

**CRESCENT
ARTS**

The Crescent
Scarborough
YO11 2PW

Tel: 01723 351461
info@crescentarts.co.uk
www.crescentarts.co.uk

registered
charity number
513099



Crescent Arts

Annual Report

2018 – 2019



Drawing The Line, workshop and installation, 2019



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

Crescent Arts Annual Report 2018 - 2019

Executive Summary

Crescent Arts marks its 40th anniversary in 2019!

Our mission is to support and promote contemporary visual arts, attracting and inspiring a wider audience for it.

Crescent Arts presented an ambitious programme of exhibitions, workshops and events in 2018-2019, inspired by collaboration and delivered through great teamwork providing strong support for visual artists; facilitating production and promotion of a refreshing variety of innovative projects. We saw exciting new work coming out of our studios by the artists based here, generating thought-provoking exhibitions for the enjoyment of our members, Scarborough residents and wider audiences across the region and beyond.

We pursued our plans to secure a more accessible and welcoming home for Crescent Arts. As previously outlined, we find that our activities and ambitions are restricted by the location and condition of our current premises. We are keen to develop the organisation for the benefit of artists, members and audiences alike and, with this in mind, we continued to look at opportunities for Crescent Arts to improve access to our work and visibility.

Partnership provided a partial solution and working with Forestry England (FE) at Dalby Forest, in development throughout 2017/18, reached fruition in 2018/19 with funding support from Ryedale District Council (RDC), for which we are enormously grateful. FE at Dalby Forest, with our guidance, was also successful in securing funding from Arts Council England (ACE), Grants for the Arts. This enabled the partnership to deliver a pilot project linked to national initiatives, Forest Art Works and MoU between FE and ACE, with a view to developing a new arts strategy within Ryedale focusing on Dalby Forest.

Vital support from Arts Council England (ACE) to Crescent Arts continued with ACE National Portfolio Organisation (NPO) funding and we're delighted to confirm that we will continue to be part of the portfolio for the period 2018-2022. Scarborough Borough Council (SBC) also maintained its essential support 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 main funding partners for their consistent support, encouragement and advice and look forward to reinforcing and extending these partnerships.

As Crescent Arts celebrates its 40th anniversary in 2019, we're proud to mark its considerable achievements and look forward to meeting the creative challenges and opportunities ahead.



Stuart Cameron
Director of Crescent Arts

Crescent Arts Annual Report 2018 - 2019

Key developments during 2018-2019

Crescent Arts Programme:

We presented seven exhibitions; solo exhibition by two of our studio artists – ‘Luminary II’ by Serena Partridge and ‘Gold Coast Customs’ by Charlotte Salt; three workshop related exhibitions exploring collage and drawing; ‘Prospect Refuge Hazard’ - newly commissioned work by Helen Sear in partnership with Forestry England at Dalby Forest; ‘Land Marks’ – a retrospective of work by founding artist John Jones, to launch our 40th anniversary in March 2019. Exhibitions were enhanced by supplementary activities including talks, workshops and special events.

Crescent Arts Studios and Artists:

We continued to support our current studio artists who benefit from rent subsidy, access to production and exhibition facilities, professional development mentoring and bursaries, teaching experience, with project development providing a platform to promote work further afield. We recruited one new studio artist, Claire Ward, in 2018. Claire’s work is performance-based and we look forward to working with her over the next three years. We intend to recruit at least one more studio artist in 2019.

Professional Development:

All studio artists continued to receive direct support, financially and through mentoring, to develop their individual practices and to produce, promote and exhibit their work. Serena Partridge developed work commissioned originally by Arts & Heritage for her exhibition ‘Luminary II’ at Crescent Arts. Janet White and Justin Lawson created new work for a mixed exhibition on environmental themes at Scarborough Art Gallery. Webb-Ellis moved on from Crescent Arts to receive a major commission of new work by Jerwood/FVU, presented at Jerwood Space in London in April 2019. Several of our artists worked with Helen Sear on the presentation of ‘Prospect Refuge Hazard’ at Dalby Forest, Crescent Arts and Ryedale Folk Museum. Our artists also participated in various exhibitions in Barnsley, London, and Nottingham.

Open-access Facilities:

We sustained a varied programme of well-attended workshops for artists, young people and adults (printmaking and ceramics) with a wider range of activities including drawing (landscape, still life, life-drawing), sculpture with found objects and cyanotype printing. All workshops were initiated by resident, associate or invited artists.

Partnerships:

Working with FE at Dalby Forest and Ryedale District Council we developed our partnership within the ‘Forest Art Works’ programme and framework of the FE/ACE Memorandum of Understanding 2016-2020. With funding support from Ryedale District Council and ACE, Grants for the Arts, we were delighted to bring Helen Sear as the first resident artist to Dalby Forest. Partnership with Scarborough School of Arts (Scarborough TEC) was maintained, while they relocated to a new site on Filey Road, and groups of students participated in projects at Dalby Forest along with staff and students from York St. John and Leeds Arts University.

Marketing and Audience Development:

We continued to pursue recommendations by &Co from their report of July 2016, with ongoing audience survey work feeding into Audience Finder data collection, in line with our funding agreement with ACE. E-newsletter distribution increased during the year reaching over 1,900 contacts regionally and nationally. Website analytics showed sustained (20%) international interest (linked to Helen Sear’s work – post Venice 2015). Membership remained steady at about the same level as 2017-2018.

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.

Crescent Arts Annual Report 2018 - 2019

Management and Business Planning:

We reviewed our Business Plan for 2018-2022, highlighting risk management with focus on audience development, access, sustainability, fundraising and scoping for alternative premises. While we fell short of meeting targets for fundraising, we saw improved performance in earned income generation (+30%) in 2018-2019. These all remain priorities for 2019 onwards. Financial management is sound and the organisation is solvent. Ashby, Berry, Coulsons prepared accounts and year-end financial statements.

Environmental Sustainability Policy and Action Plan:

We monitored our policy and action plan with a view to setting clearer targets for 2019 onwards. This document is available on our website.

Governance:

At AGM in November 2018 seven members were elected to Management Committee and it was agreed that the position of Chair would continue to rotate amongst elected members for the coming year. We continue to submit the required annual returns to funders and The Charity Commission.

Funding Partnerships:

Crescent Arts is proud to have been awarded Arts Council of England (ACE) National Portfolio Organisation (NPO) status with a confirmed offer of funding for 2018-2022. We also very much appreciate, and depend upon, continuing support from Scarborough Borough Council particularly with regard to studio premises. We are actively seeking new funding partnerships for 2019 onwards to support and provide arts and cultural activities across the Borough and the coastal and rural region of North Yorkshire.

Management and Governance:

Crescent Arts Management Committee members for 2019 were elected at our AGM in November 2018. It was agreed that the position of Chair should rotate for the year 2018-2019.

The Management Committee as elected comprised:

Andy Black:

Artist and Lecturer in Fine Art, Leeds Arts University

Andy Edwards:

Artist/Designer and Senior Lecturer at Leeds Beckett University.

Joel McDermott

Head of Creative Industries, Scarborough TEC.

Jade Montserrat

Artist and former studio holder at Crescent Arts

Michael Murphy

BA Fine Art student at Scarborough TEC, student representative.

Ian Parkinson:

Artist and long-standing member of Crescent Arts.

Kathryn Standing:

Visual Arts Consultant and Curator based in London

Stephen Wood:

Formerly Executive Director of Stephen Joseph Theatre, Scarborough.

Crescent Arts Annual Report 2018 - 2019

Artistic Programme 2018-2019

Crescent Arts sustained a strong programme of innovative work in 2018/19. We presented seven main 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 and rural region that encourages emerging artists to produce and present ambitious and thought-provoking new work for the enjoyment and appreciation by our audiences.

The programme for 2018/19, shaped by the Director, promoted resident, associate and invited artists' work. Resident artists played a central role in generating the exhibition programme. This included two solo exhibitions – 'Luminary II' by Serena Partridge, which developed work commissioned previously by Arts and Heritage, and 'Gold Coast Customs' which presented new mixed-media work by Charlotte Salt. Ruth Miemczyk was particularly active in leading workshop-related exhibitions, one focusing on collage (Szzle) and two which developed experimental ideas around drawing (Dissecting Space and Drawing The Line). A major exhibition, 'Prospect Refuge Hazard', by Helen Sear was presented across three venues – Crescent Arts, Ryedale Folk Museum and at Dalby Forest. This was the culmination of a year-long residency by the artist at Dalby Forest. The centrepiece was a new film-work, 'wahah biota', and the exhibition subsequently toured to Hestercombe Gardens in Somerset and Impressions in Bradford. We rounded off our exhibition programme in 2018-2019 with 'Land Marks', a retrospective exhibition of work by founding artist John Jones to launch Crescent Arts 40th anniversary. The exhibition was accompanied by a hugely oversubscribed lino-print workshop and full-capacity artist-talk.

Exhibition openings attracted attendances of 50-80 with recorded overall attendances of over 7,000. The previews for Helen Sear and John Jones both attracted higher attendances of 300 and 150 respectively. 'In Conversation' sessions with exhibiting artists proved popular and printmaking, ceramics, drawing and other supporting activities continued to flourish. The expertise and guidance of studio holders and associate artists was an essential ingredient, helping to attract 1,400+ attendances over the year. We continued to consult participants about new workshop activities for 2018/19, drawing upon the range of skills on offer and in response to requests from members and visitors.

Crescent Artists and Professional Development

We continued to offer Professional Development support to artists through subsidised studio provision, exhibition, 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 2018/19 focusing on exhibitions, projects, production and associated research.

During 2018/19 we accommodated nine studio-holders:

Justin Lawson – painting, drawing and digital media
Ruth Miemczyk – painting, drawing and collage
Serena Partridge – mixed-media objects and installation
Steven Malorie Potter – works in paper and mixed media
Charlotte Salt – ceramics, mixed media, installation
Claire Ward – performance and mixed-media installation
Andrew Webb-Ellis – digital film, video, performance and installation
Caitlin Webb-Ellis – digital, film, video, performance and installation
Janet White – sculptural installation and mixed media

Artists were encouraged to explore external opportunities for networking, exhibiting and funding. Serena Partridge exhibited widely and was commissioned by Arts & Heritage to create new work for Gawthorpe Hall in Lancashire. Serena moved on from Crescent Arts to take up a new studio in Malton. Webb-Ellis presented new work, 'Inheritors', commissioned by Siobhan Davies Dance in London as well as showing work at Alchemy Festival in 2018. Having moved on from Crescent Arts, Webb-Ellis were commissioned by Jerwood/FVU to make new work presented at Jerwood Space in London in April 2019. Our artists exhibited widely and were supported over the year to visit galleries across the UK.

Crescent Arts Annual Report 2018 - 2019

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. All exhibitions were accompanied by interpretive booklets produced in collaboration with the artists. Professional Development was designed to support production, promotion and presentation of artists' work within Crescent Arts' public programme as outlined above. Artists gained valuable experience of curation, presentation, technical and collaborative working, as well as receiving appropriate remuneration for their services.

Partnerships

We reinforced our partnership working beyond the Borough in 2018/19 working with Forestry England (FE) at Dalby Forest to explore potential for arts activity there. Ryedale District Council were instrumental in brokering and supporting this partnership, which also fed into Forest Art Works, FE's national arts programme and MoU with ACE 2016-2020. Crescent Arts and FE co-commissioned artist Helen Sear to work as artist-in-residence at Dalby Forest throughout 2017/18, testing a range of visual arts activities there, feeding into a new arts strategy for Dalby Forest and Ryedale. This pilot project received strong support and substantial funding from ACE, Grants for the Arts, and saw the presentation of 'Prospect, Refuge, Hazard' - new work by the artist in May 2018. Development of the arts strategy in 2018-19 promoted the broad aim to develop arts infrastructure across the rural district, which is home to a significant number of artists, and to improve provision with new opportunities and experiences for artists and audiences across the region.

Four of our artists – Janet White, Ruth Miemczyk, Andrew Webb-Ellis and Caitlin Webb-Ellis – were particularly involved within the partnership at Dalby Forest, across a range of activities which included workshops, exhibition curation and presentation.

Partnership working with Scarborough School of Arts (SSoA) at Scarborough TEC (STEC) was maintained, and we continued to enable students to work on projects at Dalby Forest in 2018. We look forward to further partnership working with SSoA/STEC in 2019/20.

Additionally Andy Black, a Crescent Arts board member, led a group of foundation students from Leeds Arts University on a collaborative project at Dalby Forest in early 2018 with subsequent publication and exhibition held at the college in Leeds. A further project involved staff and students from York St. John University.

Access to facilities

We continued to offer open-access to printmaking and ceramics facilities. Physical access to our premises continues to be a significant issue, along with greater choice of workshop activity offered by organisations and individuals across the Borough. That said, resident and invited artists provided excellent workshops on and off site over the year to a wider age-range of participants (life drawing, sculpture, still-life drawing, work in the landscape, cyanotype, printmaking) and we sought to promote greater use of ceramics facilities, especially kiln-firing services, enabled by ceramicist Charlotte Salt. Resident and associate artists also provided a programme of workshops and outreach activities in conjunction with peer organisations including FE, SSoA (STEC), Scarborough Museums Trust, and Create.

Marketing and Audience Development

We continued to implement Marketing and Audience Development in line with our Business Plan and Activity Plan 2018-2022 to fulfil artistic and business goals and to complement ACE NPO funding requirements.

Having reviewed our Audience Development strategy and plans in 2016 working with Leeds-based consultants &Co, we continued to implement recommendations to improve database management, communications and audience research and profiling. The full report and recommendations by &Co, completed in July 2016, redefined our Audience Development Strategy and Action Plan for 2018 onwards. We continued to contribute data to Audience Finder's national survey of arts audiences and which feeds into ACE monitoring and evaluation of its funded activities and organisations.

Crescent Arts Annual Report 2018 - 2019

Crescent Arts e-newsletter continued to be our most effective marketing tool with distribution rising to over 1,900 during 2018/19. 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 database to better manage e-distribution effectively, targeting local, regional and national audiences. Membership sustained at over 70 in 2018/19.

We continued to monitor exhibition and workshop attendances through audience survey, visitors' book, questionnaires, feedback, social media and daily attendance records. Overall attendances in 2018/19 increased by 15% to over 7,000 within slightly fewer 'exhibition days' (17/18: 125) (18/19: 103). Initiatives by the Director and our artists with national reach reinforced our profile and audiences far beyond local engagement. Serena Partridge, Ruth Miemczyk and Webb-Ellis were particularly successful in this respect, attracting an estimated 30,000+ visitors to see their work at various venues over the year.

Our Communications role is currently under review and subject to recommendations provided by &Co's report on our Audience Development. We have very limited capacity and resources and needed to consider carefully how to make best use of these in 2018/19. Webb-Ellis and Charlotte Salt maintained Crescent Arts digital activities, supported by Whitby-based Media Vision, guided by Crescent Arts Director.

Premises

Our Lease with Scarborough Borough Council (SBC) for the basement of Scarborough Art Gallery extends until 31.03.20. Proposed development of the building (Scarborough Art Gallery) remains a possibility. Licences for current resident artists are issued in line with terms and conditions of our Lease with SBC.

A combination of factors has created a greater sense of urgency to explore alternatives for the longer-term sustainability of Crescent Arts. Poor physical access to our basement premises and the lack of visibility are real deterrents to artists, participants, audiences, funders and sponsors. Moreover, the issue of access has impact on our ability to fully meet funding agreements with Arts Council England for 2018-2022 and to deliver the proposed programme with related audience development to match our aspirations.

Discussions with SBC about our current premises and possible alternatives within the borough are continuing. In 2018 we completed a feasibility study of the disused sunbathing building on South Bay, in partnership with SBC, which could offer a long-term solution. Initial structural survey of the building and site by SBC provided positive assessment overall, encouraging us to take this forwards. Having consulted with The Architectural Heritage Fund in 2017, we accepted their offer of a Project Viability Grant to support an initial feasibility phase. We conducted extensive research, including provisional design options, working with the support of Leeds Beckett University's Project Office and School of Architecture. We also conducted an extensive consultation process designed to engage with residents and local communities, revealing strong support for our proposals to redevelop the building for arts, cultural and educational use. We have since brought the Feasibility Study to a stage for discussion with potential funding partners, to determine whether to take this forward.

Recruitment

We are reviewing the Communications role at Crescent Arts. As already outlined, &Co were contracted to conduct a review and their recommendations reinforce our intention to contract for specific elements within our Audience Development Plan, specifically audience research, data management and sharing. Meanwhile, artists Andrew and Caitlin Webb-Ellis and Charlotte Salt were able to assist in the delivery of digital activities, with 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. We operate an Equal Opportunities Policy for recruitment, inviting applications from all sections of the community, and all contracted staff are remunerated appropriately for services to Crescent Arts.

Crescent Arts Annual Report 2018 - 2019

Finance and Fundraising

We continued to monitor and review financial projections within our Business Plan 2018-2022, reflecting levels of income generation and public funding commitment to Crescent Arts for the period.

We were delighted to be awarded annual funding from ACE as an NPO (£70K) for 2018-2022. This is essential to sustain the organisation, its Director's post and Communications support, as well as its support to artists and delivery of public programme. Competition for this funding is intense and we can be justifiably proud to have succeeded with our application to continue to be part of the National Portfolio, allowing for longer-term planning than was previously possible. SBC maintained its 100% rent subsidy (£5K) of our current studio premises below Scarborough Art Gallery and will sustain its support to Crescent Arts at this level for 2019/20.

We revised our Business Plan for 2018-22, 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, increasing engagement and reach by strategic and affordable means

During 2018/19 fundraising focused on specific projects and programme. Partnership working with Forestry England at Dalby Forest attracted funding support from Ryedale District Council and ACE Grants for the Arts. Crescent Arts was instrumental in securing this funding to FE at Dalby Forest and we were closely involved in developing and delivering the pilot project with artist Helen Sear at Dalby Forest. The longer-term goal to devise a new arts strategy for Dalby Forest, will extend partnership working between FE and Crescent Arts over the next 3-5 years subject to fundraising.

We place the greatest possible emphasis on resolving our long-term issues relating to premises and we were successful in attracting a Project Viability Grant of up to £5K from The Architectural Heritage Fund to support the feasibility work for a specific option to develop a building and site on Scarborough's South Bay in partnership with SBC (as outlined previously). This reinforced the importance on positive partnership working with the local authority to provide a sustainable long-term future for Crescent Arts with related benefits for Scarborough's creative and wider communities; as well as promoting Scarborough as a highly attractive visitor destination.

Crescent Arts, as a registered charity, continues to benefit from 100% business rates exemption. Financial management was sound in 2018/19 and undesignated reserves stood at £20K as of March 31st 2019. For detailed information please see the accompanying Financial Statements for 2018/19.

Priorities for 2019-2020

Key issues for 2019/20 are:

1. **Premises:** pursue options through partnership working and fundraising allied to regeneration, rural/coastal cultural infrastructure, creative economy and tourism.
2. **Capacity:** extend capacity to develop support to artists and innovative programme, delivering ambitious artistic goals as set out in our Activity Plan 2018-2022.
3. **Governance and management:** sustain appropriate skills, diversity, level of expertise and staffing, to guide the organisation through to 2020 and beyond.
4. **Business Planning:** maintain focus on forward planning for 2019-2022, whilst meeting short/mid-term aims and objectives, with appropriate risk management in place
5. **Funding:** manage opportunities and constraints in public/private sector funding to the arts in this and future years

Crescent Arts Annual Report 2018 - 2019

6. **Fundraising:** deliver sponsorship/fundraising strategy - meeting targets for 2019/20 and working towards targets for 2020 and beyond with emphasis on capital development
7. **Audience Development:** develop strategy in line with review and recommendations by &Co to build new audiences, communications, data management, resources and recruitment
8. **Diversity:** continue to build diversity of artists, management committee, membership and audiences with focus on recruitment, participation and programme

Outline Plans 2019-2020:

Crescent Arts proposed programme of work for 2019-2020 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 visual arts programme as a platform for local, regional, and inter/national practitioners

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, digital media and related activities for public appreciation and participation
- open access, participation, training in use of our facilities for artists, members, wider public
- creative partnership and collaboration with peer organisations, education sector, community interest groups and funding partners
- marketing and audience development to promote awareness and access to programme, professional development, digital, 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
- address long-term issues of access/environmental sustainability in pursuit of alternative premises
- 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 to represent perspectives, skills, experience and expertise to ensure delivery of 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
- Providing Arts Award training for studio artists, enabling activities through eg Local Cultural Education Partnership (LCEP) – now re-constituted as COAST.
- Explore new forms of communication, as outlined in our Audience Development Strategy 2018-2022, 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

Crescent Arts Annual Report 2018 - 2019

- Update our databases and data sharing regularly to support these efforts.

For further details of specific objectives within the goals, and how we will contribute to these, please refer to Crescent Arts Business Plan 2018-2022, which is available on request and which are summarised below.

Objectives 2019-2020:

Support to artists:

- sustain subsidised studio provision for 6-7 artists, investing in production facilities, professional development and exhibition
- maintain changeover of artists as appropriate, operating rigorous selection process to ensure quality, aiming for minimum 85% annual occupancy
- develop regional/inter/national residency, exhibition and exchange potential for 2019/20 especially building upon partnerships eg Forestry England at Dalby Forest

Professional Development:

- continue support through mentoring, R&D, travel and skills-sharing in project management, production and promotion
- facilitate professional development 'offer' to a wider pool of artists and members, extending our reach to practitioners based in Ryedale eg. through activities at Dalby Forest
- sustain Artist Writes as a programme of critical activity, with digital/print publication
- extend national/regional professional/FE-HE partnership working with eg Universities of Hull, Coventry, York, SSoA/STEC, Leeds Beckett University, Leeds Arts University

Public Programme:

- present 6 exhibitions and/or visual arts projects in 19/20 through collaborative activities and sustaining a strong platform for artists
- deliver regular activities eg workshops, 'in conversation', screenings to encourage engagement and participation by members and a wider public.
- support resident artists to create work and generate wider programme in 19/20; advocacy and support to attract commissions and funding
- participate in regional/national initiatives (Forest Art Works, Museums at Night, YVAN, North Yorkshire Open Studios) attracting new audiences, professional development, extending diversity and programme
- exploit contexts to present work off-site to engage with a wider diversity of artists and local communities eg pop-up sites, rural partnerships

Marketing and Audience Development:

- incorporate &Co report and recommendations within Audience Development Strategy and Action Plan 2019 onwards
- sustain communications role(s) to improve methods for audience intelligence, database management, monitoring, interpretation and sharing – meeting annual targets
- extend digital capacity, communications and resources to increase reach and engagement by at least 5-10% in the year
- comply with all legal requirements regarding data collection, use, sharing and storage
- embed audience development in all fundraising initiatives eg membership and donations
- maintain budget to marketing (£4K+)

Digital Resources:

- promote awareness of and access to Crescent Arts' work and resources, maintaining digital communications eg increasing e-newsletter circulation by 5-10% in the year
- maintain communications support role(s) to extend digital capacity by 5-10% through e-newsletter, website interactivity, social media, blogs, digital artwork etc

Crescent Arts Annual Report 2018 - 2019

- focus professional development and training to enable resident artists to acquire online technical and creative skills eg publication, social media, blogs, websites

Diversity and Equal Opportunities:

- increase the diversity of management committee membership for 2019/20
- redouble efforts to attract greater diversity of artists and audiences through recruitment and programme eg studio artists, invited artists
- focus partnership working on eg. student population to reflect diversity of emergent practitioners, participants, audiences eg. SSoA/STEC, Coventry University, Leeds Universities
- implement and monitor Equality and Diversity Action Plan for 2019/20 and continue to review Equal Opportunities Policy

Fundraising:

- Within the Business Plan (2018-2022) fundraising strategy continues to prioritise:
 - (1) development of capital projects and resources
 - (2) professional development and support for artists
 - (3) public programme, projects and partnerships
 - (4) membership 'offer' and related schemes
- The Director will lead fundraising initiatives with guidance from Management Committee, supported by artists, in consultation with members and stakeholders
- The communications role(s) supports audience development, membership, access, income generation and how these inform fundraising

Income Generation:

- Meet earned and contributed income targets identified within Business Plan 2018-2022
- Potential for income generation is identified as:
 1. hire and use of facilities (eg. space, printmaking, ceramics)
 2. studio rents
 3. membership subscriptions, donations, patron scheme and sponsorship
 4. workshops, professional development and ticketed events
 5. commission from sales of art works and publications

Funding Partnerships:

- sustain productive dialogue within current funding partnerships and agreements (ACE / SBC)
- meet funding agreement requirements of ACE to sustain NPO funding for 2018-2022 within guidelines and timescale as determined by ACE in 2018/19
- maintain relationship with SBC for funding for 2019/20 within guidelines and timescale as determined by SBC in 2018/19
- respond to opportunities and manage constraints in public/private sector funding to the arts in this and future years
- sustain relationship with SBC to promote related partnership working to develop and deliver capital project for new premises
- assess viability and potential for further funding for capital development in 2019/20
- establish funding partnerships to support new ventures and particularly rural partnerships, reinforcing collaborative work with Forestry England of 2017-2019 to attract funding to deliver a 3-year arts strategy

Premises:

- prioritise the securing of long term premises for Crescent Arts to meet its ambitions and aspirations and overcome issues of access, visibility and sustainability
- maintain our current lease with SBC for studio premises to March 2020, and for 2020-2023, with Business Rates relief dependent on charitable status

Crescent Arts Annual Report 2018 - 2019

Governance and Management:

- sustain appropriate skills, diversity and levels of expertise within Management Committee and staffing, to guide the organisation's development through 2019/20 and beyond.
- recruit 1-2 further members to Management Committee in 2019 with expertise to support fundraising, capital development and business plan development
- recruit to Management Committee with a view to reinforcing diversity of membership

On behalf of Crescent Arts Management Committee I would like to express our thanks to our funding partners, Arts Council England and Scarborough Borough Council, for their continuing support, commitment and encouragement to Crescent Arts. We are thrilled to be part of ACE National Portfolio for 2018-2022.

I would like to thank members of the Management Committee for their strategic work to guide the organisation and support its work during 2018-2019. On behalf of the Management Committee I would also like to congratulate resident artists on their impressive achievements during the year and to convey our thanks for their passion, creativity and commitment. We were delighted to be working with Forestry England throughout 2017 – 2019, especially with artist Helen Sear, and look forward to developing further projects over the next 3 years. We are particularly grateful to Yvette Turnbull at Ryedale District Council for her commitment and support of this initiative.

Stuart Cameron has provided strong leadership and vision throughout the year as Director of Crescent Arts and our thanks go to him for his hard work and considerable achievements. The task of developing proposals for a new home for Crescent Arts should not be underestimated and we are indebted to Leeds Beckett University School of Architecture/Project Office and to Matthew Conduit for their continuing collaboration and support. Thanks are also due to The Architectural Heritage Fund who provided essential support in the form of a Project Viability Grant along with very sound advice and guidance.

As always, we are immensely grateful for the continuing support of all our members, and hope you will enjoy our programme in 2019-2020. We look forward to seeing you at the exhibitions, workshops and events which will celebrate a remarkable history spanning 40 years and which reinforces the important role that Crescent Arts plays in arts and cultural provision in Scarborough.

Kathryn Standing, Acting Chair of Crescent Arts