representative for the participants will be programmed from the outset.

We have already identified potential partners and developed a portfolio of projects for our first year of phase two activity:

- **Cultural Hubs: ARC Stockton** – continuing our successful partnership with ARC Stockton, bringing high quality professional live arts to a network of community venues.
- **Creativity and enterprise – partnership approach, working with Business Durham** - responding to the appetite of local artists, voluntary art groups and creative practitioners to work in more enterprising ways and generate earned income to help sustain their practice.
- **CORNERS of Europe – ISIS Arts** – a large-scale European arts project drawing threads between people and places on the edges of Europe, involving 11 partners from 10 EU countries. Following a successful research and development project in phase one, we have developed a proposal with ISIS to bring 4 collaborative CORNERS projects to engage groups and local people in East Durham as part of a CORNERS event from 15 September – 1 October 2017.

### **7.0 Target audiences including Audience Development, Engagement and Communications**

We are committed to ensuring maximum impact of Arts Council England's investment with activity focusing on achieving our objectives, broadening geographical spread and meeting the outcomes within our Equality and Diversity Action Plan which is available on request.

Each of our programme strands and associated activity are designed to be audience led and aligned to reach specific target groups, building on good practice from our phase one project.

We have established a model of reaching and building audiences, using a combination of communications tools and underpinned by our trusted reputation, which has developed significantly in the past 18 months.

We have developed an Audience Development, Engagement and Communications Plan for phase two – also available separately.

## **8.0 Evaluation**

We will maintain our relationship with Consilium Research and Consultancy Ltd who will work with the EDC team, Critical Friend, Consortium board and national CPP partners, transferring their knowledge of the programme to date, both locally and nationally, into the emerging structure planned for Phase two. The evaluation will tell the story of EDC from the perspective of the local communities, funders, stakeholders and partners whilst responding to Arts Council three research questions:

- i. Are more people from places of least engagement experiencing and inspired by the arts?
- ii. To what extent was the aspiration for excellence of art and excellence of the process of engaging communities achieved?
- iii. Which approaches were successful and what were lessons learned?

### **Evaluation Framework Development**

The evaluation will be based around the design of a robust yet flexible framework to capture the impacts of the programme on people's lives and build an evidence base to inform the sustainability of arts activities across East Durham. The approach will maximise learning from phase one of the programme to influence an assessment of the entire EDC journey.

The development of the evaluation framework at the outset of Phase Two of programme activity will provide a clarity of research focus based on the development of an evolving and flexible Theory of Change. Though the fine detail of the Theory of Change will emerge as the programme itself evolves, it will emphasise the learning from phase one including the impact of the partnership underpinning the programme and provide the evidence to answer the three core research questions established by ACE for Creative People and Places. In summary, it will ensure a shared understanding of the evaluation objectives and inform the development of appropriate evaluative research tools (e.g. stakeholder discussion guides, participant surveys etc.).

A more detailed description of our proposed approach to the evaluation is provided in Appendix 4. It is based on a clear and transparent research approach tailored to specific elements of the programme and aims of the evaluation. Consilium will co-design methodologies and research tools with EDC to underpin specific phases of the evaluation and generate practical and evidence-based findings in response to a revised Evaluation Framework, Mission and Objectives.

## Working with Arts Council England's meta-evaluation

The project team will continue to lead on the submission of reports to Arts Council England, in line with requirements and against the payment schedule in our funding agreement. Including:

- Contribute to national evaluation led by ICARUS and associated activity as led by the National Creative People and Places peer learning network.
- Complete narrative reports, data monitoring forms and budget updates with cash-flow - quarterly and annually.
- Engage critical friends to support evaluation and for quality assurance against quarterly reports.

The Head of EDC will continue to attend National Evaluation steering group meetings on a quarterly basis to provide advice on guidance on working in areas with socio-economic challenges.

## 9.0 Planned novation process

We are proposing to move towards East Durham Trust taking the role of lead partner during 2017/18, as we believe this is the key to the long term sustainability of the programme. Beamish's Assistant Director – Partnerships and Communications will be leading on preparing a business case setting out the rationale for novation, together with information about East Durham Trust's track record of managing large-scale funded programmes.

Moving in this direction, the Trust has taken over the line management of the EDC team, on the basis of secondment agreements that have been drawn up. Beamish's Assistant Director – Partnerships & Communications is working with EDT and the project team to ensure a smooth transition and is offering support on practical and strategic queries that arise.

## 10.0 Budget and fundraising plan

### Expenditure

Our robust and realistic budget for EDC is based on our experience to date and stands at a total of £1,342,000. We are making the best use of our ACE investment of £1,000,000 and have confidence in meeting our £342,000 cash and in-kind fundraising target. Key areas of expenditure) are as follows:

- **Staff team costs.** Funding of £325,281.96 is allocated to a small staff team to be based at EDT offices in East Durham, including the Head of East Durham Creates, Creative Producer, Communications Manager and Engagement and Communications Assistant.
- **Creative Programme:** Funding of £638,332.32 is allocated to the design, production and delivery of the creative programme. This will be directed by the EDC project team in partnership with East Durham Trust, our newly recruited Artistic Associate and the community. This includes cash match through partners, in-kind support and costs for Community Engagement

across the programme. The East Durham Creates programme itself is our principal audience development tool - every element of the programme focused activity to reach our target audiences.

- **Audience Development, Engagement and Communications.** A budget of £105,000 over three years has been established to cover activity costs as outlined in our plan. We have learnt that the most effective resources are our champions and people 'on the ground'.
- **Evaluation and linked community engagement activity.** Funding of £70,000 representing 5% of the total project is allocated to carrying out our evaluation activity, including support from our Critical Friend and thematic research to share our learning with the wider sector.
- **Overheads** representing £58,644.79 over three years or 4% of total budget costs has been allocated to cover the costs incurred by the project in relation to being based directly in the area we are working in.
- **Other costs** are split into two elements - £90,492 (6% of the overall budget) include expenditure to cover consortium costs, the management fee for the lead organisation and recruitment for vacancies within the project. The remaining £53,748.93 (5%) is allocated to contingency across the three year programme.

## **Income 2017 – 2020**

The project budget of £1,342,000.00 assumes achieving an additional £342,000 through fundraising activity. A fundraising strategy is being prepared, setting out how we will secure this funding from 2017 – 2020 through the following:

- £206,000 cash match
- £122,000 in-kind/through partners
- £5,000 earned income
- £9,000 donations

## **Earned income and donations**

This will continue to be a key priority for us in phase two. Driving earned income helps to establish a culture of valuing the arts in East Durham and is an important ingredient in helping to achieve long-term sustainability. Although our target may look like a relatively small amount, our experience of working in this severely economically deprived area since 2014 has demonstrated that this is actually a realistic target to work towards. We will also proactively support partners to raise their own earned income, and will track income secured and report back to ACE.

## **11.0 Financial management**

Beamish Museum will lead on managing the financial resource for the project. This work will be overseen by Beamish's Assistant Director – Finance. The museum has robust processes in place to ensure that the funds are correctly accounted for and applied to the project in line with this business plan.

## **12.0 Sustainability and legacy planning – working towards 2020**

This second phase is crucially important in moving us forward on our trajectory towards the ten year vision of sustainable arts provision improving quality of life in East Durham. At project team level, the Head of EDC, working alongside the CEO of East Durham Trust, has lead responsibility for legacy planning, and the consortium will monitor progress at every meeting from the outset.

The Head of EDC will prepare a legacy plan framework from the outset of phase two built around our action learning principles, ensuring we are flexible and responsive to opportunities.

Our evaluation activity throughout 2017 – 2020 will provide ongoing input into future plans for sustainability by monitoring the impact of EDC's activities on cultural wellbeing – people feeling better about themselves and where they live through the arts. This will steer our focus towards to end of the programme, looking towards sustaining productive approaches and models from 2020 – 2024 and beyond.