



2022 - 2025

UNLEASHING CREATIVITY

IVE BUSINESS PLAN

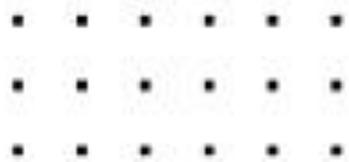


TABLE OF CONTENTS

	Page number
Executive summary	2
Vision, purpose, and strategic aims	4
Objectives	6
External environment	24
Resourcing	27
Finance	30
Risk assessment	32
Performance Monitoring and evaluation	34
Appendices	
A – Bridge programme 2022-23	
B – IVE Diversity and inclusion plan	
C – Environmental sustainability policy	
D – Datasets for Bridge planning 2022-23	
E – IVE’s portfolio (outside of Bridge programme)	
F – Risk register Sept 2021	
G – IVE budget 2022-23	



1. EXECUTIVE SUMMARY

1.1 IVE 2022-25: Unleashing the power of creativity

Empowering Young People to shape a better world

In 2022 IVE will celebrate 25 years of working passionately in support of the development of creativity in children and young people. IVE (formerly CapeUK) has always championed creativity as a vehicle that engages learning across the curriculum believing fundamentally that creativity is a core human skill that is naturally within us as a species but is so often taught out of us by an outdated education system. The arts and culture (the embodiment of creativity) equally have always been a means of engaging with the world; the artists lens revealing things to us we might not have seen and making us think. The world around us has changed and continues to change at a fast pace. The things we thought sacred; our freedom, to be with our family and loved ones, to go to work and make a living and to think our planet was safe, have all been shaken by uncertainty and a realization that things will not continue as they did. Creative resilience in young people has never been so critical.

IVE has had a long hard look at what our purpose is now, 25 years after we were formed and looking directly into the eye of the future.

Climate change, economic recovery from a pandemic and the role of young people's activism in our global rescue is now firmly in our minds and we believe that their creativity, all our creativity, is the key.

This strategy sets out the mechanisms IVE will use to ensure that as an organisation we will use all the resources at our disposal to drive this agenda and to empower young people to use their creative voice to make positive change and contribute to making a better world.

Our transition from an Arts Council England Bridge, a role we have delivered for ten years, is hard, but the partnerships we have built and the friendships we have made are strong. We will not leave that work behind; we will build on these sturdy structures and create new opportunities. Aligning with the Arts Council's Lets Create 10-year strategy and responding directly to Durham Commission recommendations, we will continue to serve both the creative and educational sectors facilitating exciting collaborations that focus on inspiring children and young people to develop their creative potential and take charge of their lives. We will continue to build on the amazing success of our Applied Creativity Labs, now rolling out across Europe. By empowering young people of all ages to make positive change to many real-time challenges that matter to them, but giving particular focus to climate change, we will encourage them to consider aspirational, prosperous, and meaningful careers in the sustainable industries that will enable them to thrive as adults.



1.2 IVE trustees began the 2022-25 Strategic Planning process in December 2020 at a board away day and strategy session with IVE trading company directors. The key purpose was to revisit IVE's 25-year history and evolution and review our core vision and purpose looking through a lens to the future.

1.2.1 Five strategic themes emerged:

1. Pioneering North – Our geography, our communities, and the passion inherent in a northern identity. This is about highlighting the pioneering, creative talent of our innovative young people.
2. Building Back Sustainably – The vital role young people and their creativity should play as vocal activists in developing the building blocks that will drive the *levelling up* agenda through a sustainable circular economy.
3. An IVE Ecology - that together, as a community of like-minded individuals and organisations from complimentary sectors, might expand our reach and deepen our positive impact on the lives of young people and those that support them.
4. IVE's Library of Things - the rich menu of activities that reflect our mixed business model and allows us to champion the value of creativity and the role of young people's voice in all aspects of work and life.
5. Legacy & transition for our Bridge & Ignite Programmes which end in 2023. What has been the impact and what have we learned? What do we want to continue through whatever means is sustainable?

1.2.2 These five themes were then further developed by a cross team strategic task group, who explored how these themes could work in practice. The resulting strategic objectives and measures of success are a result of their work.

The following pages outline how IVE will stride out; impassioned by our core values; to drive the development of creativity as a vital human skill and means of approaching the world and all its multiple challenges, head on.



2. VISION, PURPOSE & STRATEGIC AIMS

<p>Our updated Vision: Creativity will shape a better world.</p>	
<p>Our re-defined Purpose: To unleash the power of creativity throughout The North – within individuals, the economy and across communities.</p>	
<p>Our agreed Values: We will be: Pioneering and Daring We will bring: Curiosity and Insight We pledge: Integrity & Empathy</p>	
<p>Our new Strategic Aims:</p>	
<p>1. To empower young people in The North to drive positive change through creativity</p>	
<p>Intent</p>	<p>To help young people unlock their creative and cultural potential To help young people build life and employability skills to support their personal growth To inspire young people to use their creativity to innovate and drive positive change To help young people value themselves, find their voice and support their own mental wellbeing</p>
<p>Implementation</p>	<p>By building creative educational programmes for young people Supporting teachers to develop young people’s creativity through a broad and diverse curriculum By offering expertise to others that support young people in their creative development By creating opportunities for young people to develop and test their creative skills in a workplace environment</p>
<p>Impact</p>	<p>Young people will be equipped with essential creative skills for life, learning and for future jobs There will be a stronger focus on teaching for creativity and critical thinking across the curriculum in the region Young people will use their new skills to take an active part in creating their own futures Young people’s uninhibited creativity will lead to the design of real solutions We will inspire the next generation of leaders and cultivate a group of young inventors</p>



2. To work in partnership with others in The North to create greater opportunities for creative learning for young people	
Intent	To work with others to increase the range and reach of creative educational and vocational opportunities To help connect the education, vocational and creative sectors to improve the provision of creative learning
Implementation	By building a productive, long lasting, and diverse range of partners with common values and goals to work with By working with funding providers and other national bodies to help expand the development and delivery of our creative education programmes By continuing to provide a bridge between the education and creative sectors By being a hub of expertise, good practice, and creative resources to support other organisations By working with others to provide employability programmes and apprenticeships
Impact	We will have clearer, more accessible pathways for young people who are interested in creative education and employment All young people will have greater access to creative learning opportunities and cultural experiences We will enhance careers provision through connections to business
3. To advocate for leaders/businesses/organisations in The North to recognise the importance of creativity in the circular economy	
Intent	To promote creativity as the essence of growth within industry To help organisations recognise creativity as an important skillset for employees To help organisations understand how to build a more creative workforce To champion the power of youth voice and creativity as key components to creating a circular economy To help organisations nurture the creative leadership potential of the emerging talent we find in young people To create better access to employment opportunities for young people and those looking to re-skill
Implementation	By delivering creative leadership training programmes for businesses By developing and delivering industry led, work-based employability programmes and apprenticeships that focus on upskilling and re-skilling employees By delivering diversity and inclusion training to support creativity and innovation within industry
Impact	Employers in the region will recognise the value of creativity in industry and give it the chance to flourish We will help ensure a future-ready workforce for tomorrow We will help provide fresh new talent to local businesses Local businesses will grow through increased productivity Fostering young people's creativity will carry an increased value across industries Creativity will contribute to a circular economy and more sustainable businesses



3. OBJECTIVES

Strategic theme 1. Pioneering North: A clearer northern focus

3.1.1 Communications - develop a refreshed communications focus on Yorkshire and the North as the place nurturing its young people’s creative talent

Strategic aims	Measures of success	Bridge delivery 2022-23	Other programmes 2022-25
2 3	Improved recognition that IVE is an inclusive northern company who champion young people’s creativity	<p>Through our communications strategy and website development we will generate resources, case studies, data and sharing platforms that promote IVE’s commitment to, and expertise in, developing and celebrating young peoples’ creativity.¹</p> <p>We will pilot a Creative Ambassador’s hub to create a community of creative practice focused on children and young people accessing creative activities in and out of school across Yorkshire and the Humber.²</p> <p>We will focus our energy on building partnerships and in-depth interventions in the areas we have identified as those of least engagement and with underrepresented groups. Together we will develop strategic interventions that actively remove barriers, address inequality of access and opportunity for the children and young people at a local level.³</p>	<p>Applied Creativity Lab case studies will highlight young people’s creativity via all communications channels including the ACE <i>Creativity Exchange</i> Website.</p> <p>Our Heritage programme Ignite Yorkshire will show case young people’s voice and creative approaches to place making and interpreting the hidden narratives of museums.</p> <p>Raising Aspirations 2 will benefit hundreds of pupils from SEND settings from across West Yorkshire. We will produce 5 case studies demonstrating the impact of the work on the young people and schools involved.</p> <p>New Routes to Employment will produce project and individual case-studies demonstrating Impact</p> <p>Create a menu of offers for the formal education sector which supports their ambitions to develop young peoples’ skills and thinking through creative activities.</p>
2 3	Increases in the number of successful new partnerships forged and delivering in the north	<p>(See above) We will invest in long term partnerships between education and creative sectors to explore and embed creativity across the curriculum.³</p> <p>We will increase the visibility of the creative sector through interactive and engaging online activities, and create more opportunities for sectors to learn together, make connections and collaborate.⁴</p>	<p>Applied Creativity Labs will deliver new partnerships with school and industry sectors.</p> <p>Ignite Yorkshire will prepare to build new partnerships for Ignite Yorkshire 2 when is funding secured.</p>

¹ Let’s Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, recommendation 2. Digital technologies, creativity and education

² Let’s Create Cultural Communities; Bridge role descriptors obj2; Durham Commission 2nd report, recommendation 5. Creative Opportunities and out-of-school hours

³ Let’s Create Cultural Communities; Bridge role descriptors obj2; Durham Commission 2nd report recommendation 3. Creativity and the arts in schools

⁴ Let’s Create Cultural Communities; Bridge role descriptors obj2; Durham Commission 2nd report, rec 2. Digital technologies, creativity and education



		LCEPs (Local Cultural Education Partnerships) will become an independent valued part of their local infrastructure with a focus on representing children and young people needs and interests. ⁵	Raising Aspirations 2 will support SEND schools in developing creative projects in new partnerships with a range of creative industry organisations We will develop a region wide creative education programme that supports formal education settings to explore creative teaching and learning through partnership working, professional development and mentoring.
1	Increases in the number of young people and most especially underrepresented young people based in the north engaged in creative programmes offered by IVE or their collaborators and associates.	Our focus for 2022-23 is to invest in strategic interventions that are targeted towards underrepresented groups including youth justice/alternative education, early years, BAME and refugees/new arrivals. We will support education, creative and community sectors to develop their understanding, expertise and motivation to reach underrepresented groups in our region. ⁶	In 2022-23 Applied Creativity Labs will engage with 9 more schools and 135 Young People; 180 on 2023-2024; and 270 in 2024-25 subject to funding availability.

3.1.2 Advocacy – develop opportunities to champion inclusivity through young people’s creativity & innovation in the north

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
2 3	Number of external events and publications IVE contribute to in our capacity as ‘experts’ in the field	Maintain and expand our reflective labs process which will enable the education and creative sectors to explore key themes and issues that will increase their understanding of diversity, inclusion and other prevalent issues and enhance their practice to be more inclusive and relevant to children and young people. ⁶	Ignite Yorkshire will present outcomes at external heritage and youth events where opportunity arises. Developing Independent Learners, Effective Transitions and Raising Aspirations 2 will provide publications and blogs contributing to our growing evidence and knowledge of teaching for creativity. The SCALE programme (Scaling Up Applied Creativity Labs Across Europe) will publish a Teaching and Learning for Creativity Competencies Framework; a Best Practise Guide to Teaching for Creativity to find innovative solutions to environmental issues; and a Massive Open Online Course (MOOC) by end 2023.
2	Number of customers and stakeholders successfully	Develop a creative workforce that shares our values and develops a strong understanding of how their practice can facilitate the	Applied Creativity Labs will engage with new diverse partnerships with schools and organisations as experts on themes we secure funding for.

⁵ Let’s Create Cultural Communities; Bridge role descriptors obj2

⁶ Let’s Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, rec 3 & 5



	engaged in supporting IVE's mission	development of creativity as a transferrable skill for children and young people in both formal and informal education. ⁷	<p>All other programmes will help achieve this, providing a range of education, 3rd sector and employers that can advocate for both the impact of teaching for creativity and the development of young people's creative skills through our work.</p> <p>We will continue to build a pool of skilled creatives that can work with us to develop a range of creative interventions and professional development for education settings that develop the creativity of their students.</p>
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3.1.3 Campaigning – Lobby policy makers in the North regarding mainstreaming creativity as a core skill in all education and training

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
2 3	The delivery of a targeted communications strategy that show-cases the impact of creativity in learning through case studies	<p>We will increase visibility of IVE as Bridge through IVE's website and social media channels. We will share data and infographics that demonstrate the impact and value of IVE's Bridge work and that of its partners. We will write and produce a monthly case study highlighted the impact of creativity in various settings, programmes, and interventions. We will support the sectors we work with to produce compelling case studies that demonstrate their impact and share them through our website and social media channels.</p> <p>We will build a body of resources and opportunities that support creative thinking and practice in work with children and young people.⁸</p>	<p>Applied Creativity Labs will continue to invite policy makers to be on Industry Panels to listen to young people's final creative ideas at the culmination of each Applied Creativity Lab.</p> <p>SCALE - Scaling Up Applied Creativity Labs across Europe – will share progress and invite new northern policy-making stakeholders to attend SCALE stakeholder consultation meetings and via social media.</p> <p>Developing Independent Learners, Effective Transitions and Raising Aspirations 2 will provide inspirational impact stories of the effect of creativity on young peoples' career aspirations.</p> <p>Host and build an up-to-date bank of resources, case studies and think pieces that demonstrates impact of IVE led creative interventions and strategies</p>
3	Number of MP and VIP visits to IVE delivery programmes	We will communicate our programmes and impact with key stakeholders, inviting them to celebration and milestone events within the programme.	Applied Creativity Labs will continue to invite northern MPs and VIPs to the final pitch events and to sit on Industry panels to witness how creativity as a core skill is of benefit to education.

⁷ Let's Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, rec 6. Beyond school: creative opportunities and experiences in the world of work

⁸ Let's Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, rec 3 & 5



Strategic theme 2. Building back (sustainably)

Placing Young People’s creativity at the centre of building a thriving circular economy in the North

3.2.1 Manage our own sustainability credentials – better, with more accountability

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
2	Delivery of an updated IVE environmental sustainability policy, strategy and delivery plan with SMART targets and milestones monitored by the Board	We will support the sectors we work with and our LCEPs to develop their own environmental sustainability policy and plan to ensure their activity aligns with our values and those of Arts Council England. ⁹	IVE will undertake an internal audit and develop a Quality Improvement Plan in line with the ACE Investment Principles and with ambitious targets. Our policies will be updated accordingly. We currently use Julie’s Bicycle as an audit tool

3.2.2 Develop a values driven partnership of cross-sector organisations wanting to support communities of young people to make change happen through their creativity

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1	Building on IVE’s successful UK and EU Applied Creativity Lab Programme of volunteer experts; the next step will be to convene an IVE community of environmentally responsible organisations that are willing and able to support an active role for young people in positive environmental change	N/A	Applied Creativity Labs and the SCALE programme will include cross sector organisations wanting to support young people to use creativity to drive positive environmental change.
2			Integrate Applied Creativity Labs into the creative education programme for formal education settings as part of a menu of offers to build the creativity of students.

3.2.3 Build an on-line knowledge & information sharing platform focusing on sustainable innovation projects to inspire young people’s creativity

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1	Delivery of a well-used interactive online gallery of creative innovation for young people by young people	Bridge programmes and participants will be invited to contribute to the gallery as and when appropriate.	Applied Creativity Labs will have an online gallery of final innovative ideas from young people as selected by industry experts offering inspiration for other young people by end Sept 2022.

⁹ Let’s Create Cultural Communities; Bridge role descriptors obj2



			Ignite Yorkshire will be highlighting young people’s work in an online gallery linked to IVE’s website.
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3.2.4 Develop a new creative sustainability curriculum with CPD (Continuous Professional Development) for teachers

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1 2	Delivery of a new programme for schools using the Applied Creativity Lab teaching and learning competency framework and the support of IVE’s ‘expert’ ACL (APPLIED CREATIVITY LAB) community; that focuses on teaching and learning environmental innovation specifically.	We will include Applied Creativity Labs as part of our reflective lab programme, encouraging and supporting schools to develop a practice of meaningful, solution focused teaching and learning with children and young people. ¹⁰	<p>We will develop a new CPD programme for teachers that focuses on developing <i>teaching for creativity</i> teaching and learning competencies in the context of ‘solution based’ environmental education.</p> <p>Effective Transitions will include project-based learning, with pupils responding to employer challenges that relate to environmental issues such as green energy, air pollution and fast fashion</p> <p>Integrate Applied Creativity Labs into the creative education programme for formal education settings as part of a menu of offers to build the creativity of students.</p>

¹⁰ Let’s Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, rec 6. Beyond school.



Strategic theme 3. The IVE Ecology

Working with others, in different ways, to achieve the best quality, reach and impact

3.3.1 Develop and support strategic collaborations and partnerships that focus on addressing the creative needs of Young People regionally and across the North

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
2	Delivery of an IVE network of like-minded organisations who are aligned in mission but differ in specialism and who together have an ambition to amplify their impact through collaborative programmes	<p>Become convener and partnership broker for LCEPs, supporting them to devise cross-regional programmes and access funding.¹¹</p> <p>Work with the creative sector to develop a vibrant, pioneering creative workforce that has a deep understanding of the value of creativity in young peoples' personal learning and development and has the tools and processes to Teach for Creativity.¹²</p> <p>Instigate a Creative Ambassador's Scheme/hub that brings together those who are enthusiastic advocates and facilitators of creative and cultural opportunities for children and young people. A space to find resources, opportunities, share practice and connect with like-minded professionals.¹¹</p>	<p>Ignite Yorkshire will establish a network of organisations that work with young people and their creative approaches to heritage.</p> <p>Applied Creativity Labs will continue to develop partnerships with businesses, organisations, and local councils to deliver Applied Creativity Labs for young people regionally in and in the North.</p> <p>Programmes with partners such as the Princes Trust, QA, Aspire Igen, Inspire North, Universities and a diverse range of employers - will support the development of young people as creative assets, acting as the stimuli and facilitators of young people's ideas, solutions, decision, and dreams, in navigating grand societal challenges and the world around them, with independence and agency</p> <p>From 2023, we will identify funding and partnership opportunities and develop collaborations with local strategic partnerships (formerly known as LCEPs) to deliver creativity programmes for the benefit of children and young people.</p> <p>We will continue to build a pool of skilled creatives that can work with us to develop a range of creative interventions and professional development for education settings that develop the creativity of their students.</p> <p>IVE's Creative Ambassador's scheme will become the go-to portal to a community of education and creative sector professionals actively promote and deliver creative teaching and learning both in and out of school.</p>

¹¹ Let's Create Cultural Communities; Bridge role descriptors obj2

¹² Let's Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, rec 1, 3 & 5.



3.3.2 Support community partnerships: sharing information and opportunities joining the dots at the hyper-local level to help young people thrive

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
2	Delivery of a well-used support service for local organisations that match-makes; signposts and quality-assures through a comprehensive professional development offer	Develop our reflective labs as our main professional development programme for all sectors. Cross-sector labs and online meeting spaces will be utilized to broker new partnerships who can access funding to explore novel approaches to teaching and learning, promoting enquiry-based learning as a framework for developing new practice. ¹³	<p>We will provide support for schools and young people focused agencies to collaborate and pool resources to amplify impact and extend reach in our most challenged postcodes.</p> <p>We will share data with community level partners about the impacts of teaching for creativity using Applied Creativity Labs as evidence.</p> <p>Our reflective labs on a variety of themes offer professionals working with children and young people a deep learning experience to improve their practice.</p>

3.3.3 Develop networks of associates and aligned organisations to help IVE deliver a broader more tailored offer to young people directly

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
2	A comprehensive collective of reliable, high-quality and specialist associates providing a training package for young people in a variety of learning settings and geographic areas in 'future-skills' subjects that augment IVE's core creativity curriculum such as technology and digital literacy, technical product innovation, business enterprise and marketing.	Work with the creative sector to develop a vibrant, pioneering creative workforce that has a deep understanding of the value of creativity in young peoples' personal learning and development and has the tools and processes to Teach for Creativity. ¹⁴	<p>Our work in programmes including the West Yorkshire Adult Training Framework will support us to connect with associate trainers like QA, specialising in Tech and Digital training, to bring technical skills into our offer.</p> <p>We will use our SCALE stakeholder group to bring in environmental expertise</p> <p>Effective Transitions will further develop IVE's pool of associates and volunteer industry specialists in STEM and 'green' industries.</p> <p>We will continue to build a pool of skilled creatives that can work with us to develop a range of creative interventions and professional development for education settings that develop the creativity of their students.</p>

¹³ Let's Create Creative People and Cultural Communities; Bridge role descriptors obj1 & 2; Durham Commission 2nd report, rec 3 & 5

¹⁴ Let's Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, rec 1, 3 & 5



Strategic theme 4. IVE Library of things

3.4.1 Develop a clear menu of targeted training and support offerings for creatives, businesses, Schools, Training Providers, Young People & Young Peoples Agencies

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1	A clear & funded training offer for young people	N/A	<p>Applied Creativity Labs will be offered for schools, training providers and youth sector organisations on the IVE website and directly as funding permits.</p> <p>Effective Transitions, will support 180 free female pupils on free school meals, from across West Yorkshire, to work towards higher level, sustainable post-16 destinations in STEM careers and other local labour market opportunities. Providing young people with industry mentoring and workplace and university visits.</p> <p>New Routes to Employment will provide employability programmes, preparing young people for the many jobs that require creativity and innovation skills.</p>
2	A clear training & support offer for schools - part funded, part paid for	<p>We will support existing Artsmark schools through the Artsmark process through development days, 1-2-1s, toolkits and resources. Schools in Artsmark consortiums will meet half-termly to share practice and develop their thinking around creativity across the curriculum.</p> <p>We will recruit new schools to the Artsmark programme through universal and targeted advocacy, developing new consortiums in targeted geographical areas. Our reflective labs will be developed and expanded as our CPD offer to schools.</p> <p>We will work with Artsmark partners to collate and make more visible their Artsmark offers to schools. We will also share quality CPD offers from the creative sector with schools.¹⁵</p>	<p>Applied Creativity Labs will be offered for schools, training providers and youth sector organisations on the IVE website and directly as funding permits.</p> <p>Developing Independent Learners (teacher CPDL) will be used to support schools to embed creative education through programmes including Raising Attainment through Creativity (Shine Trust) and Raising Aspiration 2 (WYCA) and other funded programmes as they come online.</p> <p>We will develop a region wide creative education programme that supports formal education settings to explore creative teaching and learning through partnership working, professional development and mentoring.</p>

¹⁵ Let's Create Creative People; Bridge role descriptors obj1



2 3	A clear support offer to our partner orgs, schools, colleges, universities, employers & young people's agencies	A programme of CPD reflective labs, information, advice and guidance, resources, case studies and data will be made available to all sectors working with children and young people. Our Creative Ambassador's pilot will create a community of creative practice where alongside the above members will share practice, collaborate, and make connections. ¹⁶	New Routes to Employment will provide an intervention to support organisations in broadening their recruitment to meaningfully engage more diverse young people. IVE's support of the Adult Training Framework (WYCA) will train young people (18+) and reskill adults, so they can access regional growth sectors for employment. This includes training in creativity and innovation skills and elements of behaviour and emotional intelligence. Our reflective labs on a variety of themes offer professionals working with children and young people a deep learning experience to improve their practice.
3	A clear 'paid for' offer for businesses accompanied by a clear CSR message about how they are supporting young people	N/A	Creative Leadership Training, developing creative, future ready leaders through tailored, experiential & reflective training. For current and aspiring business managers - to enhance and develop a culture of creativity and innovation in their organisations. Apprenticeship Training, embedding collaborative creativity and innovation skills in wider occupational standards relating to leadership and management Diversity and Inclusion Training: Diversity and Inclusion Labs form part of a suite of 'paid for' programmes being offered to businesses and other organisations.

3.4.2 Develop our role as the 'go to' for creativity in schools developing and sharing creativity focused teaching & learning resources

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
2	As above: Delivery of a clear training and support offer for schools that focuses on teaching and learning for creativity, particularly toward (but not exclusively) environmental innovation	As 3.4.1. We will develop a creative workforce from the creative and cultural sector to work with us to offer interventions and activities that focus on creative teaching and learning across the curriculum.	Applied Creativity Labs offered to schools to develop creativity and environmental innovation. The SCALE programme (Scaling Up Applied Creativity Labs Across Europe) will publish a Teaching and Learning for Creativity Competencies Framework; a Best Practise Guide to Teaching for Creativity to find innovative solutions to environmental issues; and a Massive Open Online Course (MOOC) by end 2023.

¹⁶ Let's Create Cultural Communities; Bridge role descriptors obj2



		<p>We will invest in and support long term partnerships between the education and creative sectors that encourage exploration of and professional development in teaching for creativity across the curriculum. We will bring our wealth of experience in developing creative partnerships to the process to ensure partnerships have the confidence and skills to embed creativity across the curriculum.¹⁷</p>	<p>Effective Transitions will include project-based learning, with pupils responding to employer challenges that relate to environmental issues such as green energy, air pollution and fast fashion,</p> <p>Developing Independent Learners CPD offered to schools independently and alongside Applied Creativity Labs, developing young people’s learning skills (meta-cognition, self-regulation, motivation, and self-directed learning)</p> <p>Our Raising Attainment through Creativity programme funded by Shine Trust, will benefit over 120 year 7 pupils, by developing teachers’ pedagogy to use ‘teaching for creativity practices’, to drive up attainment, at a school with 48.6% of pupils on free school meals. This will be rolled out across the school in future years to benefit over 900 pupils.</p> <p>Raising Aspirations 2, funded by the Burberry Foundation via WYCA will support teachers in SEND settings to develop their teaching practice in relation to teaching for creativity.</p> <p>We will develop a region wide creative education programme that supports formal education settings to explore creative teaching and learning through partnership working, professional development and mentoring.</p> <p>Our reflective labs on a variety of themes offer professionals working with children and young people a deep learning experience to improve their practice.</p>
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3.4.3 Develop a regional Festival of Creativity publication or event

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1	Delivery of an annual Creativity focused event or publication for schools and young people	We will hold a creativity focused event for schools, creatives, and young people towards the end of our Bridge contract to celebrate and disseminate the creative practice and partnerships that have been developed through this programme.	<p>The full range of other programmes will provide case-studies, impact stories and speakers to enhance the content of this event.</p> <p>An annual publication or conference of creativity will enable us to share the most up-to-date thinking and expertise in creativity in education with educators and creatives.</p>

¹⁷ Let’s Create Creative People and Cultural Communities; Bridge role descriptors obj1 & 2; Durham Commission 2nd report, rec 1, 3 & 5



Strategic theme 5. Building on the foundations of Bridge and Ignite, in preparation for further integration through transition

3.5.1 Bridge legacy: Build on our research pedigree as a trusted supplier of information

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1	More and better data resulting from investment of capital and human resources into fit for purpose CRM (Contact Relationship Management), data and knowledge information analysis systems	We are revising and improving our CRM system to ensure our data is fit for purpose and of value in measuring and demonstrating impact. Data sources (see appendices) will provide intelligence to ensure programmes are targeted towards the areas of greatest need. Feedback, data, and intelligence will be collated internally to demonstrate the impact of each intervention and influence future planning. ¹⁸	Our systems will provide clear and effective data and evidence to direct of our and evidence impact, supporting our advocacy and generating new clients, partners, and funding.
2	A clear and well used information support offer to schools and young people focused support agencies	Development of the Bridge pages of the IVE website to become a hub for information, support, resources, and opportunities that all schools can access. ¹⁸ Work with LCEPs to develop a visible membership on their website so we can also signpost schools and young people to their local cultural offer (where applicable). ¹⁹	IVE's Creative Ambassador's scheme will become the go-to portal to a community of education and creative sector professionals actively promote and deliver creative teaching and learning both in and out of school.

3.5.2 Bridge legacy: Build on our unique, validated credibility through new collaborations with HE (Higher Education), NHS and others who share our values

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2023-25
2	The continued strategic relationship with LCEP (local education partnership) partners across the region	We will support LCEPs towards independence and shift our relationship to one of convenor, partnership broker and information portal for funding opportunities, potential	From 2023, we will identify funding and partnership opportunities and develop collaborations with local strategic partnerships (formerly known as LCEPs) to deliver creative programmes for the benefit of children and young people.

¹⁸ Let's Create Creative People and Cultural Communities; Bridge role descriptors obj1 & 2

¹⁹ Let's Create Cultural Communities; Bridge role descriptors obj 2; Durham Commission 2nd report, rec 5



		collaborations and up to date intelligence on regional and national initiatives. ²⁰	
2	New strategic partnerships with organisations large or deep enough to have real impact	We will re-focus part of our partnership investment funds to invest in long term partnerships between a broad range of sectors that lead towards changes in policy and practice across the partnership. ²¹	The legacy of our ACE funded Creative Case for Diversity work is building a new partnership with the Screen Industries Growth Network, through diversity and inclusion training for screen industry SMEs and professionals.

3.5.3 Bridge legacy: Develop a new 'Creative Schools' programme

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1	Referencing 2.4, 4.1, 4.2 & 4.3 above	See above	<p>Applied Creativity Labs will be offered for schools, training providers and youth sector organisations on the IVE website and directly as funding permits.</p> <p>Developing Independent Learners CPD will be offered to schools to enable staff to embed teaching and learning for creativity into the curriculum.</p> <p>We will develop a region wide creative education programme that supports formal education settings to explore creative teaching and learning through partnership working, professional development and mentoring.</p>

3.5.4 Bridge legacy: Build on our experience of partnership working to develop strong, cross sector collaborations to secure new sources of funding to deliver exciting programmes for children and young people.

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2023-25
2	As in 5.2; delivering key partnerships that by working together, secure resources for	The re-purposing of PI (Partnership Investment) will enable us to invest in long term partnerships between education, creative and other sectors. With an enquiry-based focused, the partnerships	Ignite Yorkshire 2: potential future NLHF funded partnership programme if successful.

²⁰ Let's Create Cultural Communities; Bridge role descriptors obj 2

²¹ Let's Create Creative People; Bridge role descriptors obj 1; Durham Commission 2nd report, rec 1 & 3



	programmes that support children and young people directly.	will developing a deep understanding of the conditions needed to develop the creativity, aspirations and confidence of children and young people. ²¹	New partnerships will be nurtured to secure future funding for Applied Creativity Labs and LEP/Combined-Authority Tenders. We will develop a region wide creative education programme that supports formal education settings to explore creative teaching and learning through partnership working, professional development and mentoring.
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3.5.5 Ignite legacy: Build on and share best practice in our growing experience of Youth Voice in governance

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2023-25
1	The delivery of IVE's own Young Peoples Advisory group and IVE's first young trustee	We will work alongside Ignite colleagues to develop appropriate mechanisms to develop and support young people as advisors. ²²	Ignite will contribute both best practice in terms of engaging young people meaningfully in consultation and decision making at a governance level, and recruitment of the group – reaching diverse demographics representative of the region.
2	The successful roll out of Young Peoples Advisory groups across the region	We will work with LCEPs to ensure that youth voice is at the heart of their planning and delivery, utilising and sharing the expertise and experience of Ignite colleagues to support the partnerships.	Ignite will build on this area of work, supporting our engagement with advisory groups and youth panels we setup with heritage, community, and youth sector organisations across the region.

3.5.6 Ignite legacy: Further develop our work that focuses on **Young People as 'Assets'** in both professional and community contexts

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-25
1	The successful development and roll out of a Young Person's 'consultancy' service	N/A	Ignite Yorkshire's Cactus Crew setting up The Spikey Truth consultancy service which will inform IVE's Young Person Consultancy service concept development
1	More young person designed content and interpretation in museums and the heritage sector more generally	We will encourage all partners, particularly through our LCEPs, to develop meaningful co-production with young people to ensure their offer for children and young people is fit for purpose and attractive to them. Error! Bookmark not defined.	Ignite Yorkshire's legacy will see young people influencing digital and physical interpretation in both the National Coal Mining Museum and Sheffield's Museums Trust

²² Let's Create Creative People; Bridge role descriptors obj1; Durham Commission 2nd report, rec 6.



3.5.7: Ignite legacy: Build on our experience of making lasting change at organisational level about how the heritage sector engages with young people

Strategic aims	Measures of success	Bridge 2022-23	Other programmes 2022-23
2 3	The delivery and uptake of a set of resources and training services that support heritage organisations and their engagement teams on an ongoing basis.	We are keen to involve more heritage organisations to become actively engaged in LCEPs and other strategic partners. Our work on place-making will particularly benefit from their expertise and resources. ²³	Ignite Yorkshire Toolkit and Think Papers and website and will be disseminated via Museums Development Yorkshire and other heritage outlets.

²³ Let's Create Cultural Communities; Bridge role descriptors obj2



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