

# TAAG

ARTS & COMMUNITY



Front Elevation

TAAG 2022

Planned 2023 - 2025

## TAAG CIO BUSINESS PLAN 2023 - 2025

**working for the arts and the community**

Trustees:

Liz Lockyear / Roger Smith

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# TAAG CIO business plan

*The TAAG Building is now owned and managed by TAAG CIO for the public in perpetuity*

## Our core values

- To provide a multi-purpose arts and community centre primarily, but not exclusively, within the Teignbridge area.
- To create sustainable, arts and community hubs, encouraging stronger neighbourhoods and regeneration.
- To promote the improvement of general education in relation to all aspects of the arts and public appreciation of such.
- To promote, for the benefit of the public, the conservation of the physical and natural environment.

## *‘Working for the Arts and the Community’*

## History

Teignmouth Arts Action Group (TAAG) was established in 2007 as a non-constituted group supporting artists and arts organisations. It became a Community Interest Company in 2009, and in September 2019 became a Charitable Incorporated Organisation, supporting the regeneration and cohesiveness of the local community by facilitating the arts and creativity. The founders of TAAG, as experienced creative practitioners, recognised the potential of networking with local artists and a wide range of community organisations, to reinvigorate the heart of the Teignmouth local community.

TAAG first acquired their building on a short-term lease in 2009 and, after 10 years of successful growth and development, was allowed to purchase the building from Teignbridge District Council in 2020. The three original directors were supplemented by two more appointments in 2018 to ensure sustainability into the future. All these directors subsequently become Trustees. More recently one trustee resigned and in 2023 three more have been appointed to ensure continued resilience.

This business plan focuses on TAAG’s reopening, refurbishment and further development as a vibrant, sustainable, arts and community building and small work hub in Teignmouth. As owners of the freehold it will leave a legacy for generations to come. TAAG now has full planning permission and building regulation approval for the centre (see the plans at appendix 2).

In current or future times, if funding of the whole refurbishing project is not possible, the build will be approached in stages as funds become available through earned income, donations and grant funding.

## Charity Management

The organisation is a Charitable Incorporated Organisation (CIO), registered with the Charity Commission, Number 1188013. The CIO's charity objects are shown at appendix 1.

It is managed by a Board of Trustees - Currently with 7 trustees but can be up to a maximum of 9 (see profiles of the trustees at appendix 3).

The Charity also has an advisory Steering Group of stakeholders who meet regularly when the centre is operational and give feedback and support to the trustees. They are not board members and have no voting rights.

Currently the Charity has no paid members and relies on volunteers as duty managers and stewards.

## Vision

Our vision is for:

- A sustainable Art and Community Centre that facilitates the coming together of a diverse section of the community, working together for mutual benefit through a sense of shared ownership. Working from the Art and Community Centre, TAAG will continue to create a lively, vibrant hub that is available for individuals, community groups and artists. Any profits will be used for charitable purposes.
- The Arts with a big 'A' - The opportunity to be Creative is a human right and the benefits should be available to everyone.
- Recognising and nurturing the value of the arts in our lives:
  - Arts improves your creativity skills.
  - Arts gives you joy.
  - Arts relieves stress.
  - Arts gives you the opportunity to showcase your talent.
  - Arts gives you confidence.
  - Arts helps you do well academically.
  - Arts helps you to communicate with other people.
  - Arts helps you learn visually.

(See appendix 4 for links to source research documents)

## **Purpose in the Community**

People are social beings and need a place to meet free from religious, political and cultural pressures. A safe welcoming space for all ages, TAAG is situated in a town that has one of the most deprived areas of the UK (within the top 20% Indices of Deprivation ref 2019) but has demonstrated that the arts can be a catalyst for community cohesion, regeneration of the town centre, and can create opportunities for all.

TAAG has evolved against the odds over the last 16 years, initially benefiting from in-kind support from Teignbridge District Council who provided a derelict garage as a temporary venue. The community, when faced with losing the TAAG building in 2020, stepped up, and through volunteering and generous donations, made it possible for TAAG to buy the building to secure its future.

The arts have become part of the fabric of life in Teignmouth and the surrounding area. TAAG is a key stakeholder in the designated Arts Quarter and had a significant role in its formation.

## **Successful Outcomes**

TAAG is a flourishing Arts and Community Centre - a meeting place with a diverse range of activities offering collaboration and support for all members of the community incorporating:

- Arts & creative activities
- Resource sharing
- Skills development and passing on of skills
- Training and learning opportunities for all
- A flexible workspace and space for meetings
- A safe space
- Responsive and adaptable management
- Support for small businesses
- A welcoming meeting space/hub
- Wellbeing and related activities

## **Mission**

TAAG is the arts working extensively in the community, promoting inclusivity, and responding to need. We offer a safe welcoming space and facilitate many different aspects of the arts, from personal development as an artist, to projects for wellbeing and prevention of isolation. The arts act as a conduit to a more cohesive, supportive society (for a comprehensive list of previous TAAG activities, events & user organisations see appendix 5).

## **Delivery**

Our vision has been developed over the past 16 years. After years of working on a 6 month renewable lease, the building is now in CIO ownership - the purchase made possible by considerable voluntary and financial support from the public. We reopened the ground floor in July 2023 and have resumed delivering on our mission in the refurbished gallery spaces, as promised.

Having a vision and a long-term strategy has only been made possible by achieving ownership of the building. We are continuing the refurbishment with financial support from public donations and grant funding. We are keeping the vision alive through the service we provide, word of mouth, social media, the TAAG website, and consultation with previous and potential users. The remaining refurbishment will be completed in stages as finance is secured to fund the work.

### **Where do we do it**

TAAG Arts and Community Centre is the hub of our activities, with outreach in schools, at festivals, and elsewhere, as needed, and when resources are available.

### **Who do we do it for**

We work in the interest of all in the community, including artists, community groups, environmental organisations, residents and visitors to Teignmouth.

### **Values underpinning delivery**

- Openness and inclusivity
- Embracing diversity
- Partnership working
- Empowerment of others
- Care of the environment
- Creativity, innovation, diversity and spontaneity add value to the work of the centre and to the life of our community.

## **Aims**

Our aims are to

- Create a comprehensive arts and community organisation and provide a range of appropriate services for users.
- Provide an information service to the local community on arts and activities in Teignmouth and the surrounding area.
- Support media and networking for the development of individuals and sustainable community arts organisations and community groups within Teignmouth and the surrounding area.
- Provide much needed studio / office space for artists and others.
- Continue to build and maintain a secure and accessible database of users and supporters of TAAG within the confines of GDPR regulations.

## **Short to medium term aims**

**Aim 1** – To secure and refurbish the TAAG building and reopen the refurbished ground floor as soon as possible to artists and the community for exhibitions, workshops, meetings, and other activities.

### **Objectives – 2020-2023**

1. Purchase building and obtain planning permissions – achieved
2. Survey the building, raise funds and refurbish the building – partially achieved
3. Manage the building programme – in progress
4. Reopen the ground floor – achieved July 2023

**Aim 2** - Fund and refurbish the upper floors in phases

### **Objectives – 2023-2025**

1. Reopen the ground floor for exhibitions, workshops and a meeting place for the community
2. Secure funding to repair roof, add solar panels and build extension to access second floor.
3. Secure funding to complete the next stage of the build - creating a welcoming frontage on the street scene, and repairing the external walls.
4. Secure funding for lift and full disabled access from ground to first floor.
5. Secure funding and continue to refurbish 1st and 2nd floors providing a large workshop and up to 8 studios for rental - to make TAAG financially sustainable in the future.
6. Complete building programme and open fully.

### **Aim 3 – 2025**

Secure funding to appoint a part time manager.

## **Ongoing aims and objectives**

TAAG already has an established business model, and has fulfilled a number of the aims and objectives included in this Business Plan. The aims are constantly under review and are updated as appropriate. From July 2023 TAAG has resumed providing a stable hub for arts and community activities, while continuing to develop the upper floors, to ensure the future sustainability of TAAG CIO. Our structure and management structure is flexible enough to respond to changing circumstances.

**For a fuller list of our Aims and Objectives – see appendix 6**

## Management and Development

**TAAG CIO** - Charity managed by trustees – An advisory steering group consisting of trustees plus stakeholders provides feedback and suggestions at regular meetings when we are operational. Responsibility for management of the building rests with the trustees and volunteers until a paid Manager can be appointed.

### **a) Trustee responsibilities**

Regular Trustee meetings with agenda and minutes. Annual AGM. Trustees are responsible for overview of the organisation, implementing charitable objects and legal requirements, overseeing finance and evaluation of financial systems, the building programme, all policies, and recruitment of trustees with necessary skills.

### **b) Advisory steering group responsibilities**

Regular two way meetings - updates by trustees and feedback/input from the group to trustees.

**Finance** – The financial officer (trustee) reports monthly to trustee meetings: The financial position and projections. Monitors financial sustainability within Charitable rules. Produces accounting information for annual accounts preparation by accountant.

### **General Management**

Trustees train volunteers as TAAG duty managers to assist with daily activities. Ensure that clear systems are in place for self-management of events/exhibitions to empower users. Regularly seek feedback from exhibitors, workshop leaders and participants, event attendees/ audience and visitors. Manage bookings and evaluation of activities.

**See appendix 7 for fuller list of management responsibilities.**

## **Policy**

Link to the following policy documents:

Equality and Diversity

Data Protection / Evaluation Policy

Safeguarding policy

Environmental policy

Health and Safety policy

Fire / Evacuation Policy

Procurement

<https://www.teignmoutharts.org/policy-documents>



## Finance

### TAAG CIO Income and Expenditure Forecast

TAAG CIO was formed from the previous TAAC CIC in February 2021.

TAAG closed soon after the conversion to a Charity and has remained closed during COVID and then to allow the major refurbishment of the building.

The first main phase of this was completed in July 2023 when the ground floor reopened.

Further phases of development are planned to replace the roof, carry out essential repairs on the upper floors, install a lift to provide access for all to the first floor, and provide up to 8 studios on the first and second floors. This will be dependent upon TAAG securing appropriate grant funding and other fund raising in addition to normal trading surplus.

Although 2020-21 was the first complete trading year for TAAG CIO (actually 15 months) this was during a period of closure - so the figures for our 2023/24 and 2024/25 forecasts are drawn upon 2019-20 - the last full year when the building was open and more representative of a full year - updated to reflect the new more flexible gallery/workshop arrangements and our increased 2023/24 charges.

The 2021-22 statement of financial activities is included here as the most recent published accounts statement for the Charity.

No provision for capital payments is included in the forecasts as the capital programme is largely dependent upon receiving appropriate grant funding.

## TAAG Revenue Expenditure and Income Forecast 2023-25

<b>Expenditure</b>	<b>£</b>	<b>£*</b>
	<b>2023-24</b>	<b>2024-25</b>
<b>Building Running Costs</b>		
Heat and Light	7000	7350
Water	675	709
Fire and alarm maintenance	250	263
Cleaning	500	525
	8425	8846
<b>Administration</b>		
Marketing	1000	1050
Phone / Broadband	600	630
Insurance	1500	1575
Printing and Stationery	1500	1575
Professional fees	500	525
Bookkeeping	500	525
Workshop material	250	263
Website & IT	450	473
Volunteer's expenses	1500	1575
Credit card charges	1250	1313
	9050	9503
<b>Repairs and Renewals</b>	2000	2100
<b>Totals</b>	<b>19475</b>	<b>20449</b>

\*5% inflation assumed per the NIESR prediction for 2024/25

### **Income\*\***

Galleries rental	7600	11800
Workshop receipts	11400	18000
Commission	7500	11200
Donations	6000	6000
Gift Aid	1000	1000
<b>Totals</b>	<b>33500</b>	<b>48000</b>
<b>Surplus</b>	<b>14025</b>	<b>27551</b>

\*\*The above income figures are conservative. In particular, there is an assumption that the new workshop and studios will not produce income until 2025/26. Completion of the refurbishment and building of those units is dependent upon funds being secured.

**TAAG CHARITABLE INCORPORATED ORGANISATION  
STATEMENT OF FINANCIAL ACTIVITIES  
(INCORPORATING PROFIT & LOSS ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2022**

	2022		2021	
	£	£	£	£
<b>Income</b>				
Sales		57,330		6,187
Donated sales		5,096		703
Donations		12,059		149,550
Gallery rental		7,170		245
Raffles		-		380
Exhibitions		-		975
Gift aid		-		8,491
		<u>81,655</u>		<u>166,531</u>
<b>Cost of sales</b>				
Artists reimbursements		(47,569)		-
<b>Gross surplus</b>	42%	<u>34,086</u>	100%	<u>166,531</u>
Other income - grants		10,667		8,271
Other income - sundry		540		-
<b>Administrative expenses</b>				
Wages and salaries		-		-
Water rates		776		319
Insurance		1,225		903
Light and heat		321		706
Repairs and maintenance		1,621		781
Cleaning		174		184
Printing, postage and stationary		227		37
Advertising		848		299
Telephone & broadband		825		673
Computer running costs		279		264
Professional fees		-		-
Accountancy		550		550
Bank charges and interest		59		254
Loan interest		-		-
Volunteers expenses		808		1,227
Sundry expenses		909		79
Depreciation of fixtures and fittings		36		-
		<u>(8,658)</u>		<u>(6,276)</u>
<b>Net surplus / (deficit) for the year</b>		<b>36,635</b>		<b>168,526</b>

## Risk Management

Risk management is built into our procedures. Specific risk assessments are carried out for particular tasks and activities - eg placement students, fundraising events etc

Our overall management of risk is informed by our SWOT and PESTLE analyses:

TAAG CIO SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Wide knowledge of art and community issues</li> <li>✓ Organisation of exhibitions and community events</li> <li>✓ Flexibility - ability to adapt well and at short notice</li> <li>✓ Excellent customer and participant loyalty</li> <li>✓ Good relationship with stakeholders and public</li> <li>✓ Developing building with additional assets such as studios planned</li> <li>✓ Wide range of skills in house and via workshop leaders</li> <li>✓ Low overheads reducing financial risks</li> <li>✓ Excellent trading position with large outward facing window space</li> </ul>	<ul style="list-style-type: none"> <li>✓ Not enough depth of trustee knowledge in some areas</li> <li>✓ Lack of customer training of some volunteers</li> <li>✓ Been closed for some time - need to renew and increase advertising</li> <li>✓ Need to review and renew some technology</li> <li>✓ Need to retrain some existing volunteers to meet current requirements</li> <li>✓ Requirement to increase fund raising</li> <li>✓ When reopened review charges and profitability</li> <li>✓ Lack of finance for major items</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ Use previous experience and reputation to regain any business lost during closure</li> <li>✓ Arts Quarter reputation growing</li> <li>✓ More funding opportunities now we have moved out of main pandemic</li> <li>✓ New Local Authority Lottery funding source</li> <li>✓ Chance to promote art as affordable benefit in recessionary times</li> <li>✓ Social Media awareness of Charity greater than it was - opportunities</li> <li>✓ Better awareness of TAAG's place in the community</li> </ul>	<ul style="list-style-type: none"> <li>✓ Competitors have developed during our closure and taken some of the artists and resources we used previously</li> <li>✓ Other non art /community organisations starting to provide facilities</li> <li>✓ Rising costs preventing completion of or delaying refurbishment work</li> <li>✓ Change in government and local authority support</li> <li>✓ Economic state causing reduction in exhibitors and visitors</li> <li>✓ Flooding causing damage to ground floor</li> </ul>

## PESTLE Analysis

Political	Increase in taxation may have negative impact on art purchases Increase in pensions could give pensioners more money so could have effect on workshop numbers More Government support for the arts would enable more awareness of art Increased taxation may well have negative effect in some areas of wellbeing support and lead to increased need Government grants would provide a better environment for galleries and artists
Economic	Better interest rates for savers could give more money for art purchases and workshop attendance Longer working hours owing to economic need may reduce number of volunteers Increased cost of living would have negative effect on wellbeing - increased need
Social	Increase in population leading to more demand for workshops in all areas Greater awareness of TAAG facilities would result in more demand for services Higher energy costs could reduce available funds for individuals resulting in lower numbers of attendees Higher energy and other living costs - impact on theft from building Demand for wellbeing increase owing to current economic situation
Technological	Rapid development of technology brings earlier replacement of obsolete equipment More advanced technological systems may save time but can be more demanding on training New environmental legislation could impact with higher costs to meet new standards External influences of advanced technology - pressure for internal change
Law	More stringent legislation e.g. tighter GDPR regulations - impact on time, training and costs New legislation may involve demands for new equipment/working practices/costs Charity Law changes may impact on trustees/volunteers and working practices
Environmental	More stringent laws on waste disposal - increased charges Impact of law changes on use of materials and environmental impact Awareness of changes to rules on heating/lighting etc - potential additional costs and conditions Effects of climate change on external events - TRAIL, workshops Potential damage from flooding on ground floor in adverse weather

# Appendices

## Appendix 1 – TAAG CIO Charitable Objects

For the public benefit to:

- 1) promote and advance the visual arts in all its forms in particular but not exclusively by:
  - a) promoting and exhibiting works of artistic excellence; and
  - b) providing gallery and studio space and other facilities for the creation and public display of work
- 2) advance the education of the public in the arts and crafts in particular but not exclusively by the provision of a community arts centre, workshops, classes and art sessions.

We are an organisation which provides public access to art, artists, workshops, exhibitions and festivals in order to educate and engage the public, of all ages, in the arts and artistic practices in a wide range of art-forms. This takes place at 4/5 Northumberland Place, Teignmouth where TAAG provides gallery and studio spaces and, from time to time, at various other venues in the area.





- Notes:
- Existing wall
  - Proposed wall
  - Demolition
  - Structures to Remove
  - Proposed Doors



Client: **TAAG**  
 4-5 Northumberland Place  
 Farnborough

Project Name: **P020 - G - Proposed Floor Plans**  
 (Rev: 04/21)

Scale: 1:100 (A3)

Drawn By: **JD**  
 20/02/23  
 Date: 13/01/2023

Instructions to check all dimensions on the A3 drawings to be reported to MJS Planning & Design Ltd. Copyright reserved property of MJS Planning & Design Ltd. Permission should be obtained prior to reproduction.



## **Appendix 3 – Trustee profiles**

### **Elisabeth (Liz) Ann Lockyear**

TRAIL/TAAG

Liz's early career was in education teaching Art and Textiles & Design, eventually being head of department. Her career, apart from being a practising artist, has included the setting up of an artist co-operative, costume design and making for the theatre and building site management. More recently she had the opportunity to travel widely and enjoy many new experiences finally staying put in Devon long enough to become involved in Community arts starting with the Artfarm Project in 2003 and as founder and project manager of TRAIL in 2005. Becoming a trustee of TAAG reflects her interest in mixed media, theatre and community arts.

Liz is the Chair/CEO of TAAG and manages the rebuilding programme.

### **Thomas Roger Smith**

Pavilions Theatre/TAAG / Teignmouth Players

Roger has an extensive background in Customer Service and staff management having set up and managed a busy Computer Service Desk and other support units for a National Communications Company. He also managed local IT support and Office Services units. Responsible for staff management and budget creation and monitoring. He was a charter member and local officer, at various levels, with an international service organisation. From 1992 until its' demolition in 2014 he was closely involved with the management and running of the Carlton Theatre in Teignmouth as a community venture and is the past Chair and President of the Teignmouth Players Amateur Dramatic Society. Being a trustee of TAAG helps him to continue his work in the community.

Roger has had many roles in TAAG and was the TAAG Finance Manager from the start up to March 2023.

### **Steve Brown**

Steve is an artist/curator and broadcasts on community radio. He has previous experience as a manager with the Audit Commission, overseeing financial and performance audits in the public sector.

Steve has taken over as temporary TAAG Finance Manager from 2023/24.



### **Julia Caroline Vella**

TRAIL/retired Arts Officer West Devon / TAAG

Julia has a background in arts education, teaching and exhibiting. She has run and assessed community arts training and worked as a Creative apprenticeship assessor and a community artist. She is a retired Arts Officer for a local council working with professional and amateur artists, local festivals and assisting with funding, information and guidance. Julia is also chair of Workshop Under the Sky bringing science and art together in environmental projects.

Julia manages TAAG grant fundraising.

### **Douglas Anderson**

Douglas is a former school teacher (deputy head) and has extensive experience teaching art. He runs online sketchbook workshops and teaches at the Double Elephant studios in Exeter. He regularly exhibits his work.

Douglas has taken over the management of exhibitions and workshops from our reopening in July 2023

### **Cheryl Watson**

Cheryl is a former school teacher (deputy head) and has extensive experience as an art practitioner. She was, until recently an active member of the Granite Elements mark-making group.

Cheryl has been chair of the steering group.

### **Diana Kleyn**

Diana has experience of many jobs and is an accomplished artist. She has exhibited at Voyage gallery and run workshops, and has played an active part in TAAG fundraising events in the past few years.

Diana is managing volunteers for TAAG.

## Appendix 4 – Vision

### Links to research on the benefits of arts and creativity in the community:

<https://madhansart.com/what-are-creative-arts/>

<https://www.theodysseyonline.com/10-reasons-why-arts-are-important-in-our-lives>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/929773/DCMS\\_report\\_April\\_2020\\_finalx\\_1\\_.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/929773/DCMS_report_April_2020_finalx_1_.pdf)

## **Appendix 5 - Full list of previous activities, events and user organisations**

Context: TAAG CIO has a very strong art context and a diverse body of work and events, which are community-led. TAAG CIO was formed following the purchase of the former Swansons Garage from Teignbridge District Council, to protect the asset for the community into the future and was purchased entirely by public donation. The CIO continues the work of the founder organisation, TAAG CIC. Our plan will allow the previous work to continue and expand, but be flexible and open to new ideas and activities.

We asked our users what activities and events stand out for them during their involvement with TAAG. Most of the activities list below is retrospective as the building has been closed during COVID and refurbishment, although exhibitions and some workshops have continued in our temporary venue on Teignmouth seafront. The response was very lengthy, so the list is organised under broad headings.

TAAG's role is to act as a facilitator to activities, many of which have evolved into voluntary organisations in their own right. We see this as a successful outcome to the ethos of TAAG - community cohesion - and we continue to offer a venue and support for these organisations to grow. This is not a definitive list as projects are often short, which allows many people with different interests to be involved, and we are able to share the resource.

Quote from a visitor 'There is always something new to see and do at TAAG'.

### **Organisations that use or have used TAAG**

NHS

CVS

United Nations – our World Project

Town Council

Teignbridge District Council

Environment Agency

TRAIL Recycled Art in landscape

Teignvironment

RNLI

Teignmouth Twinning Association

Teignmouth International Art Forum

Teignmouth, Bishopsteignton and Newton Abbot Art Societies

South West Sculptors

Teign Transition

Devon Artist Network

Teignmouth Carnival

Teignmouth Heritage Centre

Pavilions Teignmouth

Ice Factory -Teignmouth

Teignmouth in Bloom

Devon Learning Recovery Programme

Local Festivals -Poetry, Folk, Jazz, Shanty,

Dreadnought - Suffragists in Teignmouth project

Marine Conservation

Helen Foundation

Teignmouth Together - Speed Dating for Charity and Voluntary Organisations-collaborative projects

Trade groups - sponsors

## **Whole Community Events**

Tide Project -Multi cultural project funded by Awards for All. Contributions from Malaysian Embassy and Yuri Gagarin 50<sup>th</sup> anniversary exhibition

Jubilee flag making-

Teignmouth - Mosaic trail

Teignvironment – Peoples Health Trust- using recycled materials

Railway Project- Heritage Centre Alice Cross and Pavilions

Lantern Making for switching on of Christmas Lights

Eco Bricks

2-week charity/Voluntary exhibition

Poppy project. Knitted and crochet poppy sculpture

Offsite workshops in support of local events e.g., Armed Forces Day, Air show, Carnival and one offs such as Olympic torch coming through Teignmouth.

TRAIL sculpture trail

## **Education**

Work experience placements for Local schools and Exeter University

Enrichment programme for schools

Exhibition opportunities for schools

Outreach workshops in schools and contemporary Craft fair at Bovey Tracey.

Workshops/classes/clubs – A wide range of Art and craft subjects/techniques for all ages and abilities, Italian, French, Non-fiction Book Club, Creative Writing., Animation, Sewing, Mah jong, Comics training for under 16s, etc

Artists with EFL or teaching experience helping Ukrainian Refugees

## **Environment**

Hosted Flood Prevention Scheme

Earth Hour – exhibition and talks - lights out

Clothes swap

Wearable Art – community organisations and individual makers

Drop off point for materials for recycling and re-use

Summer workshops for families - Town Council funding

Community participation in improving outdoor space

Seaside Scavenge Event

## **Well-being**

Carers Group-Make IT Thursday - Support group overcoming isolation

One to one working with carers in their home

Creative courses for those effected with mental health issues- Devon Learning Recovery

Safe welcoming space - TIME Teignmouth in Mind and Environment - 5 ways of wellbeing NHS guidelines

Check-in point and safe space for locals at risk of isolation. One person in particular has his art materials donated by other users and is usually found a corner to work - and provided with tea and biscuits

Public exhibition space for artists in Langdon with mental health issues and groups from Camphill etc

Free Internet facilities for sailors visiting the port to communicate with their families

## **Others**

Leisure Evenings

Fundraising for Charity

## Appendix 6 - Full list of Aims and Objectives

### General Aims - Provide versatile, well-equipped spaces for practical activities

a. **Proposed facilities** within Building see plans (appendix 2). Planning permission granted, building regulations approved and structural engineer detail in place.

Accessible spaces ie WC on ground and 1st floor, lift to first floor, level floors throughout in accessible spaces.

Multi-purpose exhibition spaces, workshops, meeting rooms and studios/rentable spaces to generate income for charitable purposes

b. **Building refurbishment** to be completed in stages as finance becomes available.

c. **Income generation** from opening of ground floor from July 2023. All three spaces will be interchangeable for maximum usage.

Initially: i) Exhibition Space ii) Multi-purpose meeting room with sinks iii) Temporary workshop with sinks

A high turnover strategy combined with volunteering means that fees can be kept low for the community whilst at the same time nurturing local arts and supporting emerging artists.

### Objectives

**Workshops** - Maximise the workshop areas as versatile, multi-purpose facilities. Improve facilities for people with disabilities and a safe space for vulnerable people. Provide versatile, well-equipped spaces for practical activities.

**Policy** - Reviewed and updated regularly/as required (link above in Management & Development section).

**Environment** - Support environmental groups within bookings/programme of events and implement best practice with waste generated by the organisation. Use the arts to promote a strong environmental ethos. Support TRAIL and Teignvironment - key stakeholders.

**Wellbeing** - Best practice Health and Safety policy, safe guarding and inclusiveness.

**Community** – Have representation at local government, traders, Arts Quarter and Teignmouth Together meetings, and others as required - to be well-informed and able to respond to Community needs.

### Community Finance

Apply for grants and other investments to continue and expand the programme already in place to fund projects, and innovative services as appropriate.

Work in partnership with other agencies to develop community-based arts projects involving a cross section of the community.

### **Recruitment of volunteers:**

Continue the strong volunteer component to the organisation by encouraging a sense of community ownership and responsibility to the future development and sustainability of the building - particularly to support events and centre activities. Use in-kind support as a valuable asset.

Offer the space to non-art based organisations, providing them with opportunities to become involved, thereby breaking down traditional perceptions of art being elitist and exclusive.

### **Artists Business Support**

Create a comprehensive arts and community organisation and provide a range of appropriate services for users.

Provide much needed studio/office space for artists and others.

Offer artists studio space in a proportion of the building on a permanent, fixed term or casual basis - and rentable, flexible areas to exhibit, sell work, pass on skills - generating income for the centre so that the community can be subsidised and benefit from the profits and spare capacity.

**Education** - Provide workshop space for upskilling and training for all abilities and ages. Courses for leisure and wellbeing, which are fully inclusive of all cultures, ages and abilities.

**Communication** - Website, social media and information hub. Provide an information service to the local community on arts and activities in Teignmouth and the surrounding area. Follow best practice for data protection.

Media and networking support for the development of individuals and sustainable community arts organisations and community groups within Teignmouth and the surrounding area. Continue to build and maintain a secure and accessible database of users and supporters of TAAG while complying with GDPR regulations.

**Touring** - Create opportunities for artists to tour and local people to experience best practice of touring companies.

## **Appendix 7 – Management Roles and Responsibilities**

### **Trustees**

Trustees & Chair - regular meetings

Treasurer/financial director- regular updates

Secretary - regular meetings with agenda and minutes

Board members – see Management & Development section for summary of responsibilities

### **Areas of responsibility**

1) Advisory steering group- recorded with agenda and minutes

2) Policies and data protection

3) Gallery & workshop programme & bookings

4) Social media, website and communication

5) Curators of exhibitions

6) Fund raising

7) Research

8) Public relations

9) Volunteer training

10) Performance Monitoring / Evaluation

- *Specific*
- *Measurable*
- *Assignable*
- *Realistic*
- *Time-related*



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