

**CRESCENT
ARTS**

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Crescent Arts

Annual Report 2014 – 2015



Webb-Ellis, 'hmmmmm', video-performance-installation, 2015



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Introduction

2014-2015 marked 35 years of energetic and consistent support by Crescent Arts to visual artists and the promotion of challenging and innovative contemporary work. Our Artists, Director and Management Committee worked together to sustain an ambitious programme of exhibitions, workshops and events. We saw some exciting new work coming out of our studios, and the release of the film Art Party! provided a vivid reminder of The Art Party Conference 2013. This national event, which we presented with Bob and Roberta Smith RA at The Spa in Scarborough, brought together the creative energy and passion of artists and many other practitioners working in the arts and education sectors today.

Our 35th anniversary was an occasion to reflect on past achievements but, more importantly, to look to the future. Our current premises in the basement of Scarborough Art Gallery have served the organisation well but the contemporary visual arts landscape is vastly different to that of 1979. The development of Crescent Arts' dual role of support to practitioners and public engagement are limited by premises which are difficult to access and easy to overlook. These factors and the condition of the building inhibit wider participation and our ability to attract greater stakeholder interest and support. While our current home is regarded with affection by some, we need to focus very clearly on sustaining and developing the organisation for the benefit of future artists, members and audiences alike. With the support of Scarborough Borough Council we are looking at a specific option for regeneration of premises and to create a vibrant visual arts facility which combines local, regional and national interests.

Vital support from Arts Council England (ACE) to Crescent Arts continued with ACE National Portfolio Organisation (NPO) funding for 2014-2015, and Crescent Arts is delighted to report on a successful application to be part of the portfolio for the period 2015 – 2018. Scarborough Borough Council (SBC) also maintained its essential funding to Crescent Arts, in the face of continuing financial pressures, primarily as subsidy of our current studio premises and facilities. We are immensely grateful to both our funding partners for their consistent support, encouragement and advice and look forward to reinforcing and extending these partnerships over future years.

Key developments for the organisation during 2014-2015

Crescent Arts Programme:

Public programme continued both on and offsite with six original exhibitions including solo projects by resident artists (Susan Timmins, Webb-Ellis) group projects (The Buried City, Footnotes), and invited artists (Andy Black). Art Party! the film, and exhibition of Art Party Memorabilia, with Bob and Roberta Smith RA, provided a fitting celebration for 35 years of Crescent Arts.

Crescent Arts Studios and Artists:

We recruited four new studio artists in 2014, enabling us to support a range of nine emerging artists through studio provision over the course of 2014-2015.

Professional Development:

Following The Art Party Conference 2013 we initiated plans for Scarborough Winter School 2015-16 continuing our work with Yorkshire Coast College (YCC) BA Fine Art Faculty and Leeds College of Art and to include an extended range of artists and educational institutions. Studio artists continued to receive direct support, financially and through mentoring, to develop their individual practices and to produce, promote and exhibit their work.

Open-access Facilities:

We sustained a varied programme of well-attended workshops for artists, young people and adults (printmaking and ceramics) with new activities including screenprinting, fresco techniques, drawing and book making. All workshops were initiated by resident and associate artists.

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Partnerships:

We sought to maintain partnerships arising from The Art Party Conference 2013 looking towards Scarborough Winter School 2016. Crescent Arts Director worked with Arts Council Wales and Ffotogallery in Cardiff to curate the work of Helen Sear for Wales in Venice 2015. We continued to host SBC Community Pride, and contribute to Scarborough's Creative Driver Partnership and Arts & Culture Forum.

Marketing and Audience Development:

E-newsletter distribution increased by a further 15% during the year reaching over 1,500 contacts regionally and nationally. The Art Party film sustained strong social media interest and attracted extensive national press/media coverage. Website analytics showed a marked increase in international interest with 25% from the US. Membership remained steady at about the same level as 2013-2014.

Equal Opportunities and Diversity:

We continued to review and update our Equal Opportunities Policy and Action Plan and this document is available on Crescent Arts website.

Management and Business Planning:

We reviewed our Business Plan for 2015-2018, highlighting risk management with focus on audience development, access, sustainability and scoping for alternative premises. Financial Management is sound, and the organisation is solvent, although we fell short of meeting targets for fundraising and income generation in 2014-2015. These remain key priorities for 2015 onwards. Accountants Ashby, Berry, Coulsons, prepared quarterly management and year-end accounts and financial statements.

Environmental Sustainability Policy and Action Plan:

We monitored our new policy and action plan with a view to setting clearer targets for 2014-2015 onwards. This document is available on our website.

Governance:

At AGM in October 2014 seven members were elected to Management Committee and we welcomed one new member, Lara Goodband, to the committee. It was agreed that the position of Chair would rotate until a suitable candidate is identified.

Funding Partnerships:

Crescent Arts is proud to have been awarded Arts Council of England National Portfolio Organisation (NPO) status with funding for 2012-2015 and delighted to announce continuation of this funding for the period 2015-2018. We also very much appreciate, and depend upon, continuing support from Scarborough Borough Council particularly with regard to capital development and premises.

Management and Governance:

Crescent Arts Management Committee members were elected at our AGM in October 2014. We are grateful to Kathryn Standing who kindly agreed to take on the role of Acting Chair for 2013-14, and for all her hard work and support. It was agreed that the position of Chair should rotate for the year 2014-2015. Lara Goodband was elected as a new committee member. The Management Committee as elected comprised:

Kathryn Standing:

Visual Arts Consultant and Curator based in London

Neill Warhurst:

Performance Production tutor at University of Hull, Scarborough Campus.

Andy Black:

Artist and Lecturer in Fine Art, Yorkshire Coast College, Scarborough.

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Andy Edwards:

Artist/Designer and Senior Lecturer at Leeds Beckett University.

Lara Goodband

Independent Artist/Curator, Research Associate at University of York

Ian Parkinson:

Artist and long-standing member of Crescent Arts.

Stephen Wood:

Executive Director of Stephen Joseph Theatre, Scarborough.

Programme 2014 - 2015

Crescent Arts delivered a strong programme of innovative work in 2014/15. We presented six original exhibitions and continued to pursue a strategy of partnership-working to support artists and audience development. We believe there is currently no comparable platform in the Borough and North Yorkshire coastal region that encourages artists to produce and present ambitious and investigative new work for the enjoyment and appreciation by our audiences.

The programme for 2014/15, shaped by the Director, promoted resident, associate and invited artists' work. All Crescent artists presented work through group and solo exhibitions, screenings and commissions. Resident artists played a central role in generating the exhibition programme with well-received solo projects by Susan Timmins (Habit Forming Behaviour) and Webb-Ellis (Hmmmmm).

Crescent Arts' artists collaborated on 'The Buried City' to coincide with Museums at Night and drawing upon the collection held by Scarborough Museums Trust. The project produced particularly strong collaborative video works by Webb-Ellis and Jade Montserrat. These artists, working together, have since produced two further video works. 'Footnotes' was a group exhibition in November 2014 introducing work by new studio holders Serena Partridge, Sarah Coggrave and Webb-Ellis. Earlier that autumn invited artist Andy Black provided a further dimension to the programme, with a set of large-scale drawings showing at Crescent Arts and a 'live' drawing installation at Queen Street with well attended workshop activity in both venues.

A high spot of the year was the celebration of our 35th anniversary, marked by general release of the film, Art Party! The film also coincided with announcement of GCSE results in August 2014 and screenings of the film up and down the country at venues ranging from ICA London, Turner Contemporary and Cornerhouse in Manchester. The release attracted significant press and media attention, and spotlighted Scarborough's vibrant cultural community. We screened the film at Stephen Joseph Theatre to an audience of over 80, and we're grateful to SJT for allowing us to take advantage of their excellent cinema facilities. We followed the screening with our own Art Party and exhibition of memorabilia from The Art Party Conference 2013. Karen Thompson's 'Gove Shy' was revived and once again proved to be a great 'hit'. It was an occasion to remind us that the event at Scarborough Spa in 2013 attracted some 1,200 visitors including hundreds of artists, performers, musicians, writers, arts students and educationalists from all over the UK, to celebrate creativity and debate current government policies towards the arts and arts education.

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Exhibition openings each attracted attendances of 60+ with recorded overall attendances of over 3,600. Printmaking, ceramics and other supporting activities continued to flourish, especially under the expertise and guidance of Dawn Brooks, Andy Black, Steven Potter and Karen Thompson (1,000+ attendances over the year). Some workshops (old favourites) attracted less interest than previously and we decided to research potential for new activities for 2015-2016 drawing upon the range of skills on offer and response to requests from members and visitors. We initiated a short online survey to get a feel for workshops and activities likely to attract most interest and higher levels of participation. We're already feeding some of these suggestions into the programme for 2015 with new drawing workshops for example.

Crescent Artists and Professional Development

We continued to offer Professional Development support to artists through subsidised studio provision, open-access facilities, workshop space, project development, networking and research. The Director and artists regularly reviewed professional development aims and objectives to support goals for 2014/15 focusing on exhibitions, projects, production and associated research.

During 2014-2015 we accommodated nine studio-holders:

Dawn Brooks – printmaking
Sarah Coggrave – performance, photography, digital media
Jade Montserrat – installation, printmaking, text and book works
Serena Partridge – mixed-media objects and installation
Karen Thompson – ceramics, performance and drawing
Susan Timmins – installation, drawing and printmaking
Steven Malorie Potter – works in paper and mixed media
Andrew Webb-Ellis – digital film, video, performance and installation
Caitlin Webb-Ellis – digital, film, video, performance and installation

Artists were encouraged to explore external opportunities for networking, exhibiting and funding, with some success (Jade Montserrat, Susan Timmins, Steven Potter, Karen Thompson exhibited in Leeds, York, Harrogate and London). Webb-Ellis were particularly successful, being selected for both UK Young Artists in Leicester and Leeds International Film Festival (LIFF) at The Tetley. Their installation 'Mother. I am Going', following a prototype set up at Queen Street in Scarborough in 2013, was the first film installation ever to be shown at LIFF. They attracted combined audiences of nearly 2,000 in Leicester and Leeds and Crescent Arts Director and Webb-Ellis conducted a lively 'in conversation' session at Tetley to an audience of 30.

We subsidised resident artists to visit studios, galleries and events across the UK including the Liverpool Biennale and re-launch of Whitworth in Manchester. Partnership working with Yorkshire Coast College (YCC) and Leeds College of Art continued with 'crit' sessions and notably with the artist Andy Black (Lecturer/Course Leader at YCC). Andy's drawing installation at Queen Street incorporated workshops and an 'in conversation' discussion about the work involving YCC BA Fine Art students as well as our studio artists and a wider public audience.

Artist Writes continued as a strand of Professional Development as a means to increase the level of critical engagement with artists' work, through text and artists' writing. Each exhibition was accompanied

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by an interpretive booklet and there were more substantial publications to enhance the work of Susan Timmins and Webb-Ellis. We commissioned a creative text by Lucy O'Donnell to augment drawings presented by Andy Black in October 2014. Publication of this text took the form of a free pick-up poster, in an edition of 500 within the exhibition, with a 'lexicon' of drawings by the artist. We also published the illustrated text through isuu for the first time.

All Professional Development was designed to support production, promotion and presentation of artists' work within Crescent Arts' public programme as outlined above. Artists gain valuable experience of curation, presentation and collaboration through this approach, as well as receiving appropriate remuneration for their services.

Access to facilities

We continued to provide access to printmaking and ceramics facilities. Open-access to facilities and workshops was not in such great demand by members or the public during this year. Difficult access to our premises continues to be a significant issue, along with greater choice of workshop activity offered by organisations across the Borough. However, Dawn Brooks and Steven Potter provided excellent printmaking workshops over the year and we sought to promote access to ceramics facilities, especially kiln-firing services, enabled by ceramicist Karen Thompson, with workshop sessions to encourage new users and those with less experience. Resident/associate artists also provided a programme of workshops and outreach activities in conjunction with peer organisations including YCC, Scarborough Museums Trust and Create.

Marketing and Audience Development

We continued to review Marketing and Audience Development in line with our Business Plan and Activity Plan 2012-2015 to complement ACE NPO requirements and to fulfil our artistic and business goals for the period. In addition we were looking ahead to 2015-2018 and our plans for this period, and a new Audience Development Strategy and Action Plan is incorporated within our Business Plan for 2015-2018.

Following Daniel Whinney's appointment to a full-time post at Leeds College of Art in late 2013, we were able to appoint Katherine Caddy as our new Communications Assistant by June 2014. Daniel Whinney left Crescent Arts in a better position to gather audience intelligence through digital analytics, database management, monitoring and evaluation. Katherine picked up where Daniel left off, managing Crescent Arts website, e-newsletter, social media, online listings, database, analytics and design, production and distribution of print with guidance from Crescent Arts Director and input from studio artists. Katherine was very proactive with social media and worked effectively with the artists, linking to their independent online activities. She and Sarah Coggrave, for example, worked closely on co-authored blogs and feeding into the independent Yorkshire Art Journal.

Crescent Arts sponsored Katherine to attend Grow Audience training workshops initiated by Audience Agency and Culture Hive in November – January 2014/15. This was accompanied by an audience audit provided by Audience Agency in October 2014. Further to this, Katherine was instrumental in drafting our new Audience Development Strategy and Action Plan for 2015-2018 as part of our Business Plan for this period.

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Crescent Arts e-newsletter continued to be our most effective marketing tool with distribution rising from 1,300 to over 1,500 during 2014/15. Digital distribution has largely replaced print through regular e-news, website, listings and social media updates. At the same time we continued to update our databases to better manage e-distribution effectively, targeting local, regional and national audiences. Membership sustained at 60 in 2014/15. We continued to monitor exhibition and workshop attendances through visitors' book, questionnaires, feedback, social media and daily records. We maintained key partnerships with University of Hull (School of Arts & New Media), Yorkshire Coast College (BA Fine Art) and Leeds College of Art (BA Fine Art) to sustain student involvement in our programme.

Exhibition attendances in 2014/15 increased slightly to over 3,600 with a similar number of 'exhibition days' (14/15: 111) (13/14: 103). Participation in activities by our artists with regional/national reach reinforced our profile and audiences beyond local engagement. Webb-Ellis were particularly successful in this respect with additional audiences of 2,000+ for their presentations of 'Mother. I am Going' at UK Young Artists 2014 and Leeds International Film Festival.

Katherine Caddy was successful in securing a full time post as an assistant editor with Ceramic Review in March 2015 and consequently left Crescent Arts at this time. The post is currently under review. In the interim Webb-Ellis are assisting with Crescent Arts digital activities, supported by Whitby-based Media Vision, and as instructed by Crescent Arts Director.

Premises

We have extended our Lease with Scarborough Borough Council (SBC) for the basement of Scarborough Art Gallery until 31.03.17. Proposed development of the building (Scarborough Art Gallery) appears unlikely in the immediate future. Licences for current resident artists are issued in line with terms and conditions of our Lease with SBC. Sadly our use of premises at 14-15 Queen Street in Scarborough came to an end in October 2014 with very little notice from the landlord.

A combination of factors at this time, including the termination of access to Queen Street, created a greater sense of urgency to explore alternatives for the longer-term sustainability of Crescent Arts. It became increasingly clear that poor physical access to the basement premises and the lack of visibility are real deterrents to participants and audiences. Moreover, the issue of access has impact on our ability to meet the funding agreement in place with Arts Council England for 2015-2018 and to deliver programme and related audience development to match our aspirations.

From early 2014 Crescent Arts Director initiated discussions with SBC about our current premises and to investigate possible alternatives within the borough. He also had some discussions with neighbouring Local Authorities, albeit with a strong commitment to remaining in Scarborough. Following these conversations an extensive scoping document was produced to clarify our current situation and to outline key options that we might realistically pursue. Within the period of 2014/15 we continued our discussions with SBC, with the result that a building has been identified which may offer a long-term solution and we are currently working with SBC to explore the feasibility of this option.

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Recruitment

The part-time Communications post, enabled by the increased support of ACE NPO funding for the period 2012-2015, fell vacant as Daniel Whinney moved to Leeds in late 2013. We recruited to the post in mid 2014 with the appointment of Katherine Caddy in June. Her duties and performance have been described within Marketing and Audience Development. Regrettably we could not offer Katherine the full time post that she was looking for and, understandably, she successfully applied for the position of assistant editor at Ceramic Review. We offer her our congratulations and wish her well in her new post.

Katherine's departure caused us to review the future of this post and Crescent Arts' current requirements. Our intention is to contract for specific elements within our Audience Development Plan, particularly audience research, data collection and sharing. Fortunately two of our artists Andrew and Caitlin Webb-Ellis are able to assist in the management of our digital activities, with contracted technical support from Media Vision in Whitby and Envoy Enews. The Director oversees all aspects of this work in close liaison with Management Committee, with input from studio artists through their Professional Development.

Freelance and contractual staffing, including exhibiting and resident artists, continue to play a critical role in the effective delivery of our exhibitions, workshops and professional development programmes. All contracted staff receive appropriate remuneration for their services to Crescent Arts.

Finance and Fundraising

We continued to monitor and review financial projections within our Business Plan 2012-2015, reflecting levels of income generation and public funding commitment to Crescent Arts for the period; ACE NPO funding (2012-2015) and SBC Community Revenue Grant (CRG).

The uplift in annual funding from ACE as an NPO (£70K) for 2012-2015 was especially important to sustain the organisation and its Director's post and part-time communications post as well as its support to artists and our public programme. SBC maintained its 100% rent subsidy (£5K) of our current studio premises below Scarborough Art Gallery. SBC has committed to sustaining funding to Crescent Arts at this current level up to 2016/17.

We continued to review our Business Plan for 2012-15, with projections reflecting fluctuations in current levels of public funding (ACE, SBC) and to address:

- (1) sustainability and development of the organisation, its mission and core activities, including clear risk management procedures
- (2) achievable targets for income generation and fundraising
- (3) audience development, engagement and reach by effective and affordable means

Within the Business Plan (2015-2018) we propose fundraising at both regional and national levels to support:

- (1) professional development for artists
- (2) programme and projects
- (3) development of resources and capital projects

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During 2014/15 fundraising focused on specific projects and programme, most particularly on supporting Scarborough Winter School 2015-2016, and we await the outcome of applications to trusts and foundations for this project.

From 2015 onwards we are placing the greatest possible emphasis on resolving our long-term issues relating to premises and have begun work on fundraising to explore the feasibility for a specific option provided by SBC. This places even greater importance on positive partnership working with the local authority. We are delighted to be working with SBC on a proposal to develop a building and site which could provide a sustainable long-term future for Crescent Arts with enormous benefit for Scarborough's creative and wider communities as well as offering a highly attractive visitor destination and catalyst for extensive regeneration in the South Bay area.

Crescent Arts, as a registered charity, continues to benefit from 100% business rates exemption. Financial management was sound in 2014/15 and undesignated reserves stood at £21.5K as of March 31st 2015. For detailed information please see the accompanying Financial Statements for 2014/15.

Priorities for 2015-2016

Key issues for 2015/16 are:

1. Premises: pursue options for a permanent base for Crescent Arts through associated partnership working and fundraising allied to regeneration
2. Maintain the capacity to develop innovative programme, delivering ambitious artistic goals as set out in our Activity Plan 2015-2018
3. Governance and management: sustaining appropriate skills, level of expertise and staffing, to guide the organisation through to 2016 and beyond.
4. Business Planning: maintaining focus on forward planning to 2018 whilst meeting short/mid-term aims and objectives for the organisation, with appropriate risk management in place
5. Funding: managing opportunities and constraints in public/private sector funding to the arts in this and future years
6. Fundraising: delivering sponsorship/fundraising strategy - meeting targets for 15/16 and working towards targets for 2016-2018 and beyond with emphasis on capital development
7. Audience Development: developing strategy to target audiences and build membership and professional engagement through awareness via digital media, press/media coverage, print, networking to meet annual targets
8. Diversity: continue to build diversity of artists, management committee, membership and audiences through recruitment, participation and programme

Outline plans and objectives for 2015/16:

Crescent Arts proposed programme of work for 2015-2016 will contribute to the five goals contained within Arts Council England's 'Great Art for Everyone'.

1. Excellence is thriving and celebrated in the arts, museums and libraries

- studio, residency and production facilities for emerging artists by selection/invitation
- professional development for resident, associate and invited artists
- a programme of exhibitions, visual arts projects and related activities as a platform for local, regional, and inter/national artists

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2. Everyone has the opportunity to experience and be inspired by the arts, museums and libraries

- access to a programme of exhibitions, visual arts projects and related activities for public appreciation and participation
- open access, participation and training in use of our facilities for artists, members and the wider public
- creative partnership and collaboration with peer organisations, education sector, community interest groups, funding partners
- marketing and audience development to promote access to programme, professional development, facilities and resources

3. The arts, museums and libraries are resilient and environmentally sustainable

- actively pursue options for long term premises to ensure resilience and sustainability of the organisation, its future development and business planning
- maintain sound governance and operational management of the current organisation
- specifically address issues of access and environmental sustainability through pursuit of alternative premises for the long term
- ensure that the organisation maintains and delivers an appropriate environmental sustainability policy and action plan for this period and beyond, within current circumstances

4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

- maintain sound governance with an appropriate diversity of perspectives, skills, experience and expertise to deliver the organisation's mission and vision
- ensure that management, staffing and recruitment reflects the diversity of practitioners, members and audiences who might contribute to our work
- sustain the Director and Communications roles to maintain strong management of the organisation and promote awareness of its aims and activities
- ensure that the organisation maintains and delivers an appropriate equal opportunities policy and action plan for this period and beyond, within current circumstances

5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

- extend our relationships with schools, colleges and universities in order to ensure that younger audiences are involved in Crescent Arts eg. Scarborough Winter School 2015-16
- Providing Arts Award training for studio artists and developing activities with an Arts Award Centre (eg Stephen Joseph Theatre)
- Explore new forms of communication, as outlined in our Audience Development Strategy 2015-2018, as a means to engage with younger people eg. blog, social media, mobile app etc.
- Create social events by/with/for young people, linked to exhibition, screenings etc
- Update our databases and data sharing simultaneously in line with these efforts.

For further details of specific objectives within the goals, and how we will contribute to these, please refer to Crescent Arts funding agreement with Arts Council England for NPO funding for 2015-2018 and to Crescent Arts Business Plan for this period. Both documents are available on request.

Objectives for 2015 - 2016 are as follows:

Support to artists:

- sustain subsidised studio provision for 6-7 artists, investing in production facilities, professional development and exhibition
- maintain changeover of artists, operating rigorous selection process to ensure quality, with average 85% annual occupancy
- develop regional/inter/national residency and exchange potential for 2016 onwards

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Professional Development:

- extend partnerships with eg Universities of Hull, Coventry, York, Yorkshire Coast College, Leeds College of Art to promote activities, facilities and exchange
- extend national/regional professional partnerships working towards Scarborough Winter School 2015/16
- sustain Artist Writes as a programme of critical activity
- continue support through mentoring, R&D, travel and skills-sharing in project management, production and promotion.
- extend professional development 'offer' to a wider pool of artists and members

Public Programme:

- present 4- 6 exhibitions and/or visual arts projects in 15/16 with collaborative activities providing a strong platform for artists
- deliver supporting activities eg workshops, 'in conversation', screenings to encourage engagement and participation by members and a wider public.
- support resident artists to generate programme in 15/16 with invited artists providing wider perspective.
- participate in regional/national initiatives (Museums at Night, North Yorkshire Open Studios) attracting new audiences and enriching programme (eg. Future Shorts)
- exploit contexts to present work off-site to engage with local communities

Marketing and Audience Development:

- sustain communications role to extend digital capacity, audience development and engagement, meeting annual targets
- improve methods for audience intelligence, data collection, monitoring, interpretation and sharing
- maintain budget to marketing (£4K+)
- review strategy and embed audience development in all fundraising initiatives

Digital Resources:

- promote awareness of and access to Crescent Arts' work and resources, maintaining digital communications eg e-newsletter, website
- the part-time postholder to extend digital capacity through e-newsletter, website interactivity, social media, blogs, digital artwork
- training to enable resident artists to develop greater online technical and creative skills eg publication, social media

Diversity and Equal Opportunities:

- increase the diversity of management committee membership
- build upon the work of 14/15 to attract an appropriate diversity of artists and audiences through recruitment and programme
- focus partnership working on eg. student population reflecting diversity of emergent practitioners, participants, audiences
- implement and monitor Equality and Diversity Action Plan for 2015-16 and continue to review Equal Opportunities Policy

Fundraising:

- Within the Business Plan (2015-2018) fundraising strategy prioritises:
 - (1) development of capital projects and resources allied with regeneration
 - (2) professional development for artists
 - (3) programme and projects

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- The Director will lead fundraising initiatives with guidance from Management Committee, supported by artists and members
- The communications role supports income generation, audience development, access and how these inform fundraising

Income Generation:

- Fundraising and income generation targets are identified within the Business Plan 2015-2018
- Potential for income generation is identified as:
 1. hire and use of facilities (eg. space, printmaking, ceramics)
 2. studio rents
 3. membership subscriptions, donations and sponsorship
 4. workshops, professional development and ticketed events
 5. sales of publications and art works

Funding Partnerships:

- sustain productive dialogue within current funding partnerships and agreements (ACE / SBC)
- respond to opportunities and manage constraints in public/private sector funding to the arts in this and future years
- prepare application to ACE to sustain NPO funding for 2018-2021 within guidelines and timescale as determined by ACE in 2015/16
- maintain relationship with SBC for funding for 2016/17 within guidelines and timescale as determined by SBC in 2015/16
- extend relationship with SBC to promote partnership working with focus on capital projects and premises

Premises:

- prioritise the securing of long term premises for Crescent Arts to fully meet its ambitions and aspirations thereby overcoming issues of access, visibility and sustainability
- maintain our current lease with SBC for studio premises to March 2017, with Business Rates relief dependent on charitable status

Governance and Management:

- sustain appropriate skills, levels of expertise within Management Committee and staffing, to guide the organisation through to 2016/17.
- recruit 1-2 further members to Management Committee in 15/16 with expertise to support fundraising and/or business plan development
- recruit to Management Committee with a view to increasing diversity of membership

On behalf of Crescent Arts Management Committee I would like to express our thanks to our regular funding partners, Arts Council England and Scarborough Borough Council, for their continuing support, commitment and encouragement to Crescent Arts. I would like to thank members of the Management Committee for their hard work during 2014-2015 and resident artists for their creativity and commitment. Stuart Cameron has provided strong leadership and vision throughout the year as Director of Crescent Arts and our thanks go to him for his considerable achievements. We are particularly grateful for the continuing support of all our members, and hope you will enjoy our programme in 2015-2016. We look forward to seeing you at exhibitions, workshops and events throughout the year.

Kathryn Standing, Acting Chair of Crescent Arts
October 2015