



Developing, promoting and investing in the arts in England

National portfolio application

Application type

Your current status

Please tick the box if you are currently:

- ☒ an Arts Council England National portfolio organisation (including Bridge organisations)
☐ an Arts Council England National youth music organisation

Application type

If you wish to make an application to become both a National portfolio organisation and a Bridge organisation, you will need to make two separate applications. For further guidance, please refer to the National portfolio funding guidance ('Word' /'PDF').

Please tick one of the following boxes:

- ☒ This application is to become a National portfolio organisation
☐ This application is to become a Bridge Organisation.

For further guidance please refer to the National Portfolio Funding guidance.

Organisation details

What is the name of your organisation?

Chrysalis Arts Development Ltd

Please give the alternative name for this organisation (if any).

Please give any other name (this could be a legal or formal name) that your organisation uses.

What is your full address?

We will use this address if we need to write to you about your application. As you are applying as an organisation, this should be your main trading address. Please provide the full, correct postcode as we need it to process your application.

Enter your postcode only and press 'Search' then choose your address from the options given.

Full postcode	BD23 3SE
Address name or number	The Art Depot, Asquith Ind Est
Street	Eshton Road
Locality	Gargrave
Town / city	SKIPTON
County	North Yorkshire
Non-UK address or address not found	<input type="checkbox"/>

Organisation's telephone number, including area code	01756 749222
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Please give any other contact details.

Organisation's email address	info@chrysalisarts.com
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Website address	www.chrysalisarts.com
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Textphone	
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Fax number	
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Please select the option that most closely describes your organisation:	Arts organisation
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Select one of the options below to describe your organisation's status:	Company limited by guarantee
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Are you a registered charity?	No
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Are you VAT registered?	No
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Main contact details

For groups of individuals or groups of organisations, one individual or one organisation will need to take the lead and have the main responsibility for managing the application and any grant. If you are the person or organisation taking the lead, you will be responsible for the grant and we will only make payments to your bank account.

As you are applying as an organisation, give the following details for the main contact person:

First name	Rick
Middle name	
Last name	Faulkner
Position	Director
Phone number, including area code	01756 749222
Mobile number	
Email address	rick@chrysalisarts.com
Textphone	
Fax number	

If you or your main contact person requires written communication in alternative formats, please let us know your preference.

☒ No preference

Basic details

Information

What is your organisation or consortium's mission or purpose?

Chrysalis Arts is a visual arts/creative industries development organisation. Our mission, to develop, promote and improve high quality artistic practice and contribute to a stronger, more resilient arts and creative industries infrastructure, primarily within York and North Yorkshire. Our activities are based on the belief that artists can transform people and places and help to regenerate communities, our practice includes sharing knowledge and expertise with other artists and managers, building their capacity and expanding the creative and economic potential of the arts sector. We are also committed to developing practice that adheres to principles of resilience and sustainability.

(No more than 100 words)

Requested amounts

Please enter the amounts you are requesting for each of the financial years.

2015/16	£100,678
2016/17	£100,678
2017/18	£100,678
Total request:	£302,034

Contributing to our goals

To be considered for funding you must be able to help the Arts Council meet our goals.

You must contribute to:

- ☒ Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries
- ☒ Goal 2: Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries

If you consider that you will additionally contribute to the following goal, please tick the box.

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

Goal 1

Tell us how you plan to use our funding to contribute towards Goal one (no more than 2000 words).

Strategic Context

Chrysalis works to develop, promote and improve high quality artistic practice through advocacy, brokerage, capacity building and partnership working. Through this, we contribute to a stronger, more resilient arts and creative industries infrastructure.

The company has forged excellent relationships with many key organisations, including YNY&ER LEP, and will continue to build on these during the years 2015-2018. Between 2011-14, our work secured significant investment of c. £185K from non-arts sources, supporting not only Chrysalis but many other organisations and artists. The sector has benefited from our extensive advocacy work at all levels and we expect the need for this to increase as we continue through a period of transition amongst key agencies.

Diversity

As part of our commitment to excellence, innovation and risk-taking, and, integrated within everything that Chrysalis does, we support diversity in its broadest 21st century Britain definition – incorporating staffing, partnerships, creativity, geography and audiences. Our Equality and Diversity Policy is regularly updated and we actively participate in the Creative Case for Diversity.

- We work with a diverse range of associate artists, specialists, partner organisations and sectors, thereby continually refreshing diversity within the organisation.
- We attempt to diversity proof all our projects so as not to exclude any particular sections of society
- We tailor our programmes to bring opportunities for engagement with contemporary work to diverse and often isolated audiences.
- We have expertise in developing new opportunities for diverse, rural practitioners to show their work and for audiences to engage with it.
- We use digital technologies to enable us to tackle geographical challenges associated with working across large rural areas, to engage with young people, supporting the Arts Council to deliver great art for everyone.

Over the years, the Chrysalis business model – which is based on minimising overheads, maximising resources for programmes and project delivery, and contracting freelancers rather than employees, has proven to be highly resilient, capable of positive adaptation to change whilst retaining its artistic and business integrity. During, 2015/18 the company's flexibility, partnership skills and knowledge in managing change will continue to prove valuable.

Our strategic objectives for 2015 to 2018 are:

- To develop artistic talent, generate new employment and career opportunities for creative practitioners through projects and initiatives that promote excellence, skills development and efficient ways of working
- To make the case for supporting the arts through the provision of advocacy, research, networking, partnership working and relationships with new strategic agencies as they emerge
- To contribute to arts development and infrastructure development across North Yorkshire and to extend our work to Lancashire and elsewhere by forging new partnerships with arts and non-arts organisations
- To secure financial resources to support talent development and artistic innovation, particularly targeting new EU funding opportunities through work with key partners

Our programme will include:

- Delivering best practice support for visual artists through Art Connections and for other creative businesses via Creative North Yorkshire
- Generating inspirational international opportunities for artists through Connections North
- Curating and touring high quality, contemporary exhibitions to small scale venues through Art Unpacked
- Celebrating the county's excellence in visual arts through the annual North Yorkshire Open Studios
- Innovating in the field of sustainability through Slow Art
- Networking, and research to support the region's arts infrastructure through Creative North Yorkshire
- Collaborations with heritage partners bringing excellent art to new audiences

Art Connections

"I thought the day was excellent. Lots of substance, great speakers and a really heartening positive attitude about trying to earn a living in the arts."

We will continue to develop Art Connections as the visual arts network for York and North Yorkshire, delivering

services across the sub-region and beyond. Our professional development services will target artists at different career stages, from young, emerging to mid career. These are developed in response to consultation, feedback and evaluation and include:

- Mentoring Programmes and Commissions
- Advice sessions with specialist curators
- In-house surgeries eg. developing proposals, funding applications, digital media issues, working to commission, residencies,
- Marketing advice
- Small Group sessions eg, Social networking/Online Presence
- Seminar and networking events eg Working with Galleries, International Opportunities
- Curatorial Skills training

In addition to the above, we will specifically support young and emerging artists via bespoke projects, courses and events (See Goal 5).

Following a consultation with Lancashire County Council, artists and arts organisations in adjacent areas of Lancashire and Cumbria, we propose to extend some of our core professional development and promotional activity to these areas, trialling some training and advice sessions during 2014 -15, before further development during 2015/18.

In 2013, we developed a new website for Art Connections with new functions including online selling. We plan to launch this via a curated, online selling exhibition during 2014/15 and develop it to become an active source of revenue during 2015/18.

Chrysalis is also in discussions with the Yorkshire Contemporary Visual Arts Network (YVAN) about working to strengthen support for visual artists through collaborative working and joint seminars and networking events.

Connections North

"I believe this residency has been a major step in helping me shift in my work and vision for the coming years ahead"

We will further expand our Connections North transnational programme which has, to date, forged a series of projects, exchanges, partnerships and collaborations with arts organisations in rural areas of Finland, Sweden, Ireland and, most recently, the Highlands and Islands of Scotland. LEADER funds worth £21,940 were recently secured to develop ten opportunities for practitioners to undertake residencies in Finland, Sweden and Ireland. In March 2013 Chrysalis hosted a highly successful seminar in Harrogate to promote international residency opportunities, and has since developed a collaborative printmaking project (Connections North: Mirror Images) with our partners, designed to include touring exhibitions, residencies, workshops and digital collaborations.

During the period 2015/18 we will deliver this project and develop additional transnational projects. In particular, we intend to develop a project with new partners focusing on our Slow Art activity and to develop and implement a further stage of the print collaboration. We aim to secure resources towards this work from the new round of European Structural Funds.

Exhibition Touring Network (Art Unpacked)

"I thought the exhibition looked fantasticit also made me realise the impact it could have for us. Well done all!!!!"

Paul Kelly, Senior Arts Development Manager, Lancashire County Council

This strategic initiative involves Chrysalis curating and touring a series of exhibitions between 2013 to 2016 to an evolving network of small-scale venues in North Yorkshire, the East Riding, East Lancashire and NE Lincolnshire. The participating areas share many characteristics such as limited capacity, rural and cultural isolation. East Lancashire and NE Lincolnshire are in the lowest 20% of LA areas in the Active People Survey. Funding was secured from Esmée Fairbairn Foundation (60K), Arts Council England's Strategic Touring fund (91K), Lancs CC and NYCC 6k each.

This project has three strands:

- Development of a touring network and audience development programme to support the delivery of high quality, contemporary, small-scale touring exhibitions in areas which would not normally have access to this type of work
- Innovative and imaginative programming for venues in culturally diverse communities
- Development of skills and curatorial ambition, and capacity building opportunities for venue staff, visual

arts practitioners and individuals seeking careers in exhibition and curatorial work

The project website www.artunpacked.co.uk was launched in November 2013, accompanied by active social media presence. The first exhibition, 'Make It Slow' opened at Woodend, Scarborough to considerable acclaim.

The project completes in spring 2016 and has the potential to break new ground in showing how high quality art can be delivered to a variety of diverse and relatively isolated audiences, simultaneously skilling up host venues and encouraging them to be more ambitious and adventurous in their programming. To underpin this, we are also developing new strands of professional development support in partnership with the participating venues, building on our outstanding track record in this field. Specific examples of the bespoke cpd programme include: developing a contemporary art and craft retail offer; marketing strategies, visits to venues demonstrating best practice.

Art Unpacked has a strong project team: Sara Trentham, Programme Co-ordinator, supported by specialist curator Grace Whowell and Tamsin Curror PR and marketing specialist. Chrysalis is benefiting from their skills and knowledge with each team member also contributing to other strands of Art Connections through involvement in professional development, curation, social media and marketing activity.

The Art Unpacked project is thus making a significant contribution to the organisation's strength and capacity and reflects our ambition to be a learning organisation by bringing new experiences and skills into the organisation.

North Yorkshire Open Studios

NYOS brings together a diverse range of organisations and practitioners working in partnership to promote and celebrate the county's strengths in the visual arts. In its tenth year, NYOS is firmly established as North Yorkshire's premier visual arts event, attracting 24,700 visitors in 2013 and sales of over £120,000 (up 23% on 2012 sales.)

Approximately 130 artists are selected by an independent panel, maintaining a level of quality each year. Younger and emerging artists, are included and supported in order to maximise the opportunity.

Previous research revealed audience's willingness to financially support this event, so we are developing a Friends scheme to diversify income. We have established an extensive database of art buyers, many of whom support the event year on year, and we plan to make use of online selling and other promotional opportunities to help secure a sustainable future.

We are steadily increasing the contribution made by participating artists to NYOS and following NYOS14, will address the future viability by undertaking a through review and consultation, with the intention of a re-launch and re-branding in 2015.

During 2014 NYOS will be part of the Yorkshire Festival Grand Départ Peloton Programme which will help attract a wider international audience.

Slow Art

This programme of highly innovative work about climate change and sustainability has involved projects and commissions ranging from films, walks to sculptural installations. During 2015-18, we will develop our Slow Art website into an interactive space encouraging new approaches and debate with the arts community. We plan to develop an internet-based project which connects artists from different countries and to run an international Slow Art Seminar in 2017/18 for artists, environmentalists, educationalists and other creative thinkers.

Creative North Yorkshire

During 2015/18 our creative industries development work will have two new priorities:

Developing a collaborative programme of support for Young Creatives and business start-ups, initially in partnership with Rural Arts and Create, but with the aim of extending this to other arts partners. (See Goal 5)

Researching the potential for developing creative industry workhubs in rural market towns. Co-working spaces could provide a range of opportunities for creative practitioners, from mentoring to ideas-sharing, whilst offering individuals access to people with different skill sets, social networks and perspectives. With the public sector continuing its asset transfer drive, libraries of the future being re-engineered, and the potential for private sector collaboration, this will be a key research and development strand.

We will also continue to support the creative industries through networking events, CNY website, seminars and links with other networks.

Evaluation

"I can't thank you enough for the wonderful opportunity you provided – I can only say again what a game-changing opportunity it was for me"

Chrysalis constantly reviews and evaluates its artistic work and business practice. We solicit written feedback from artists, participants and audiences about all our projects and professional development activities and take into account any positive suggestions that will help to improve what we do. Peer review is another important aspect of making sure that we deliver high quality art. We regularly employ curators and other specialists to advise on specific areas of artistic excellence. We review and evaluate our business practice through regular team meetings, six monthly contract reviews by the board for key personnel.

Goal 2

Tell us how you plan to use our funding to contribute towards Goal two (no more than 2000 words)

Strategic Context

Over the past ten years, Chrysalis projects have helped to provide arts opportunities for audiences in remoter rural areas and to increase cultural visitor numbers to North Yorkshire. Our approach includes:

- Working in partnership with a diverse range of organisations eg heritage organisations, arts venues and non-arts organisations to bring excellent art to new audiences
- Introducing new contemporary work to existing and new audiences via projects, commissions, residencies, Open Studios and touring exhibitions.
- Enhancing the quality of audience access and participation through artist residencies, workshops, educational and community involvement programmes.
- Working with specific target groups, including those least engaged in cultural activity and rural areas with very limited arts provision.
- Maximising and analysing audience reach through joint marketing, ongoing data collection and review and, increasingly, via the use of digital platforms to reach new audiences and networks.
- Gathering and analysing audience feedback, sharing data with artists, venues and other partners to inform future planning and target audience development.

Visual Arts Sector Development

Our work with the visual arts sector demonstrates a longstanding commitment to audience development and high quality engagement.

North Yorkshire Open Studios

"This was the best NYOS year so far, not just for sales, but a good visitor experience, positivity and interest - the kind of response that only comes from years of work, when you know the event is getting momentum and traction."

Through NYOS Chrysalis has built a dedicated audience of art buyers with visitor numbers increasing incrementally to 24,700 in 2013. We gather and analyse visitor data yearly, continually refining this process eg securing audience feedback via pre-paid postcard questionnaires, using online services such as survey monkey, regular contact with audiences via newsletters, facebook and twitter.

Our marketing plan for NYOS focuses on two specific target audiences using the Arts Audiences Insight segmentation tool ie traditional culture vultures and Fun, Fashion and Friends and draws audiences from a wide geographical area, across Northern England, but also nationally and internationally. We make use of a range of tourism platforms to promote the event and have an excellent relationship with Welcome to Yorkshire. We will continue to stimulate strong levels of interaction with the event both online and at the studios, and to capture audience data.

We provide CPD support for all participating NYOS artists to help ensure they maximise the quality of audience engagement when presenting their work, including support with social media, presentation skills and networking. We further enhance the quality of audience involvement with related activities including workshops, talks, demonstrations, site-specific commissions and community projects.

We encourage artists to build up customer mailing lists and to sell at other times of the year. We also share joint promotional activity with our partners Create and Rural Arts as well as galleries, arts venues and festivals. NYOS is one of the selected Peloton events for the 2014 Grand Depart, Yorkshire Festival programme which will help to bring a wider international audience to the event, which we will build on for future years.

As part of a major review after NYOS 14, we will produce proposals to develop the event from 2015. We will explore and make recommendations about how NYOS can further maximise audience and artist involvement, increase sales/visitor numbers, benefit from re-branding, and include an options appraisal addressing how the event can remain sustainable in the context of public funding cuts.

In spite of ever-increasing competition from other open studios/visual arts selling events, our research, sales and visitor numbers repeatedly demonstrate that NYOS is a highly regarded and popular event with an established and growing audience, a reputation for quality contemporary art and unique cultural tourism appeal that still has great potential for development, and delivers considerable benefits to the visual arts in North Yorkshire.

Through the review process, we will achieve an enhanced profile for NYOS as a leading cultural tourism event, closer relationships with tourism agencies, including WTY and Visit Harrogate, and to secure support from a wider group of partners prepared to invest in its future development.

Transnational Work

For the past 10 years our Connections North project has primarily focused on supporting North Yorkshire artists to access high quality facilities, develop international markets and contacts and foster further collaborations. This work has led to exhibition opportunities for a number of artists in northern European countries, London and other parts of the UK

In 2013, we initiated a new programme of activity to facilitate a collaborative printmaking project which will provide increased opportunities for artists and audiences in three countries (UK, Finland and Sweden) and to raise the profile of contemporary printmaking with arts audiences, creating a range of ways for them to engage with it. This project has been developed in partnership with the North York Moors National Park, who will host the exhibition at the Inspired Gallery, Danby Moors Centre, in 2015, simultaneously with the same exhibition at Algarden Print Centre in Sweden and the Finnish National Print Centre in Jyväskylä, Finland, before it tours to Cumbria and Scotland. In addition to the transnational partners, Chrysalis established a Working Group of North Yorkshire printmakers to develop the proposal, which includes an extensive audience development programme involving schools, community groups, York St John University, digital collaborations and a network of partner venues.

During 2014/15 we aim to submit a bid to Creative Europe for funding to continue our international work. This will involve further collaborations with our partners in Finland and Sweden and a new activity strand involving our Slow Art programme. Our audience engagement plan will include building a new Slow Art website with facilities for audiences and artists to interact, sharing ideas and information about issues relating to sustainability and Slow Art concepts.

Art Unpacked

In 2013 we launched our Art Unpacked visual arts touring project. This is a major audience development project through which we will curate and tour a series of four core exhibitions to an evolving network of nine small venues in North Yorkshire, East Riding, East Lancashire and North East Lincolnshire. It is a pilot project designed to bring new, high quality, contemporary art and craft to rural and disadvantaged urban audiences, enhancing the venues' existing programmes, whilst targeting and developing new audiences.

Our existing audiences include Traditional Culture Vultures and Fun Fashion and Friends. Art Unpacked aims to reach and develop these through introducing high quality, contemporary work to audiences, offering a distinctive series of exhibitions over the course of the pilot project. The exhibitions include work by artists of national standing and an exhibition of international work, showing work which has not been seen in the participating venues before. We aim to increase audiences' knowledge and understanding of contemporary practice through events such as talks and participatory activity.

We will support new audiences' experience of contemporary visual art, particularly where there is limited access to and take up of, cultural activities, by working with venues to identify priority audiences and devising programmes of activity which seek to directly engage audiences with exhibition content. This will include activities revealing artists' ideas and processes, ranging from talks, handling sessions and demonstrations, to creative participatory activity. We are excited by the opportunity of working in the diverse environment of Accrington library, and are working closely with library staff to engage non-arts attenders in the exhibitions and events. For example, we are exploring the potential of working with teenagers who use the library internet facilities through participatory activities focused on digital image creation, and with regular library users through specific handling sessions where they will be able to handle artworks which are normally displayed in cases. In Grimsby we aim to include talks by exhibiting artists and activities with schools to enthuse them about the ideas and processes behind exhibitions.

These activities are supported by marketing and communication activity which will make Art Unpacked accessible and engaging to audiences at venues and through print and online resources. Our website provides information at different levels: an easily navigable resource which provides an introduction to each exhibition and venue, features which seek to articulate the ideas around the exhibitions such as interviews with artists, and more in depth articles- such as pieces by the exhibition curators. Our social media feeds link with venues own followers and other hashtags to provide snippets and an approachable 'face' to the project. High quality print, combined with a targeted distribution plan, aims to reach interested audiences 'where they are' – for example in libraries and other, wide-ranging, cultural venues.

Key marketing goals are:

- A bigger, more engaged audience for contemporary visual arts in the areas surrounding the venues, including people who haven't attended contemporary visual arts events before

- A network of small venues who have increased their professional marketing and audience development skills and profile
- Increased visitor numbers for each venue/exhibition pairing
- To encourage people who don't regularly attend visual arts events to engage, particularly the younger audience segment – Fun, Fashion and Friends
- To secure a return audience of people coming to a subsequent contemporary art exhibitions at the same venue
- To stimulate strong levels of interaction with the exhibitions both online and at the venue
- To capture audience data and to increase our understanding of arts audiences in North Yorkshire, East Lancashire, East Riding and NE Lincolnshire
- To increase opportunities for people to buy contemporary art

Art Unpacked CPD supporting audience development

"This is exactly the type of exhibition I want to be programming here"

Helen Steel, arts project coordinator, Pocklington Arts Centre

We also aim to support venues and curators to offer their audiences ambitious creative programming into the future through a process of giving them first-hand experience of showing high quality contemporary work, and the opportunity to see the impact of such work on their audiences, alongside a programme of both structured and informal cpd which develops their knowledge and expertise. We want to facilitate greater long-term cooperation between venues, creating opportunities to share learning about audience development, and potentially shared resources to reach those audiences.

A strand of the programme will provide cpd opportunities for early career and developing curators, including developing a pop-up group exhibition at at least one of the participating venues.

Partnerships with Heritage Organisations

"Rebecca Gouldson was a pleasure to work with and inspired the staff and customers with her approach and the work she produced. The installations have provided another way for people to discover the stories behind our collections and have encouraged people to look more closely and be more inquisitive"

Fiona Rosher, Museum Manager, Dales Countryside Museum

During 2015-18, we will continue to collaborate with our heritage partners, in particular on arts projects and commissions that will help enhance the quality of the visitor experience eg through new approaches to interpreting collections, thereby attracting new audiences. Partners will include both North Yorkshire National Parks, museums and other heritage organisations eg Heritage Trust North West.

Chrysalis Digital Platforms

Over the past three years we have significantly improved our digital technologies and platforms, investing in new websites for Art Connections and Art Unpacked. We will refine the Chrysalis Arts Portal to make it easier for users to access specific areas of our work. We now have the ability to analyse audience data, which will help us to better understand our audiences in future and enable us to ensure that the range of people experiencing the work increases. Between 2015 and 2018, we will increase the range of opportunities we provide for audiences to engage digitally with our projects. This work will include:

- Development of Slow Art interactive website and involvement of young people and international audiences
- Connections North – digital aspects of the joint exhibitions eg shared exhibition launch event with venues in Finland and Sweden, shared artists' blogs and online visitors book
- Art Connections – development of curated online selling exhibition
- Research into visitor app for NYOS
- Continued development of Art unpacked website, particularly in encouraging CYP with opportunities to contribute and engage with the project.

Goal 5

Tell us how you plan to use our funding to contribute towards Goal five (no more than 2000 words)

Work with children and young people is integrated into several strands of our work. Support for new visual arts graduates is key, supporting individual artistic and professional development and encouraging the retention of talent in the region. We include children in relevant projects, particularly our commissioned and public art work, through a range of participatory activities in school and other settings.

Our ambition is to support creative development and viable and ambitious pathways for those wishing to develop professional careers in the visual arts and arts based creative industries, and to support the understanding of and engagement in the arts for CYP as future professional artists, lifelong audiences and participants.

Our aim for 2015-18 in relation to CYP is to further develop our support for emerging artists, clearly articulate and make accessible our offer to CYP, including becoming an Arts Award Supporter.

Our recent work which is specifically for, by and/or with CYP includes:

•Support for Young and Emerging Visual Artists

Via Art Connections, we support young and emerging artists through CPD sessions, such as individual portfolio and advice sessions, talks and bespoke seminars designed to highlight the range of employment opportunities available to visual artists, and the benefits of developing specialist skills. As part of our 2014/2015 CPD programme, we intend to revive our highly successful 'Finding Your Feet' seminar package based on this approach. Selection for NYOS is acknowledged as a career benchmark by many of the artists who apply and take part. We are proactive in encouraging emerging artists to apply and provide advice and support to facilitate their participation with a particular focus on marketing, presentation skills and networking.

•Working with schools as part of our public realm projects to engage CYP in the themes, processes and delivery of projects. For example, we have delivered a range of projects around our Slow Art strand of activity, drawing upon themes of climate change, environmental and sustainability issues with the enthusiastic participation of both primary and secondary schools. As part of our first Slow Art pilot project 'Slow Art Trail' we worked with the Montessori School at Bolton Abbey and Skipton High School for Girls and in 2013 young people from the Dales Jam Community Band were involved in our Slow Dales project workshop programmes.

In 2014 we will be working with Western Primary School and the surrounding community in Harrogate on our Grand Départ project. As part of this project are collaborating with CAPE UK and North Yorkshire County Council's Sustainable Transport Education Officer to create a resource pack which can be used in other schools across England.

•We regularly give talks and presentations on career pathways in the creative industries to college and university students, including York St John University, Blackpool Art College and Craven College.

•We regularly contribute to events organised by North Yorkshire County Council's Education Service. A recent event in November 2013 was a presentation at Creative Industries Unmasked an event organised by NYCC Education Services and NYNAZ for school leavers to gain information about work opportunities in the arts/creative sector. The video of presentation can be viewed at <http://youtu.be/K7zG5tbMfzw>

•During 2013 we carried out research into creative hubs: networked resources which support start up and ongoing development for young creative entrepreneurs. We have had initial discussions with the YNY&ER LEP about the possibility of creating such a facility in the sub-region.

Supporting Older Young People

Between 2015-18 the major portion of our work with CYP will be with those aged 20-25yrs, in the early stages of their working lives. We aim to provide work based opportunities, access to information and support about work in the arts-based creative industries for both school leavers and graduates, enabling informed choices about developing careers in the arts, and support for those embarking on creative careers.

•Via Art Connections, we will continue to support young and emerging artists through CPD sessions, such as individual portfolio and advice sessions, talks and bespoke seminars designed to highlight the range of employment opportunities available to visual artists, and the benefits of developing specialist skills. We will seek to further develop our links with HE, particularly York St John University, developing initiatives which support young artists in the early stages after graduation and ensuring that students and graduates are aware of the support that Art Connections offers. As part of this we will explore whether Chrysalis and York St John can jointly develop an Arts Award Gold programme which enables graduates to take part in Art Connections career development activity, alongside self-initiated activities leading to a recognised award which will benefit them in future work contexts.

•We will also research models such as Sheffield Hallam University's Arts Award advisor training programme to establish whether a similar programme would benefit artists in North Yorkshire and whether it would be viable for us.

• Selection for NYOS is acknowledged as a career benchmark by many of the artists who apply and take part. We are proactive in encouraging emerging artists to apply and provide advice and support to facilitate their participation with a particular focus on marketing and presentation skills and networking.

•Connections North This major project includes an education strand focussed on printmaking. We will be developing a series of participatory opportunities, aimed at both children and older participants. As the project develops we will develop participatory activity which offers opportunities at different levels, to those taking place in Arts Award, for example through the creation of work, learning a new skill, meeting the artists and reviewing the exhibition. We are interested in supporting YP who may not go into careers in the arts but who have the potential to develop a lifelong love of the visual arts, and an ongoing connection with Chrysalis as amateur participants, audiences and buyers/collectors. We think the international focus and range of artists involved in Connections North will enable us to offer a range of Arts Award relevant activities to this age group.

Understanding the context for young people developing careers in the arts: Creative Hubs

Youth unemployment remains high in the sub-region and while the size of the broader creative industries sector in North Yorkshire is impressive (one of the top five in the country), our early-stage research has indicated that there are high numbers of young people living at home and seeking creative work opportunities, support and space.

We have begun exploring the idea of 'creative hubs' to specifically support YP to develop their ideas into arts-based creative enterprises. The concept of creative hubs is that they provide shared workspace, practical and inspirational support, and confidence, peer learning/sharing/collaboration, and social experiences which support YP to develop their interests into small start ups.

During 2013 we initiated our own research into creative hubs and have had initial discussions with the YNY&ER LEP about the possibility of developing a creative hub in the sub-region. However, much of our understanding of the demand is anecdotal and there is a need for good evidence about how many young people there are looking for support and what form that support could take. YNY&ER LEP have asked us to develop a brief for a study into these potential young creatives, which they can commission. The independent research will give us the evidence to support EU funding bids for resources to support the development of young emerging talent in the subregion.

Partnership Working

We recognise the value in working collaboratively, both financially and in terms of maximising the support offer for emerging creatives. We are working with Rural Arts and Create to develop this area, and Chrysalis has agreed to lead on a joint bid for European Structural funds. During 2014/15, we will work with our partners to deliver pilot events for emerging young creatives. These events will be designed to kickstart a more extensive programme of bespoke skills development for creative business start-ups, subject to securing EU funding. This would in part be modelled on our previous Extending Practice Celebrating Place programme which included specialist mentoring and marketing support, work based placement, showcasing and networking opportunities.

For the 2015-18 period our activity for CYP up to 19yrs will include

- Within our Slow Art, Art Unpacked, Connections North and other projects eg Arts & Heritage we will seek to work with schools holding the ArtsMark status.

- We aim to engage CYP under 19yr who are interested in the arts and CI, either as potential careers or an engaged and informed audiences. We will do this by becoming an Arts Award Supporter. Activities we propose to deliver which support this programme include:

- dedicated Arts Award Supporter pages on our Art Unpacked, and Slow Art websites providing information about how CYP can become involved in our work. We will work with the Bridge organisation, local Arts Award centres and our partners with existing strong CYP programmes to develop our initial Supporter offers, and will seek participants' views on how we can develop our offer beyond this.

- Arts Awards Explore

inspire/create- dedicated workshops within Art Unpacked and Slow Art aimed at children taking part in Arts Award Explore

explore- offer dedicated opportunities for children on Explore to meet artists taking part in the projects

- Bronze Arts Award

take part in an arts activity- promote opportunities for CYP to take part in printmaking activity as part of Connections North

Go to an arts event- use the available resources, such as those provided by the Bridge organisation, to ensure that Arts Award centres are aware of the opportunities to see visual arts activity including Slow Art, Art Unpacked exhibitions and Connections North.

- Silver Arts Award

Arts events- invite CYP undertaking the Silver Award to review our Slow Art, Connections North and Art Unpacked events. We will offer participants the opportunity to publish their reviews on these websites. These also link with our social media feeds.

arts research- we will research the possibility of CYP volunteering or supporting artists taking part in these projects.

arts leadership- we will link to these initial Supporter offers to invite CYP to advise us on how best to interest CYP

in our Arts Awards Supporter offers in the future. For example, we will explore with CYP how these websites can engage CYP more effectively, through both design and content, and giving CYP undertaking Arts Award the opportunity to develop this content.

- Gold Arts Award

the wider arts sector- we will research the possibility of CYP volunteering or supporting artists taking part in our projects

research and review- we will promote events to CYP undertaking the Gold Award, which gives them the opportunity to meet artists taking part. We will research how we can support CYP to find out about artists' career paths.

form a view- we will provide opportunities on our website for CYP to publish opinion pieces relevant to our events- such as access to arts opportunities and career development for CYP in rural areas.

- Connections North

This major project includes an education strand focussed on printmaking. We will be developing a series of participatory opportunities, aimed at both children and older participants. As the project develops we will develop participatory activity which offers opportunities at different levels, to those taking place in Arts Award, for example through the creation of work, learning a new skill, meeting the artists and reviewing the exhibition.

Organisation profile

How will you effectively lead and manage the programme of work that you propose?
(Please use no more than 1000 words)

Governance

Chrysalis is a not-for-profit company with a board of seven experienced and highly skilled directors which meets quarterly to monitor the operations of the company, its finances, budgets, policies and programmes of activity. Single issue meetings are scheduled between Board meetings for example: staffing/contracts or fundraising. The board set and approve overall strategy and priorities and carry out risk analyses. The board take responsibility for monitoring and evaluation of policies and ensures these procedures are carried out effectively. Consensus decision making applies and current board members include:

- Rick Faulkner has worked as both an artist and development director for the company and is managing director of the company.
- Christine Keogh has worked extensively in arts management, arts development and as a consultant. She is director of Chrysalis's Art Connections project.
- Kate Maddison is a practicing artist and designer. She leads and manages public art projects, runs training and professional development for artists and is very skilled at developing community involvement programmes.
- Nicola Scott works with small business and social enterprise sectors, having worked with regional development agencies, European Commission and voluntary organisations. She is an experienced project manager and fundraiser.
- Barbara Greene was Deputy Director for the Crafts Council, London between 1991 and 1994. She has over 10 years' experience as Lecturer in Arts, specialising in Professional Practice, Book Arts and Textiles. She now works as a practising artist with work in national collections.
- Scott Dickinson has over 20 years' experience in the development of public policy, local government, economic development, employment and skills, business support, renewal and regeneration.
- Sara Trentham was Visual Arts Officer at Arts Council England between 2002 and 2010. She is an associate lecturer in cultural policy and management at Sheffield Hallam University and a director of Culture Partners.

Following an update of the Board's skills and experience matrix we aim to add at least one more board member in 2015-18.

On a day to day to day-to-day basis, Rick Faulkner looks after Chrysalis' company management and finances. The company's business adviser, Philip Barker of Philip Barker Associates helps prepare financial management accounts on a quarterly basis and approval of future budgets is based on this information. Global and individual project/programme based finance/cash flow reports are detailed so that the Board can see actual spend against projected expenditure. Annual accounts are prepared by Hentons Chartered Accountants, taken to the Company's Annual General Meeting for approval and submitted to Companies House in accordance with Company Law.

Chrysalis is a highly flexible company, whose core personnel are supplemented by freelancers. By appointing specialist project team we are able to work with highly skilled freelancers, some of whom have a long track record of working with us. Our location in the west of North Yorkshire, also means that we are able to consider freelancers based in Lancashire and Cumbria. This model of operation has served us well in the past and in the future 2015/18 period we are looking to refresh our team by offering younger less experienced artists and managers the opportunity to benefit from the wealth of in house knowledge and experience. This approach enables the company to expand and contract accordingly without placing undue risk on the management of the organisation's core business and makes the company very resilient and adaptable to changing circumstances

Decision making processes, accountability and devolved authority are clearly articulated for board, executive directors, project managers and freelancers in their contracts. Projects have its action plans and budgets which are monitored on a regular basis.

Chrysalis projects are allocated a project manager and are overseen by a Chrysalis Director. For instance Sara Trentham is the project manager for Art Unpacked and Christine Keogh the designated Chrysalis Director with overall project responsibility. Each projects is stand alone in terms of its resource allocation and therefore very low risk in terms of guaranteed delivery. We continually review and assess risks and plan accordingly. The biggest risk we have is losing NPO funding which would remove our ability to work strategically.

All members of the team are on three-year freelance contracts which are reviewed every six months. Project managers are reviewed by the executive directors and reported to the board. Two non-executive directors who report to the board review executive directors. We hold monthly team meetings for people to raise issues and most importantly contribute ideas for company development.

We are looking at succession planning and how best we can capitalise on the wealth of skills, knowledge and experience in the company. The creative workhub model is one possible route where younger people with the necessary interest and flair are mentored to take over and develop a new model for a rural creative arts business suited to early 21st century challenges. During 2015/18 organisational development including succession will become an important agenda item. The organisation has changed and developed radically over the past 25 years and views the forthcoming potential re-incarnation of Chrysalis as an exciting opportunity.

Chrysalis has a good track record of partnership working with Arts Council England, local authorities and other arts organisations both national and international. We work hard to diversify our activity and funding sources which is becoming more critical in these straitened times. Networking and research into new partnerships and initiatives will be crucial in the coming years and our recent partnership with Lancashire County Council (LCC) is a good example of diversification which will bring investment of £6k over the next three years. We are already in discussions with LCC about further delivery of our services into Lancashire.

Overall the company is in good shape and run on a strong ethical basis we have altered our banking and insurances to co-operatives and mutuals and our utilities suppliers to the most ethical sources available. With its lean management/administrative structure and commitment to ethical business and environmental practice Chrysalis offers good value for money for the Art Council.

How will you ensure financial viability?
(Please use no more than 1000 words)

Chrysalis is requesting a grant of £302,035.00 for 2015-18 based on standstill budget. This will be used to carry out strategic development work, as match to deliver six different projects (one of which will be transnational), employ artists and creative practitioners, deliver CPD opportunities for artists/creative practitioners, become an Arts Award Supporter and develop new audiences for a range of innovative work.

For every £1 of Arts Council grant, an additional £2.00 will be leveraged. We believe this realistic and achievable budget ratio of 1:2 ratio demonstrates excellent value for money (VFM) and given our track record, we are confident in being able to successfully attract matching resources.

The NPO grant requested by Chrysalis equates to 33% of total costs. The remaining 65% will be generated from trading income (13%), EU funding, charitable trusts and foundation grants (37%), commissioned income (10%) and carried forward reserves (7%). This spread of income represents a realistic, achievable and diversified funding base to aid Chrysalis' financial viability and resilience.

Chrysalis' Board regularly discusses income generation and diversification and the following targets have been agreed for 2015 and are based on figures achieved in 2013/14 and then 'stretched' going forwards:

£40,500 - Trading Income

- North Yorkshire Open Studios earned income - £26,000 target set for 2015/16 (representing a similar income level to 2013/14) to be achieved through web sales, the new Friends of NYOS scheme, application fees, commission, seminars, advertising and sponsorship.

- Art Connections Online Selling – £5000 for 2015/16 which represents a new income source for Chrysalis. In 2013, we developed a new website for Art Connections with many new functions including online selling. We plan to launch this via a curated, online selling exhibition during 2014/15 and develop it to become an active source of revenue during 2015/18.

- Art Connections Seminar/Workshop income – £2500 through current opportunities and new ones in association with Lancashire County Council. Also through working in partnership with YVAN for joint seminar delivery.

- Creative North Yorkshire seminar income - £2000 through collaborative work with Rural Arts and Create, specifically focusing on younger artists and creatives.

- Workspace/Developing young people - £5000 commission from YNY&ER LEP.

£113,500 – EU funding, Charitable Trusts and Foundations

•Connections North - £12000. Chrysalis intends to submit a LEADER application. We have been particularly successful in attracting LEADER funding in the past.

•Esmee Fairbairn - £20,000. This sum has already been agreed and allocated to the Exhibition Touring Network project Art Unpacked for the period 2015/16.

•Arts Council Strategic Touring - £28,500. This sum has already been agreed and allocated to the Exhibition Touring Network project Art Unpacked for the period 2015/16.

•Chrysalis intends to submit a £15000. Creative Europe application in the October 2014 application round to support Connections North work.

•Slow Art Commission - £20,000. EU funding either LEADER or Creative Europe.

•ESF/ERDF Creative Business Start Ups - £18,000. Following discussions with the LEP, Chrysalis intends to submit either an ESF or ERDF application to support its programme of Creative Business Start Ups delivered under Art Connections and Creative North Yorkshire.

£29,000 - Commissioned Income

•Lancashire County Council and North Yorkshire County Council - £4000. These are 2k contributions towards Art Unpacked from these two County Councils.

•Heritage/library partners - £20,000. This comprises potential work with Museums, Dales Countryside Museum, LCC/NYCC and libraries.

•Tourism partners - £5000. We have developed strong working relationships with WTY and Visit Harrogate and are looking to develop joint projects in the future.

Chrysalis undertakes risk/reward analysis prior to pursuing any funding/bidding/contracting opportunities. We constantly review the tendering/funding arena for live opportunities (demand side) and through partnership work seek to stimulate/create opportunities (supply side/market making). We do not limit ourselves to one source of EU funding and have four potential sources - LEADER/ESF/ERDF and Creative Europe. Similarly, for charitable trust and foundation funding, we identify a range of potential opportunities, so that we do not put all our eggs in one basket and can make multiple applications to spread risk and increase the likelihood of success.

Chrysalis' partnership project work with LCC, Rural Arts, Create, YVAN, Tourism and Heritage is beneficial in terms of profile, social capital, economies of scale, reach, diversity and organisational resilience. It also helps to spread risk, open up new funding/contracting opportunities and achieve scale and impacts linked to other priorities and programmes not possible by working solo.

Chrysalis' Board is currently weighing up the pros and cons of establishing a charitable company to enable Chrysalis to access a wider range of funding.

Chrysalis' business model is predicated on having no employees, preferring to contract freelancers for programme management and project delivery. This model has served the organisation well in the past and ensures the maximum amount of funds goes into project delivering as opposed to overheads and creates contracting opportunities for visual artists/creative practitioners and ensures a learning organisation constantly refreshed through contracting personnel. Notwithstanding this the Board has set a target of 10% reserves by the end of 2015/16 to aid sustainability, development budgets and to act as a financial buffer if needed.

Financial Controls

The company's business advisor works with the managing director to prepare financial management/cash flow accounts on a quarterly basis. Approval of future budgets is based on this information.

From April 2014 Chrysalis will implement the latest version of Cashflow Manager software for financial reporting. This will enable us to be more efficient as it will speed up the monitoring process. Which is inputted into the system on a monthly basis and print outs of actual activity checked against individual project budgets with the project managers.

When setting day rates for artists and those who work in creative industries Chrysalis uses a flat rate of £200 per day as a starting point plus associated expenses at agreed rates. These are in line with previously recommended Arts Council rates.

People who benefit from your activity

People benefiting from your activity

What are the age ranges of the people who will benefit from your activities?

Selected age ranges

Please tick all relevant boxes:

- | | | |
|--|--|---|
| <input type="checkbox"/> Children under five | <input checked="" type="checkbox"/> Young people aged 12 to 15 | <input checked="" type="checkbox"/> Adults aged 25 to 64 |
| <input checked="" type="checkbox"/> Children aged five to 11 | <input checked="" type="checkbox"/> Young people aged 16 to 19 | <input checked="" type="checkbox"/> Adults aged 65 and over |
| | <input checked="" type="checkbox"/> Young people aged 20 to 24 | |

Are your activities directed at, or particularly relevant to, any of the following groups of people?

Ethnicity of beneficiaries

- ☐ Asian or British Asian
☐ Black or British Black
☐ Chinese
☐ Other
☒ Not directed at any of these groups

Disability status of beneficiaries

Not disability specific

Social exclusion status of beneficiaries

Not specific to social exclusion

Activity location

Location details

Please tell us where your work during the period 2015-18 will mainly take place.

1. If your work happens mostly within the area local to your organisation, please enter your organisation's own location details here.
2. If your work happens mostly in a specific place that is not local to your organisation, please enter the details of the space or venue here.
3. If you work in a consortium with another organisation(s), please enter your organisation's own location details and those of the consortium members.
4. If your work has a national remit (for example, digital work or publishing), please enter your organisation's own location details.
5. If your work involves touring, please enter your organisation's own location details and the details of any venues for tour dates that are confirmed or pencilled during the period 2015-18.

Location details

Name	Postcode	Local authority
The Art Depot	BD23 3SE	Craven
Woodend Creative Industries Centre	YO11 2PW	Scarborough
Pocklington Arts Centre	YO42 2AR	East Riding of Yorkshire
The Folly Settle	BD24 9EY	Craven
No 6 Gallery Pately Bridge	HG3 5LE	Harrogate
The Courthouse	Y07 1QS	Hambleton
Higherford Mill	BB9 6AW	Pendle
Accrington Library	BB5 1NQ	Hyndburn
Craven Museum and Gallery	BD23 1AH	Craven
Abbey Walk Gallery	DN31 1NB	North East Lincolnshire
Inspired by Gallery	YO62 5BP	Scarborough
Brewery Arts Centre	LA9 4HE	Cumbria
Artists Studios		North Yorkshire

Partners

Please tick the box if you are applying as part of a partnership or consortium.

☐

Attachments

Mandatory documents

Please attach the following documents, these should not be larger than **10MB** each.

Financial statements for your previous financial year ☒

Your most recent management accounts ☒

Planned budget for 2014-2015 ☒

Outline budgets for 2015/2016, 2016/2017 and 2017/2018 ☒

Declaration

National Lottery

Part of the funding for this programme will come from National Lottery. Does your organisation object to receiving National Lottery funding for religious reasons?

No

Data protection and freedom of information

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on National Portfolio Funding and how we will use your application form and other documents you give us. We are happy to provide you with copies of the information we hold about you, including our assessment of your application.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at www.artscouncil.org.uk

You must read the guidance on Freedom of Information before you sign your application

By signing this application form, you agree to the following:

1. We will use this application form and the other information you give us, including any personal information, for the following purposes.
 1. To decide whether to provide your organisation with funding.
 2. To provide copies to other individuals or organisations who are helping us assess and monitor funding, including local authorities, other lottery distributors and organisations that provide funding. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer your organisation funding.
 3. To hold in our database and use for statistical purposes.
 4. If we offer funding to your organisation, we will publish information about your organisation relating to the activity we have funded, including the amount of the funding and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of the Department for Culture, Media and Sport (DCMS) and any partner organisations who have funded the activity with us.
 5. If we offer funding to your organisation, your organisation will support our work to campaign for great art and culture, contributing (when asked) to important publicity activities during the period we provide funding for. You will also give us, when asked, case studies, images and audio-visual materials that we can use to celebrate artistic and cultural excellence.

I confirm that the organisation named on this application has given me the authority to sign this application on its behalf.

I confirm that the activity in the application falls within the powers of the organisation's constitution or memorandum and articles of association (the legal document setting out the rules governing the organisation).

I confirm that, as far as I know, the information in this application is true and correct.

Do you agree with the above statements?

Yes

Name

RICK FAULKNER

2. You have read and understood the guidance on Freedom of Information.

3. You agree that we can keep you informed of our work and pass your contact details to organisers of arts marketing activities, conferences and training events.

☐ Tick this box if you do not want us to keep you informed of our work.

☐ Tick this box if you do not want us to pass your contact details to organisers of arts marketing activities, conferences and training events.

